

Case 2 for Internal Assessment Centre for 'Sales Function'

Raghav Mitra, the Area Manager for Ramgarh zone, had his meeting with his 2 CDOs (Ajay & Subhash) in the morning today. He was taking stock of the numbers, issues within his team. A day after tomorrow, Raghav is having a meeting with his boss Mr. Abhishek Kapoor, the Regional Manager & Mr. Ramesh Khurana, the Branch Manager where he will be discussing the entire situation of his area with them.

Raghav works with 'Chandra Prakash & Sons'. It is a leader in soap & shampoo manufacturing & distribution business. It has made a name for itself being in business for many years and occupying the leadership position.

The sales team / distribution hierarchy is as below:

Area Mgr.	CDO	Stockist
Raghav Mitra	Ajay handling Ramgarh zone A	Madan Distributor
		Sai Krishna Agency
		Rohan Distributors
	Subhash handling Ramgarh zone B	Meera Bai Agencies
		Raghu Agency

The company's products move into 4 channels: **Major Accounts (MA), Chemists (CH), Wholesale (WS) & Other Accounts–Small Kiranas (OT).**

Note: 'Rohan Distributors' in Ajay's area handles primarily rural areas of the zone.

The products / brands that make company's portfolio are: **100g medicated soap 'Skincare', 200g beauty soap 'Milky White', 15 ml shampoo sachet 'Grab It', 40 ml shampoo bottle 'Hairdo'.**

The market for soaps and shampoos is growing in this year thanks to better awareness through TV and print media. Whoever grabs the bigger pie will emerge as the winner.

Ajay, who handles the largest area in Raghav's territory, was discussing his issues in the morning. The previous CDO had not visited Madan Distributor for last 3 months. Madan's younger brother died 3 months back who used to supervise the distribution and Madan has been trying to build his rapport in the market.

Ajay also discussed the initial burst which was generated with the launch of new product 'Hairdo' and performance in subsequent months. He has also been discussing the result of the GTM done for 'Grab It' in OT channel. Also, during his market work, there were queries of payment from the trade regarding the displays activities which were done during the GTM for 'Grab It'. The discussion also veered towards the deals thrown by the competitor in wholesale market and also regarding rural servicing through Rohan Distributors. Ajay has found that Himmat Singh,

the proprietor of Rohan Distributors, seems to be a cooperative distributor but a little lazy in his approach towards his market working.

Raghav also had a long discussion with Subhash and he raised his concerns over too much focus on wholesale channel in Subhash's area. He hinted about withdrawing the subsidy that is being given to Subhash's distributors till now. In Ajay's zone, this facility has been given only to 'Rohan Distributors' as he services the rural areas.

Raghav surely had to understand all the issues to present the full report to his seniors. Can you help him interpret ALL THE ISSUES that his entire territory is facing currently?

Channel wise Sales figures (month wise)

	Channel	Apr	May	Jun	Jul	Aug	Sep	Total
Madan Distributor	MA	3.00	3.12	3.20	2.80	2.60	2.50	17.22
	CH	0.50	0.51	0.54	0.51	0.48	0.47	3.01
	WS	1.30	1.35	1.36	1.34	1.30	1.28	7.93
	OT	5.00	5.50	6.00	5.60	5.10	4.85	32.05
Total		9.80	10.48	11.10	10.25	9.48	9.10	60.21
Sai Krishna Agency	MA	2.50	2.80	3.00	3.20	3.40	3.45	18.35
	CH	0.40	0.50	0.60	0.62	0.61	0.63	3.36
	WS	1.00	1.10	1.20	1.20	1.30	1.35	7.15
	OT	2.00	2.10	2.20	2.30	2.40	2.60	13.60
Total		5.90	6.50	7.00	7.32	7.71	8.03	42.46
Rohan distributors	MA	0.44	0.47	0.46	0.45	0.47	0.43	2.72
	CH	0.15	0.16	0.15	0.16	0.17	0.16	0.95
	WS	4.20	4.30	4.30	4.30	5.20	4.30	26.60
	OT	0.46	0.44	0.47	0.45	0.44	0.45	2.71
Total		5.25	5.37	5.38	5.36	6.28	5.34	32.98
Meera Bai Agencies	MA	2.00	2.10	2.10	2.20	2.20	2.30	12.90
	CH	0.10	0.11	0.16	0.15	0.16	0.17	0.85
	WS	2.00	2.10	2.20	2.50	2.60	2.80	14.20
	OT	4.20	4.50	4.20	4.30	4.10	3.80	25.10
Total		8.30	8.81	8.66	9.15	9.06	9.07	53.05
Raghu Agency	MA	1.50	1.60	1.50	1.60	1.80	1.90	9.90
	CH	1.10	1.10	1.20	1.50	1.60	1.60	8.10
	WS	3.50	3.80	4.00	4.50	4.60	4.70	25.10
	OT	2.00	2.50	3.00	3.00	3.10	3.20	16.80
Total		8.10	9.00	9.70	10.60	11.10	11.40	59.90
<i>All figures are in Rs. lacs</i>								

Share Trends (Ajay's zone)	Apr	May	Jun	Jul	Aug	Sep
Skin Care	32	33	35	32	31	33
Competitor	28	29	30	30	31	32
Market Size for Medicated Soap (in terms of secondary sales)	120	145	155	160	180	200
Milky White	27	29	29	30	31	32
Competitor	21	23	23	24	25	27
Market Size for Beauty Soap (in terms of secondary sales)	88	91	93	95	96	98
Grab It	10	9	9	8	7	7
Competitor	62	62	63	65	68	69
Market Size for Shampoo Sachet (in terms of secondary sales)	120	123	125	130	140	145
Hairdo	0	0	0	2	1	1
Competitor	20	19	20	19	20	21
Market Size for Shampoo Bottle (in terms of secondary sales)	50	52	53	55	60	62

Other Information:

- The business is equally distributed amongst 12 months. There is no seasonality.
- Ajay has taken over his zone this month only. The previous CDO has left the company.
- There was a new TV ad launched for 'Milky White' in May. The competitor also launched his TV ad in the month of May only. The preference data showed higher consumer preference for 'Milky White' after the ad was launched.
- 'Grab It' was launched in April and 'Go To Market' was also conducted. There was a GTM of hanger display sell in assortment for 'Grab It' during the launch in OT channel.
- 'Hairdo' was launched in July in all the channels. This is a new type of SKU. There was a huge market activity outburst in July for the launch.
- The rural areas of the entire territory were given special budgets for trade promotion schemes in August to tap OT channel.
- Lucrative deals were thrown by the competitor in August in wholesale market in medicated soap category.

Also attached in Annexure: Share, ND, WD, Preference data for various brands in various channels