

Assignment 2. Business Brief and Change Vision

Salesforce Automation (SFA) Tool

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1. Company background and culture

Refriango Comercio Industria LDA is a leading beverage manufacturing company in Angola, with sixteen (16) years of producing non-alcoholic and alcoholic ready-to-drink beverages. The company has cultivated strong partnerships with leading global brands, including Diageo PLC, Moët Hennessy, and, in 2022, with The Coca-Cola Company (Refriango, 1). Before COVID-19, the company experienced solid double-digit operating income growth year-on-year, fueled by strong consumer spending. The company could not meet market demand, selling every product off the production line. This strong performance has enabled a relaxed, value-focused culture with a low focus on retail execution, high spending, limited accountability, and a lack of urgency for change. After the COVID-19 pandemic, the company has witnessed a slump in consumer spending and an increase in affordable, competitive beverage offerings from Castell Beverages, Anjani Beverages, and new emerging players. In light of these market changes, retail stores became the battleground to win consumers, necessitating the company to shift its focus from strategic wholesalers to retailers through appointed distributors.

2. Identify the problem and why it is important.

To ensure proper retail execution, proper customer management, and capture growth opportunities in trade, an effective and efficient salesforce automation (SFA) tool is required to provide actionable retail-level data. Data that will support the sales team to identify growth opportunities, improve in-store execution, drive brand visibility, and optimize cost-to-serve. Our current market share stands at a low 35%, coupled with low salesforce route coverage (call completion) of 55% and a low strike rate of 45% against industry standards of 90% and 80%, respectively, with no route profitability and asset utilization tracking; metrics which are important to drive retail execution excellence (TCCC, 2). The current SFA falls short of providing real-time, easy-to-read, actionable retail-level performance. The tool cannot be scaled to support targeted focus metrics, e.g., tracking Must Have SKUs, tracking in-store activation, or monitoring route profitability. It does not support asset tracking (coolers and beer draft machines) utilization and profitability at the point of sale, nor guide in identifying retail opportunities.

The proposed SFA tool will help improve the sales and operational planning (S&OP) process to support retail execution excellence and the performance of crucial focus SKUs. The new tool will also support our sales teams' productivity by guiding their "journey plan" within the store, highlighting potential revenue opportunities, and improving our customer engagement and cost optimization. Activities that will drive our top and bottom line and allow us to achieve perfect store execution and retail execution excellence, support route profitability, and improve our sales operational planning (S&OP) accuracy from 55% to 85% (Ladley, 3; TCCC, 2; Nzanga, 4).

3. Describe the Change Initiative

3.1. Creating urgency

To create urgency for the change initiative, the Sagaci monthly market index report will detail our declining market share, numeric distribution, and value share performance against our competition. (Sagaci,5). This information will be coupled with an initial customer value driver survey (CVDS) to help gauge customer perception and receive feedback on the quality of Refriango's service delivery. This deployment of the CVDS survey will be executed by a third party to ensure impartiality, retailer confidence, and accuracy. An internal

performance assessment will also be conducted with the operations, finance, and distribution teams for feedback on their expectations from the SFA tool. In addition, a capability assessment of our sales team to identify the current capability and performance gaps impacting performance not addressed by the existing SFA tool and align stakeholder expectations to the expected output from the new SFA tool. The process will also highlight areas of complacency, create awareness, and identify potential conflicts and resisters, which will then be addressed (Kotter, 6; JWI555, 7).

3.2. Building a guiding coalition

A robust guiding coalition will be vital in supporting and sustaining the SFA change initiative. It will also help build trust, align the change vision with the team's purpose, and address potential blockers. The individuals important for the guiding coalition must have the requisite position power, credibility, expertise, and transformational leadership (Kotter, 6). The critical individuals with these traits that must be engaged to support the SFA change initiative are the Managing Director, Commercial Director, Finance Director, Financial Controller, Operations Director, Distribution Manager, IT Director, HR Director, Route-to-Market Manager, and National Sales Manager.

3.3. The change vision and strategy

The defined change vision is to develop and deploy a best-in-class salesforce automation (SFA) tool in six months. This will enable the commercial team to grow double-digit revenue through retail execution excellence, route optimization, and excellent customer management. We expect to improve our salesforce efficiency and effectiveness by 30% and 25%, respectively, through better retail insights and analytics that will enhance our retailer engagements, capture incremental sales opportunities, and identify new market growth opportunities while optimizing our cost-to-serve by a minimum of 20%. As a company, we have consistently demonstrated our ability to deliver on our core objectives. Through continued hard work, our proud team spirit, dedication, discipline, and consistency in our execution, we will achieve our stated goals and sustain our market dominance. The result will be a highly motivated and more assertive sales team, satisfied customers, profitable partners, and sustained long-term profitable growth for the company (Nzanga, 8).

