

Case 1: Sales-force Transformation at Gulf Oil Lubricants India Ltd (GOLIL) in 2015-16



Sponsor: Mr. Nagendra Pai (President – Auto Lubricants & Allied business)

Vision: To be among the Top 3 Private Lubricant Companies in India

Stated Need:

In the B2C business, the challenges that Gulf had:

- Primary Sales-driven Policies, Schemes/ scheme implementation & working practice
- Inadequate Systems & processes. Low visibility to Secondary sales
- Infringement: poor territorial integrity
- Complex Schemes, with high dependency on the Distributor to pass it on to Retailers

The Client wanted to Grow, Professionally. It wanted its B2C Sales & Distribution System to become Secondary Sales-driving, with complete visibility

Solution provided by Alchemists Ark:

- Inputs on the Secondary-driving Simplified "Gulf Distributor & Trade Policies"
- Created Ways of Working (WoW) for each role in the Sales Hierarchy (NSM, RM, AM, TM, DSR & SO)
 - Roles, Responsibilities, KPIs, Calendars, Required Knowledge-Attitude-Skills-Habits
 - Way to Strategise for an Area for AM (typically a State)
 - Way of Managing Territory for TM (Role-holder's geography)
 - Way of Managing Distributor
 - Way of Managing Retailers
 - Way of Managing People
- Created the The Gulf Way of Selling (WoS), film-based
- Rolled out WoW and WoS through Class-room Sessions
- Developed a Digital Product Presenter (to do Influencer Meets and Retailer Meets)
- Develop a Simple Smartphone-based Electronic Order-Capturing Tool
- Recommended the Secondary Sales Software to put at Distributors (Tally ERP 9)
- Created a Mobile app to capture how the sales team is going about their field-work

Outcome:

We believe that our interventions, over a year or so, **contributed to GOLIL in a significant way to achieve their vision: Today Gulf is the No. 2 private lubricant company in India.** Mr. Pai would vouch for it. Moreover, when Gulf ventured into 2-wheeler batteries in 2017-18, they hired us again to do Way of Working (WoW) and Way of Selling (WoS) for the battery team!

Here is what Mr. Pai has to say about us in a testimonial:

"I have known Sreeram & TAA for the last 20 years and can strongly endorse his knowledge and experience in all facets of Sales Management. We are very happy with the end result and look forward to a very long relationship"