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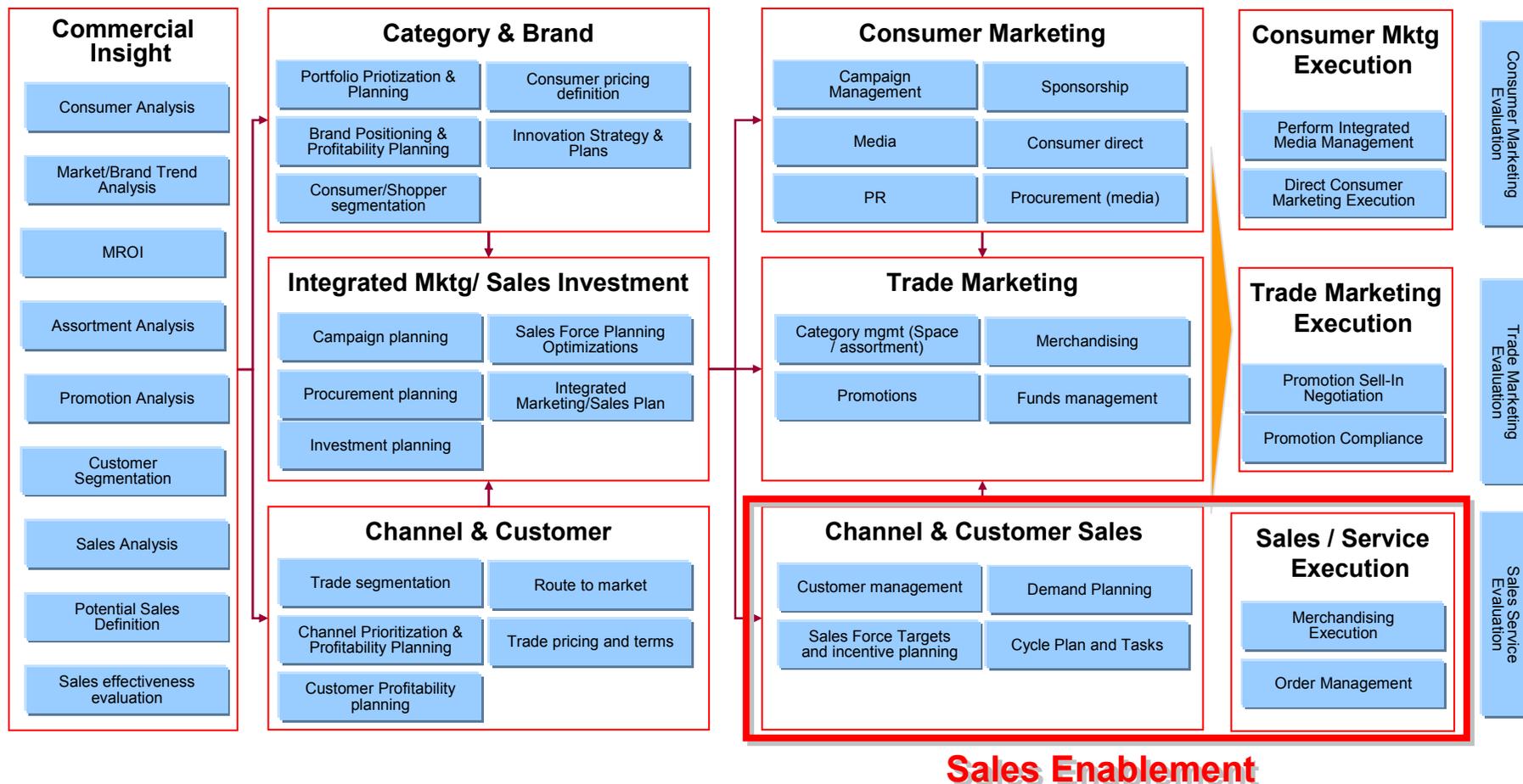