3.4. Communicating the change vision

The change vision will be communicated through different mediums based on the various milestones of the change initiative while providing clarity on the change initiative and allowing for two-way communication (Kotter, 6). After the ideation stage with key stakeholders and the guiding coalition, a Town Hall session will be organized for internal stakeholders to create awareness of the SFA initiative and its impact on stakeholders and clarify expectations. This will be followed by one-on-one sessions with essential Commercial, Distribution, and IT stakeholders to gather crucial customer data and distribution information. The pilot and roll-out phase of the communication will be through a critical stakeholder meeting followed by email and WhatsApp announcements on the launch of the SFA tool, coupled with weekly workstream reviews. Key stakeholders and the guiding coalition will conduct distributor and retailer visits to communicate and educate our partners on the SFA change initiative

and its benefits. T-shirts and polos will be printed to maintain awareness and include an article in the quarterly magazine on the SFA change process. Details of the communication plan can be found in the appendix (Appendix 1).

4. Empowering employees to embrace the change initiative

The ideal approach to empowering employees to embrace the change initiative will be to appoint SFA champions from distribution, commercial, IT, finance, and operations to work within the workstreams. This call for champions will be communicated during the initial ideation phase, with champions engaged by the guiding coalition before the initial Town Hall announcement. The champions will drive the SFA development and deployment in line with the requirements and lead the weekly progress workstream updates to the guiding coalition and senior management. Clear roles, responsibilities, and expectations will be detailed per the RASCI matrix, with the workstream leader and guiding coalition providing training, coaching, and reviewing progress. Before engaging SFA champions, it is crucial to ensure the organization structure supports the work of the workstream participants and implements a system of rewards and incentives to sustain morale and motivate performance (Kotter, 6; Heathfield, 9; JWI555, 10).

5. Short-term wins

Short-term wins will be implemented along each milestone. The average milestone pace will be three months to allow for progress monitoring, training, course correction where necessary, and validation of the SFA deployment. The short-term wins will be accompanied by the appropriate rewards and incentives based on milestone achievements. A summary of the short-term wins is below, with details in the appendix (Appendix 2).

Milestone	Key Short-term wins
First 3 months- Development	<ul style="list-style-type: none"> Develop a fit-for-purpose SFA tool based on needs assessment.
Next 1 month – Database cleanup	<ul style="list-style-type: none"> Upload of a well-routed and sequenced customer database.
Following 3 months – Pilot across 30% of distributors	<ul style="list-style-type: none"> Achieve call completion and strike rate (SFE metrics) of 70% and 60%, respectively, and target a 10% reduction in cost-to-serve.
Following 3 months – Expand SFA to 70% of distributors	<ul style="list-style-type: none"> Track 80% of deployed assets and achieve 70% asset profitability. Support S&OP accuracy from 55% to 75% to market demand data Achieve 70% Customer Value Driver Survey (CVDS) score
Following 3 months - Expand SFA to 100% of distributors	<ul style="list-style-type: none"> Implement and achieve a perfect store tracking score of 60% Track 100% of deployed assets and achieve 85% asset profitability. Achieve call completion and strike rate (SFE metrics) of 90% and 80%, respectively, and 80% route profitability.
Onwards. The focus is on achieving execution excellence in trade	<ul style="list-style-type: none"> Implement and achieve a perfect store tracking score of 75% Track 100% of deployed assets and achieve 85% asset profitability. Achieve call completion and strike rate (SFE metrics) of 100% and 85%, respectively, and 90% route profitability.

References:

1. Refriango Comercio Industria LDA. 2023. About Us. <http://refriango.com/en/refriango/about-us/>
2. The Coca-Cola Company. 2023. Salesforce Effectiveness Metrics. Internal Company Data
3. John Ladley and Thomas C. Redman. March 03, 2020. Use Data to Accelerate Your Business Strategy. Harvard Business Review. <https://hbr.org/2020/03/use-data-to-accelerate-your-business-strategy>
4. Martin Nzanga. Week 7. Discussion Question Post. Salesforce Automation Tool Milestones and Short-Term Wins. <https://canvas.strayer.edu/>
5. Sagaci. 2023. Monthly Market Industry Report. Internal Data
6. John P. Kotter. November 6, 2012. Leading Change. Harvard Business Review Press
7. JWI555. Week 2. Lecture Notes. <https://canvas.strayer.edu/>
8. Martin Nzanga. Week 4. Discussion Question Post. Change Vision Statement. <https://canvas.strayer.edu/>
9. Susan M. Heathfield. November 23, 2019. Change Management Lessons About Employee Involvement. Liveabout. <https://www.liveabout.com/change-management-lessons-about-employee-involvement-1917806>
10. JWI555. Week 6. Lecture Notes. <https://canvas.strayer.edu/>



