

Executive Summary

The main focus of this management skills project is to improve the sales achievement of Indrani Samarawickrama: a sales distributor of Atlas Axillia (Pvt) Ltd. Atlas Axillia is the no.01 stationary products manufacturer and distributor in Sri Lanka. The company distributes its stationary products island wide using sales distributors. A company paid sales representative is assigned to each distributor.

It was evident that some distributors were unable to achieve the given sales targets. Hence, the market demand was not met and a room was left for competitors to grow. Despite the growing market demand, Atlas achieved only ~97% of the annual sales target from FY15 to FY17. Improving distributors' sales target achievement was identified as the corrective solution. In this context, Kotahena distributor (Indrani Samarawickrama); the lowest performer in the Western province was selected. The project kick started in mid-July 2017 and was completed by end of December 2017.

Many causes for the sales target non-achievement issue were revealed through cause and effect analysis. The most significant causes were identified through brainstorming session to address in this project. Theoretical background for the identified problem was referred to obtain deep insights and techniques to solve the problem. The sales representative's time spent at work and his/her skill set were identified as the crucial factors leading to sales target achievement. Bearing this in mind, five project components were decided: they were current situation analysis, process improvement, inventory management, competency based training and trade marketing tools. Process improvement was broken down to restructuring route plan, improving cycle time, eliminating manual bills, improving sample showing and improving sales representative's time utilization. Inventory management focused on basic warehouse keeping and stock cycle systems. Further, soft skills of sales representative were uplifted. Moreover, trade marketing tools were increased in Kotahena.

Techniques related to solve these areas were brainstorming, value stream mapping, lean management, internal benchmarking, work study, priority rules, daily schedule, warehouse arrangement, sales force training and standard operating procedures. The project was successfully completed with 100% sales achievement by 31 December 2017. The project team were also able to gain broad practical knowledge on the concepts that were learnt only as theory in the MBA curriculum and improve their conceptual, interpersonal and technical skills.