Foundations for Sales Enablement in Russia

September 2008

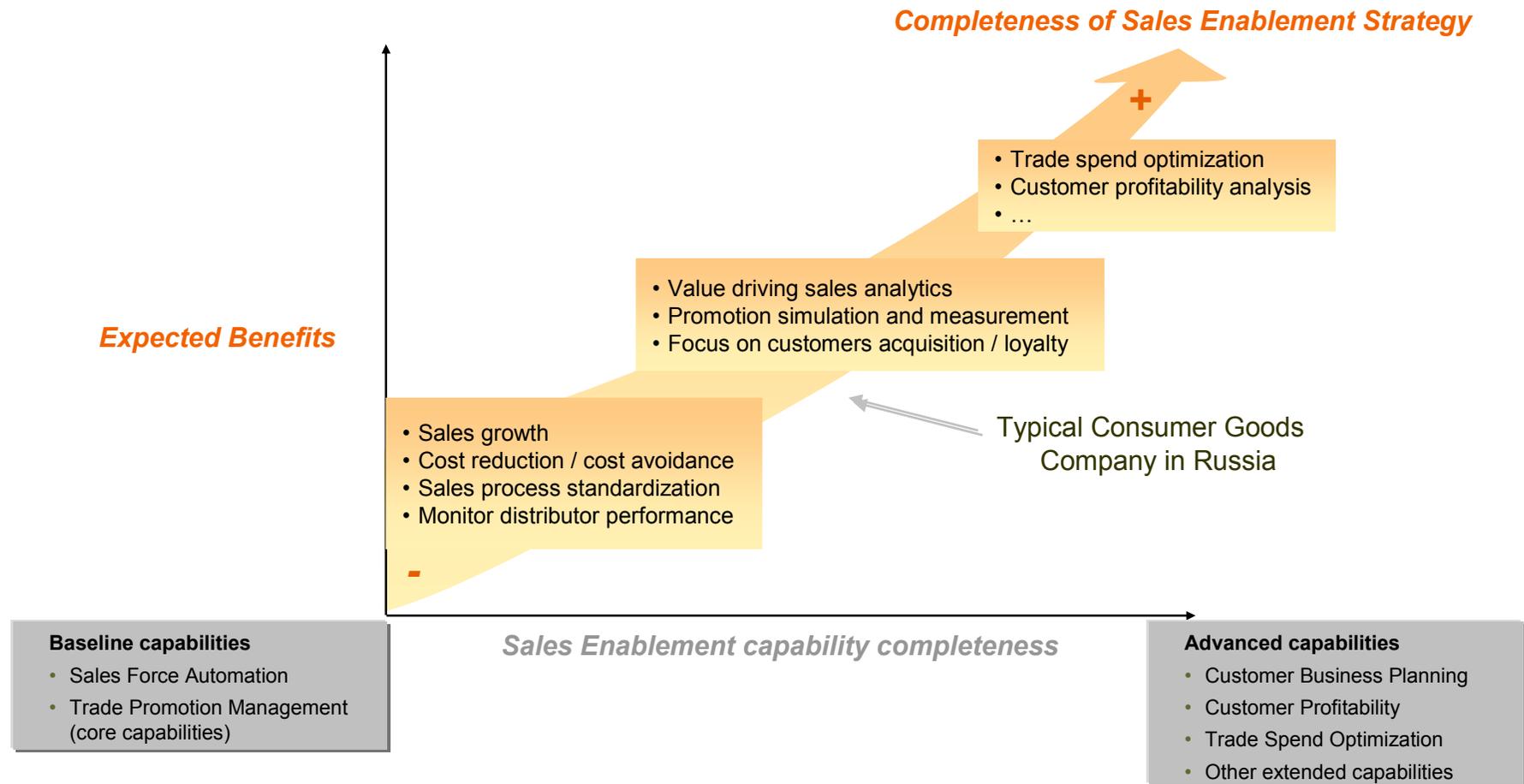


Sales & Marketing - Excellence Process Framework





Sales Enablement is a set of CRM capabilities enabling a company's sales organization to achieve strategic objectives and operational excellence





