



TOTAL Corporation, Philippines

Project & Sales Performance Improvement Project

“The installation of the Management Control System has allowed us to have more visibility and control over all sales functions within the Department and had a positive impact all round... But the most important aspects of the increase in Sales Effectiveness was that the changes proposed were well communicated and developed with the involvement of all the team.”

Toti Del Rosario
Vice President of Consumer Sales

TOTAL (Worldwide) began in 1924 and is currently the 4th largest oil & gas company in the World.

TOTAL (Philippines) Corporation began trading in 1997 and now holds a 5% market share in the Philippines for the Fuel Distribution market. Its products are diesel, gasoline, lubricants, auto LPG and specialty chemicals and it sells to the commercial and retail markets.

ANALYSIS

Following the survey, a 35 week project was undertaken to conduct a sales effectiveness improvement program for TOTAL's Consumer Sales Division of the Philippines affiliate. This division sells diesel and gasoline to the commercial market.

The project's main focus was to:

- Increase Sales Effectiveness through a comprehensive approach to the planning and reviewing of sales based activities with increased focus on business development with both new and existing customers
- Develop and install accurate planning and reporting tools at all levels to provide increased control, transparency and accountability
- Define, develop and install standard Management Control Systems across the Department.

PROJECT APPROACH

The project kicked off with Renoir's Focus Process™ and Implementation to ensure that consistent and sustainable outcomes were achieved. The process took TOTAL (Philippines) Corporation sales and some support staff through a learning experience that promoted commitment to and ownership of, the solutions being implemented, whilst retaining the necessary discipline.

In order to get maximum impact and buy-in, a 'Management Action Team' was set up and headed by VP Consumer Sales and included Managers of other Departments, to directly engage the Marketing team in implementing the process improvement, to report and review the progress of the systems development, installation of the changes and the monitoring of results.

During the Renoir Focus Process™, a number of system elements were developed, which included:

- Installation of a structured plan and review meeting schedule to enhance visibility and control and to allow for short interval control.
- Client Ranking Tool which easily ranked clients based on pre-set weighted criteria (volume, margins, potential to develop)
- Weekly Sales Plan document focusing on plan vs actual of sales volumes
- Monthly Management Report
- Review and monitoring documents

KEY RESULTS

Increased Sales Effectiveness

Installed sustainable Management Systems to deliver “Real Time” information to the Consumer Sales Management

24% increase of imported product

13% increase of Business Development activities

Structured go-to market plan for Business Development

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PROJECT RESULTS

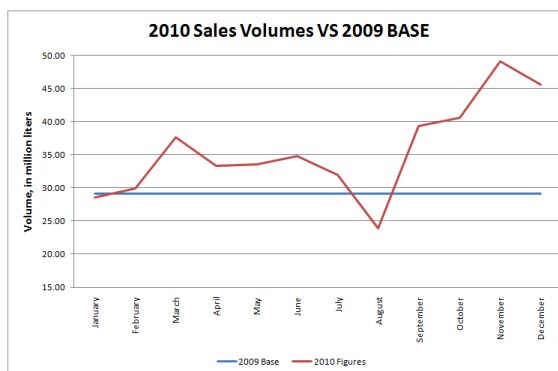
The Project Team installed a Management Control System focused around a 'Plan-Do-Check-Action' Cycle. Daily, Weekly and Monthly planning and review meetings were installed along with supporting documents to place greater emphasis on short-interval controls by Managers and focus the activities of Sales Staff. Coaching was provided throughout these meetings so that maximum benefit could be derived from them. The Weekly Sales Plan document was fundamental to the daily and weekly planning meetings because it encouraged Sales Staff to structure their client contact based on target volumes and set out a plan for the week ahead. It allowed their Managers to review the plans going forward, provide direction, set goals and then to review the plan versus actual volumes and margins on a daily and weekly basis so that corrective action could take place at much shorter intervals.

Non-value adding activities were identified analysed and after economic justification transferred to support departments in order to provide more time for selling based activities, in particular, Business Development.

For Business Development, new Key Performance Indicator's were set for all Sales Staff with specific targets on new client prospecting and subsequent capture. Sales Staff were also targeted on new client capture to first sale turnaround, and re-development of lost clients; these two elements were not previously monitored.

Training was delivered to the Sales Team to maximise the benefits of the project, and included, systems training, time management, negotiation skills and overall sales training.

Providing Sales staff more time to sell and with an increased focus on Business Development, the amount of product ordered increased each month, which in turn increased monthly volumes achieved.



THE RENOIR GROUP

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