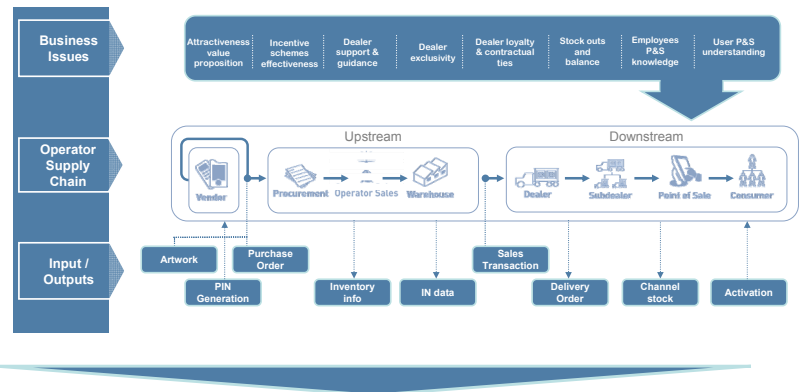


## Distribution assessment survey

- *Do you have the 'shelf market share' you want or need?*
- *Do you have dealer exclusivity or loyalty concerns?*
- *Is your value proposition attractive enough according to your dealers?*
- *Are you capitalising on distribution partnerships as much as your competition?*
- *Is your channel margin spend and distribution costs giving you value for money?*
- *Do you provide the necessary support to your sales channel partners?*



The above questions illustrate some of the common issues surrounding challenges in successfully organising the indirect dealer<sup>1</sup> and own retail commercial operations. It is therefore important to review this structure and performance on a regular basis.

## Our success

ProWorkz has conducted several assessments for mobile operators within the MEA region in order to improve the sales and distribution channel strategy, value, and structure. These are commonly identified as key issues:

- Distribution reach and product availability is not measured and therefore stock outs occur frequently and segments or geography are not reached at all
- Inability to quantify the **effectiveness** of dealer commissioning incentive scheme adjustments and sales promotions initiated to increase market share
- No data or knowledge of where products to dealers end up, how many layers of middlemen to retail or the value add of each dealer for the channel
- Passive instead of active distribution model is deployed
- Dealers are treated as third parties and not as **long term** strategic partners and vice versa and as a consequence exclusivities are not honoured and contractual ties are weak
- An **unacceptably high** number of dealers not adding any benefit to the value chain (e.g. they only act as a sub-dealer or are even inactive)

<sup>1</sup> 3<sup>rd</sup> parties responsible for distribution of products to own or external point of sale

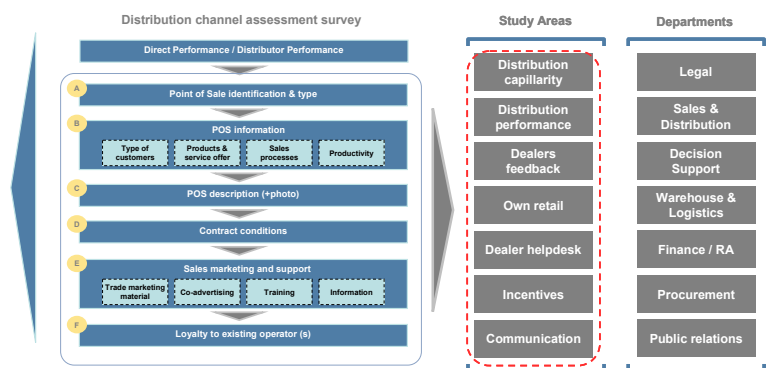
ProWorkz has supported clients by developing and conducting a Distribution Assessment Survey (DAS). A DAS can provide an overview of many channel partner issues, even gauging loyalty and perceptions of the value proposition. This assessment will allow companies to increase their market knowledge and make better informed business decisions on how to deliver the demanding sales targets of the company through optimised distribution channels. At the end of the assessment clients will be in a better situation to:

- Understand its sales and distribution channel performance
- Identify channel capillarity and balance issues
- Enhance numerical distribution share
- Identify valued distribution partners, partner gaps and strategic misalignments
- Review and address value proposition issues
- Secure advantage over current and/ or future competition

## Solutions

After conducting a DAS many of our customers request ProWorkz to assist them in other areas of their business including:

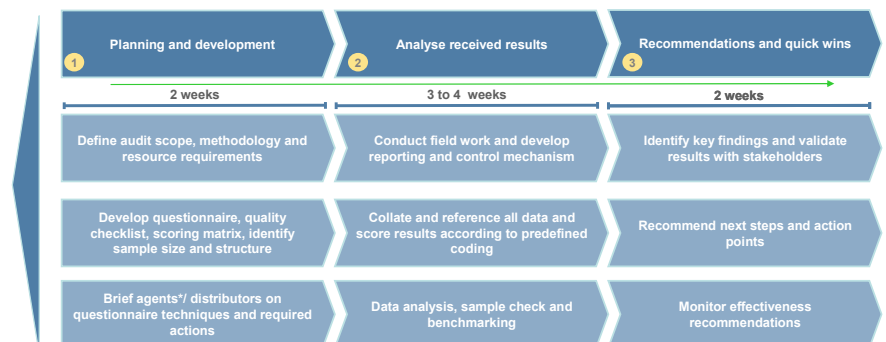
- Indirect sales organisational restructuring
- Commission and incentive scheme review
- Development of a dealer partner program
- Implementation of a retail process management improvement program
- Project management for retail build and fit out



## Start with a survey?

ProWorkz can perform a detailed DAS within eight weeks from the planning and development phase to analysing the results and presenting the recommendations.

Consultants will plan and develop the survey at your premises and will process and analyse the information off-site in order not to interrupt your day-to-day activity and to keep project expenses as low as possible.



\*3<sup>rd</sup> party agents responsible for undertaking the surveys and managing field testing activities

The primary deliverables at the end of the assessment are:

- DAS report: report providing insights into distribution capillarity and performance issues, risks and proposed mitigating actions enabling your company to compare its current state with its potential desired performance.
- Presentation of key findings to senior managers: the results of the assessment will be presented to the senior management team which will include identified quick wins and recommendations at an operational as well as tactical/ strategic level

## About us

ProWorkz Management Consultancy, a division of Workz Group, helps network operators achieve substantial cost savings or cost avoidance, through consulting and project management. Operating in Africa and the Middle East since 1998, we are a trusted and reliable partner, having worked with over 70% of the networks in the region. ProWorkz MC has provided solutions for distribution channels, supply chain management, the outsourcing of non-core elements, centralised procurement, supply chain assurance and sales channel optimisation.



## Want to know more?

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