There are some common key challenges to all Sales Enablement programs which may threaten their success – which are amplified in Russia

Complex transformation journey

- How to shape a harmonized sales solution?
- Complex to define a successful deploy roadmap
- Need to develop the right skills

User Adoption

- Change of pre-existing sales processes & procedures
- Difficult to get the acceptance of the new technology
- Solution usability and performance can be an issue

Results measurement

- Identify the right KPI's
- Hard to recognize non-tangible business benefits
- How to calculate ROI?

Different distribution channels

Mix of direct and indirect sales

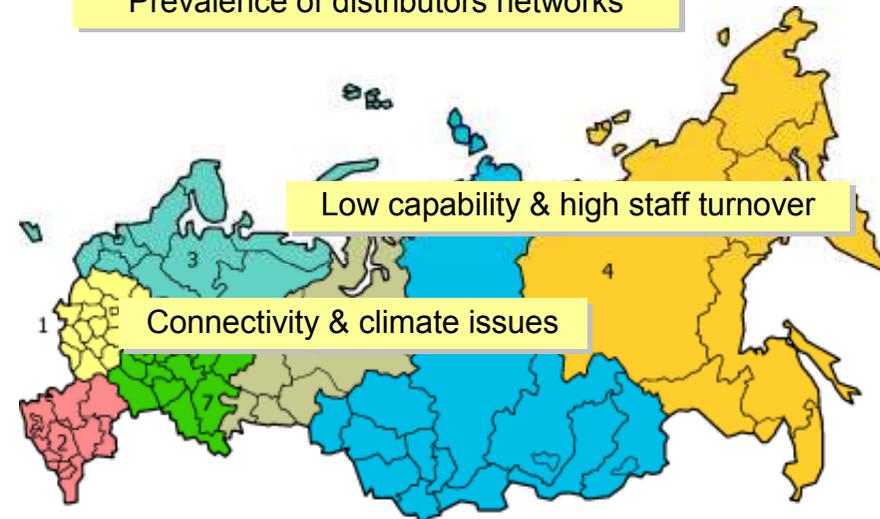
Prevalence of distributors networks

Low capability & high staff turnover

Connectivity & climate issues

Absence of Analytical Tools

Data Accuracy & Availability





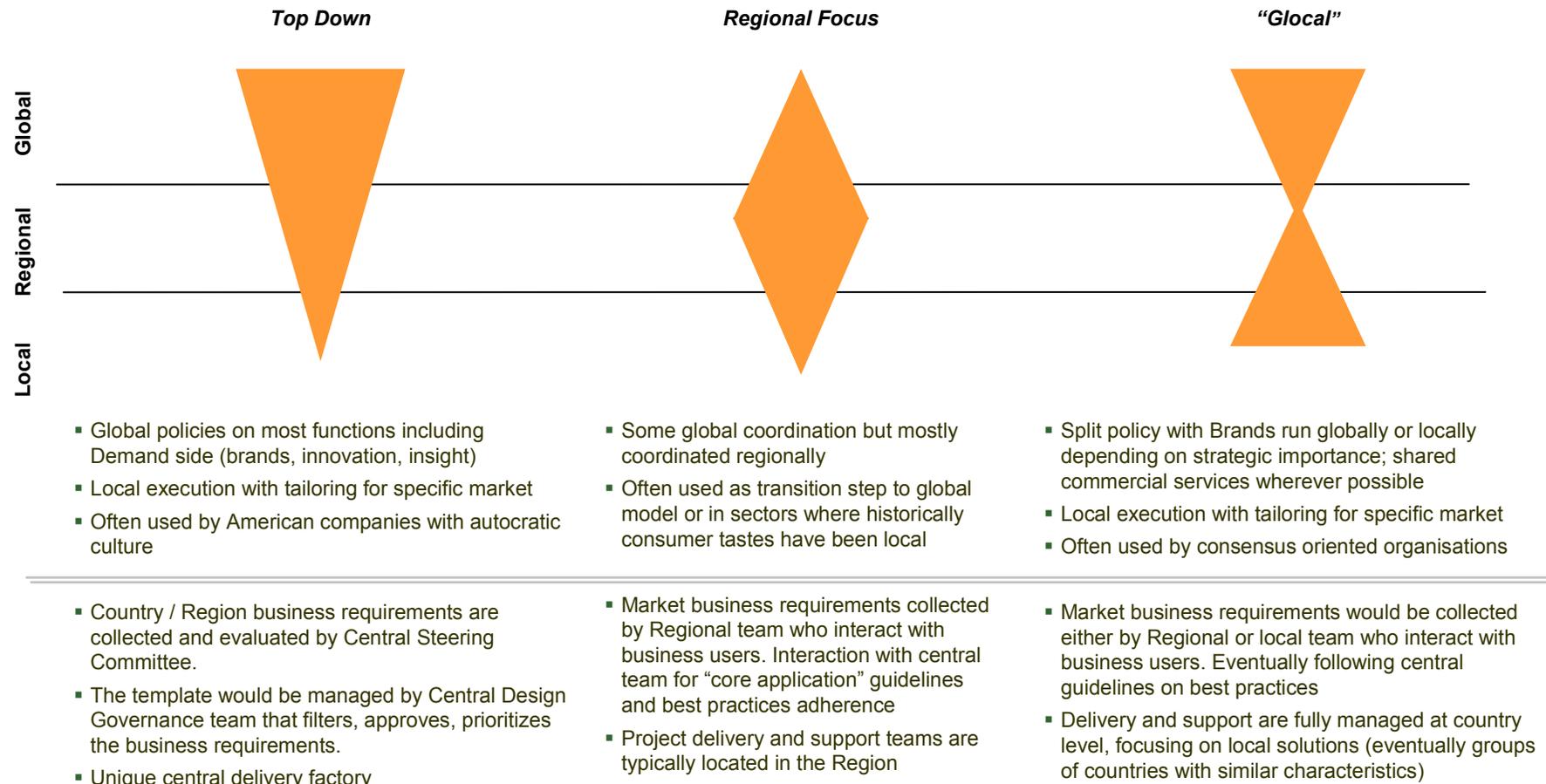
We believe that the following drivers are crucial to determine the selection and the success of a Sales Enablement solution

- Operating and Governance Model
- Route to Market Model
- Sales Force Type
- Process & Organization Maturity
- Enabling Technology & Integration



Operating and Governance Model

- Sales Enablement solutions need to match company's operating model to be effective





