

## Asia Timber Products

Less means more in sales

Asia Timber Products is a leading, foreign owned, wooden flooring and panel manufacturer with manufacturing sites in Guangdong, Sichuan and Hubei. They cover all of China through direct sales and distributors, from their Shanghai headquarters.

“With a smaller sales force we now actually deliver more!... Renoir has helped us to focus on managing the sales process much more tightly and it works”

**Paul Weatherall**  
CEO

### Key Results

Increase in sales productivity between 35% to 178% in 20 weeks

Detailed opportunity list of potential distributors for sustained future sales growth

Sales force activities increased by two to five times

Much higher sales force morale and motivation

Successfully implemented Sales Process KPI scorecard system

### ANALYSIS

An initial Renoir Assessment revealed relatively low sales productivity, sales force behaviour was primarily passive and sales force activities were not tightly controlled. Morale throughout the sales force was low and there was little motivation to excel. In addition, the company's market perception is poor, i.e. relatively high price/over-priced, poor service, slow delivery and deteriorating quality.

### PROJECT APPROACH

Management Action Teams (MATs) were set up by region/sales territory, and these were supported by an employee task-force to drive changes, primarily in sales productivity and market information gathering.

Although the employees were generally complacent and lacked motivation for change, we successfully engaged them in the change process, convincing them that change was required and motivating them to buy into the process.

The change process was supported with hands-on support for a new system implementation, soft training on managerial skills, effective communication, team building, effective meetings, and time management. Most of the staff and employees were included in these training sessions. The sales force was also taken through customised Sales Effectiveness training.

In addition to the focus on sales activities and the sales function, Renoir also improved sales interfaces with production planning and logistics that positively impacted product availability, market response and on-time delivery.

### PROJECT RESULTS (Base vs. project week 20 performance)

Panel Sales KPIs	Central Region	Western Region
Total weekly sales revenues	+ 13%	+ 91%
Sales revenue per sale force	+ 35%	+177%
No of sales call per week	+522%	+288%
Sales conversion	+200%	+100%

Flooring Sales KPIs	Central Region	Western Region
Total weekly sales revenues	+ 19%	+ 8%
Sales per sale force	+178%	+119%
No of sales call per week	+276%	+492%

In addition, Renoir also identified a list of potential distributors based on newly established parameters.

### World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.