



## DEPLOYMENT OF AN INTERNATIONAL SALES & MARKETING ACTIONABLE IMPROVEMENT ROADMAP

In today's fast-paced environment, even the most successful companies aren't always able to fully develop the competitive advantage they need to perform to their maximum potential. To support multinational tobacco companies willing to orchestrate globally their Sales and Marketing strategies with a strong local commitment, Simoil Consulting has developed the SMART™ methodology (SMART: Sales & Marketing Actionable Roadmap for Tobacco).

### Simoil's SMART™ Methodology

Our three-phase approach enables you to achieve immediate benefits in all your markets, as well as to develop a sustainable competitive advantage for the longer term.

- Phase I** Establishing the Foundations
- Phase II** Building the Framework
- Phase III** Reaching the State of the Art

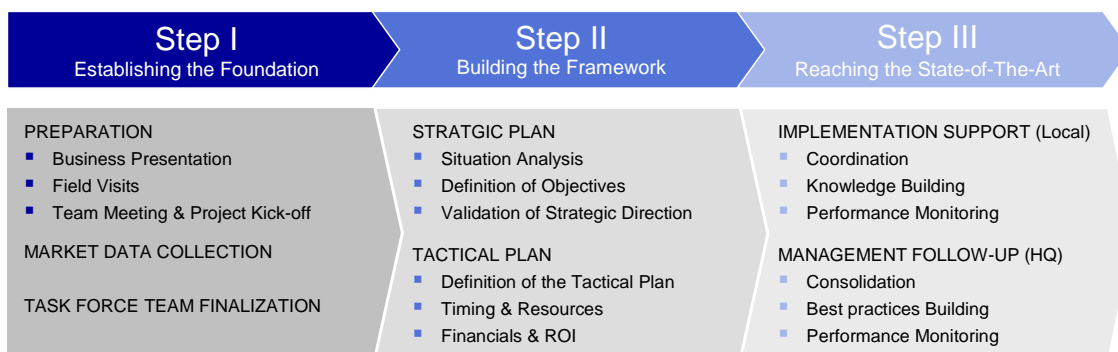
### Example of Simoil's SMART™ Methodology applied on Sales

	<b>Phase I</b> Establishing the Foundation	<b>Phase II</b> Building the Framework	<b>Phase III</b> Reaching the State-of-The-Art
<b>Distribution &amp; Supply Chain</b>	<ul style="list-style-type: none"> <li>▪ Define optimal structure</li> <li>▪ Establish trade partnership</li> <li>▪ Financial &amp; distribution Key Sales Indicators (KSI's)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete optimal structure</li> <li>▪ Utilize trade programs</li> <li>▪ Encourage retail delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consolidate distribution structure</li> <li>▪ Performance based trade margin</li> <li>▪ Two-way data reporting</li> </ul>
<b>Retail &amp; Trade Marketing</b>	<ul style="list-style-type: none"> <li>▪ Establish Trade Marketing</li> <li>▪ Sales Cycle Planning</li> <li>▪ Initial Program development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand TM programs</li> <li>▪ Build Retail Platform</li> <li>▪ Trade research/analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted Trade Programs</li> <li>▪ Retailer alliance with PM objectives</li> <li>▪ Premium retail look / platform</li> </ul>
<b>Key Account Management</b>	<ul style="list-style-type: none"> <li>▪ Define KA strategy</li> <li>▪ Establish KA departments</li> <li>▪ Establish relationships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Game plan development</li> <li>▪ Value added programs</li> <li>▪ Resources support account growth</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leadership account assignments</li> <li>▪ Reward for volume performance</li> <li>▪ Account organizational alignment</li> </ul>
<b>Sales Org. Development</b>	<ul style="list-style-type: none"> <li>▪ Long Term Vision (3 years)</li> <li>▪ Organization structure</li> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competency based assessment</li> <li>▪ High Potential's development</li> <li>▪ Objective based training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Optimal organization structure</li> <li>▪ Territory management</li> <li>▪ Performance incentives</li> </ul>
<b>Sales Information</b>	<ul style="list-style-type: none"> <li>▪ Establish KSI's</li> <li>▪ SFA system in place</li> <li>▪ Distributor to wholesale data</li> </ul>	<ul style="list-style-type: none"> <li>▪ KSI's measured - all levels</li> <li>▪ Analysis functionality - all levels</li> <li>▪ Wholesale to retail data</li> </ul>	<ul style="list-style-type: none"> <li>▪ KSI targets set at lowest level</li> <li>▪ Integrated Sales process solutions</li> <li>▪ Retail to consumer data panel</li> </ul>

Our pragmatic and hands-on approach optimizes Sales & Marketing process for maximum results at most efficient cost by:

- Implementing consistency and benchmark across your markets
- Building efficiency in your local organisations
- Driving profitability improvement across channels
- Transferring business know-how to your internal teams

## SMART™ Typical Market Project Roadmap



### SMART™ Methodology Undertakes to Deliver

- A quantitative and qualitative evaluation of market's Sales & Marketing and their alignment with your global strategy.
- Management Recommendations for Strategic and Tactical approach including ROI.
- A concrete Implementation Roadmap, specifically designed to be integrated into your local company's execution plan.

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