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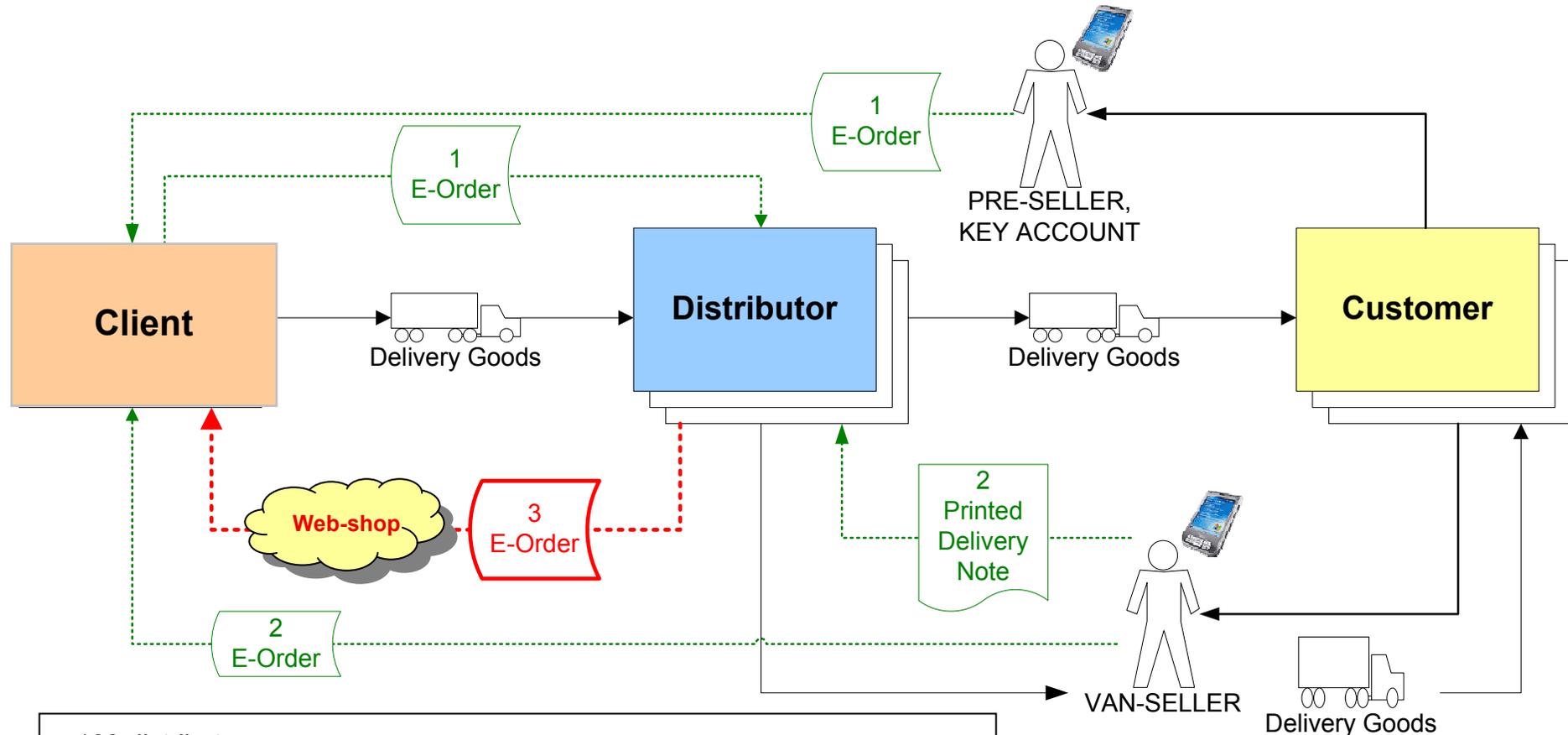
Sales Force Type

- ...which are also reflected in which sales activities are executed by which type of sales force (internal/external)

Sales Force Role			Applicability on Distribution Channels				
Direct Sales Force	Merchandiser / Promoter	Distributor Sales Force	GO-to-MARKET MODELS	Modern Trade	Traditional Trade	Open Markets	Impulse / Horeca
<ul style="list-style-type: none"> Order Management Deal&Promo Neg. Assortment Mgmt. Cash Collection 	<ul style="list-style-type: none"> PoS Execution Promo compliance POSM management 		DIRECT	Owned Sales and Distribution (pre-sales)	●	◐	
<ul style="list-style-type: none"> Order/Inventory Management Cash Collection Deal&Promo Exec. Assortment Mgmt. Merchandising – PoSM 			DIRECT	Owned Sales and Distribution (DSD)	◐	◐	
<ul style="list-style-type: none"> Order Management Cash Collection Deal&Promo Exec. Assortment Mgmt. 	<ul style="list-style-type: none"> PoS Execution Promo compliance POSM management 		MIXED	Owned Sales – Outsourced Distribution	◐	◐	
<ul style="list-style-type: none"> Pre-sales activity Deal&Promo Exec. Assortment Mgmt. 		<ul style="list-style-type: none"> Order Management Cash Collection Deal&Promo Exec. Assortment Mgmt. 	MIXED	Outsourced and co-managed	◐	◐	◐
<ul style="list-style-type: none"> Pre-sales activity Deal&Promo Exec. 		<ul style="list-style-type: none"> Order Management Cash Collection Deal&Promo Exec. Assortment Mgmt. 	INDIRECT	Indirect Exclusive (I)	◐	◐	◐
	<ul style="list-style-type: none"> PoS Execution POSM management PoS Investment 	<ul style="list-style-type: none"> Order Management Cash Collection Deal&Promo Exec. Assortment Mgmt. 	INDIRECT	Indirect Multi-brand (IM)		◐	◐
	<ul style="list-style-type: none"> PoS Execution POSM management PoS Investment 	<ul style="list-style-type: none"> Order Management Cash Collection Deal&Promo Exec. Assortment Mgmt. 	INDIRECT	Wholesale – Cash & Carry		◐	◐



Sales Force



~ 100 distributors
 ~ 50 own KA Sales Reps (working with KA)
 ~ 1000 exclusive Sales Reps (distributors' employees working with Client product only and managed by client's Sales Managers)



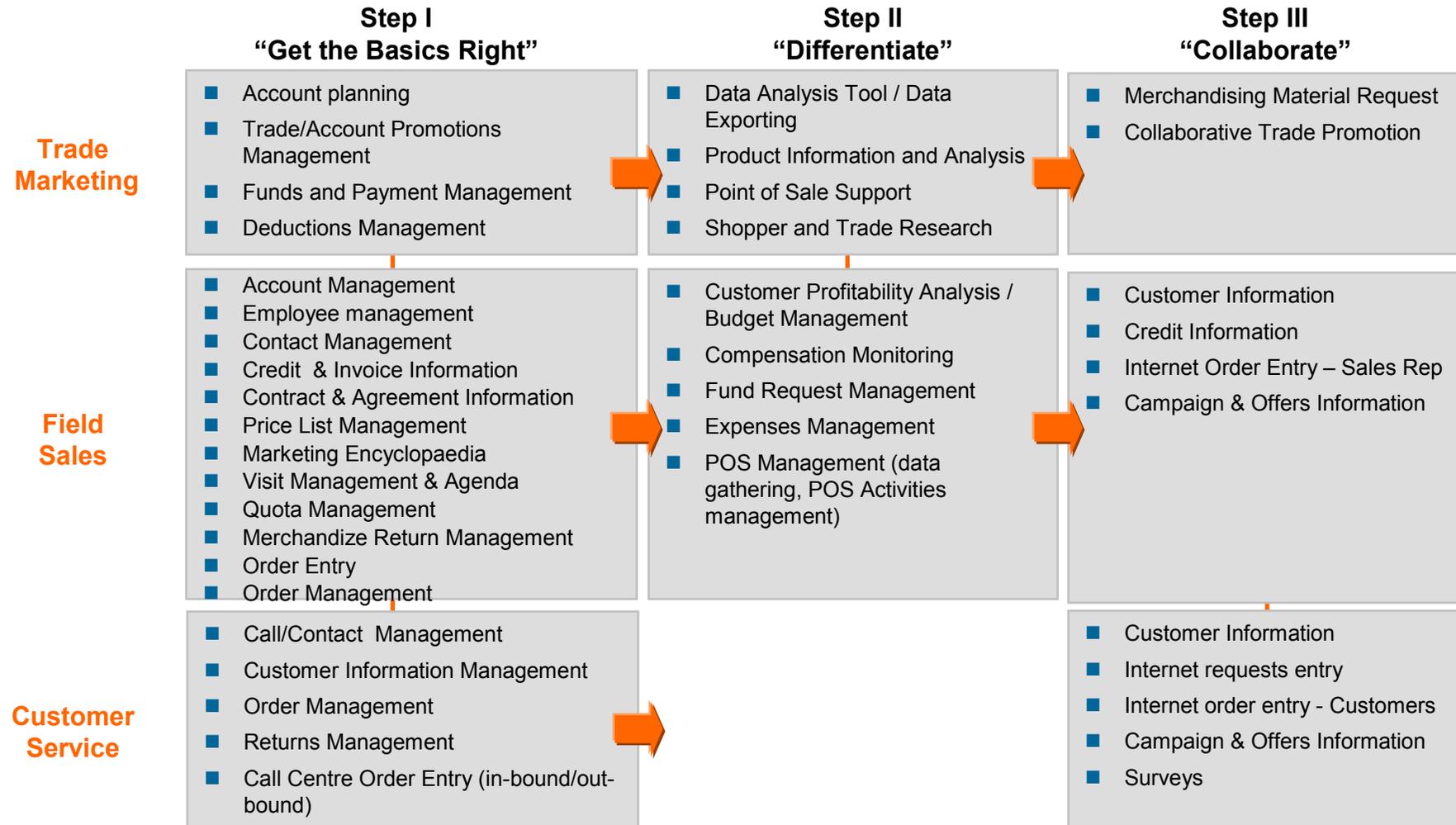
Process & Organization Maturity

- Process maturity and business readiness vary widely across organisations and imply different needs in terms of sales enablement capabilities:
 - Historically, consumer goods companies in Russia have aimed for “basic” objectives: standardize & streamline processes, manage high data volumes for the traditional trade, maximize in-store effectiveness and evolve towards a more mature model
 - But increasingly companies are using Sales Enablement to provide distinctive capabilities, enabling to differentiate the company against competitors and reach operational excellence

- Sales Enablement can successfully drive all these different needs, given the following prerequisites:
 - sales processes are well defined
 - solutions are tailored to the existing business processes, or applied only after a process reengineering and implementation



Process & Organization Maturity





Enabling Technology & Integration

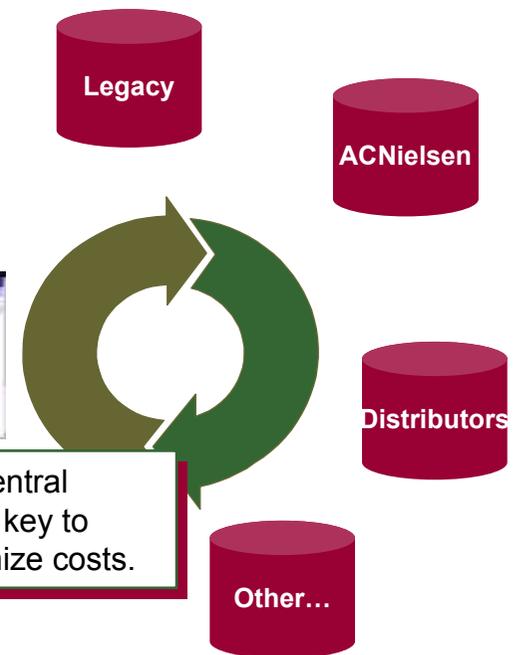
- Sales programs are sometimes Technology driven and “technology at all costs” can be counterproductive.
- Furthermore, master data management and integration with external systems can drive higher costs, if not carefully designed.



Technology can be an accelerator of sales effectiveness, but only if associated with user adoption and effective application performance

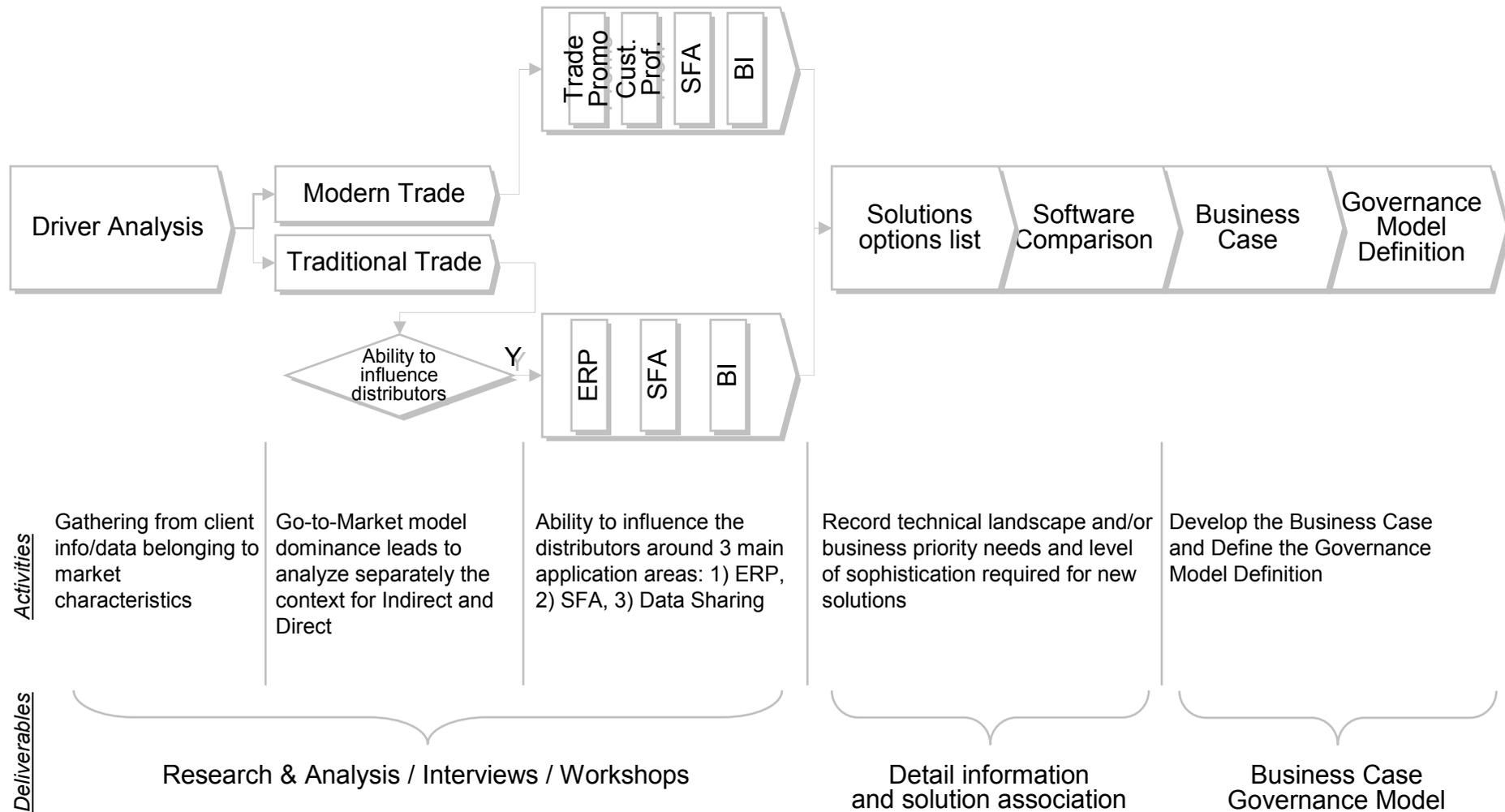


An integrated approach and central Master Data management are key to maximize efficiency and minimize costs.





Diagnostic approach to select the right Sales Enablement Solution



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Appendix

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Sales Enablement: Supported Capabilities