Communication Plan

Duration: 61 weeks

Refriango

Refriango Salesforce Automation (SFA) Transformation Initiative

Guiding Coalition:

Managing Director, Commercial Director, Finance Director, Financial Controller
Operations Director, Distribution Manager, HR Director, Route to Market Manager, National Sales Manager

Stakeholders:

Internal: Commercial, Finance, Distribution, IT, Operations, Human Resources
External: Distributors, Retailers, Consumers/Shoppers

Stage	Activity	Audience	Message/Outcome	Medium/ Where / How	Responsible	Period
Ideation	Finalize the scoping of the change initiative. Detail the activities, impact on the company and employees, and agree on expected outcomes.	Guiding coalition	Align the key stages of the SFA change initiative, the timelines, resources required, and metrics that will be tracked. Note: SFA tool development based on market gap insights and customer surveys	Office meeting	SFA Project lead	Week 0
SFA change kick-off	Communicate to key stakeholders the commencement of the SFA change initiative and their role in the change process	Internal stakeholders (Senior leaders to middle management)	The SFA change initiative will allow our sales team to be lions in their market space. Quickly capturing new sales opportunities to achieve their targets, increase profit, and gain incentives.	Townhall	Guiding coalition	Week 1
Data gathering	Gather the necessary input data from sales team and distribution	Commercial, Distribution, IT + Developer	<ul style="list-style-type: none">An accurate, and up-to-date customer databases, customer profileFleet cost optimization exercise	One on one team engagements	RTM, Commercial, Distribution (managers)	Weeks 2 - 3
SFA development	SFA development	IT, RTM, Developer	Weekly progress reviews with IT and developers on the development of the SFA tool	Email and virtual meetings	RTM, IT	Weeks 4 - 14
SFA development	Workstream updates to senior leadership and workstream participants	Guiding coalition	Progress update reviews on SFA development, and milestones	Office workstream meeting	RTM Mgr	Weeks 4 - 14
SFA pilot	Piloting the SFA tool in a sales territory	Internal stakeholders (Senior leaders to middle management), Distributors, and Retailers	Engage with internal and external stakeholders on the reason for the SFA tool and its benefit to their business – efficiency, profitability, improved service, and shopper satisfaction. Refer to previous customer surveys and feedback. Note: Conduct training for internal stakeholders and distributors	Email and WhatsApp announcement, Townhall, Team meetings, Weekly workstream reviews, Distributor visit, Retailer visits,	Guiding coalition, RTM, Commercial, Distribution (managers)	Weeks 15 – 24
Roll-out	Roll out the SFA tool across the territories	Internal stakeholders, External stakeholders	Communicate the launch of the SFA tool to internal stakeholders and distributors Provide a summary of the new ways of working to retailers (face to face engagements during visits)	Email and WhatsApp announcement, Townhall, Team meetings, Weekly reviews, Company magazine, Distributor visit, Retailer visits, T-shirt/polo branding	Guiding coalition	Weeks 25 – 37
Post roll-out	Communicate on SFA progress, new ambitious metrics, and commercial incentives to strive for execution excellence. Sustain the right behaviors and habits.	Internal stakeholders, External stakeholders	The communication theme will be striving for excellence Provide progress updates on the SFA deployment and key SFE metrics performance and route profitability Communicate commercial incentives to sustain the right behaviors and habits	Email and WhatsApp announcement, Townhall, Team meetings, Weekly reviews, Company magazine, Distributor visit, Retailer visits	Guiding coalition, RTM, Commercial	Weeks 37 – 61

Appendix:

1. Salesforce Automation (SFA) Communication Plan

2. Salesforce automation (SFA) change initiative milestones and short-term wins

Project		Salesforce automation (SFA) tool deployment	Date: November 2023
Department		Commercial	
Project Lead		Martin Kilonzi Nzanga	Project Sponsor: Chief Commercial Officer
Stage		Milestone	Short-term wins
First 3 months	Develop SFA tool	<ul style="list-style-type: none">Engage with the developers to present an SFA tool based on requirements at the best cost possible	<ul style="list-style-type: none">Development of a fit-for-purpose SFA tool based on requirements and budget availability
Next 1 month	Implementation	<ul style="list-style-type: none">Master database clean-up	<ul style="list-style-type: none">100% upload of well-routed and sequenced database of active customers with clear visit days
Next 3 months		<ul style="list-style-type: none">Deploy the Salesforce automation (SFA) tool to 30% of distributors	<ul style="list-style-type: none">Successful deployment of SFA tool to 30% of distributorsImplementation of 3 months A/B testing for compliance and performance
		<ul style="list-style-type: none">First phase of training.Deployment, and tracking of salesforce effectiveness metrics	<ul style="list-style-type: none">Improve salesforce productivity with retail-level data: Grow call completion from average 55% to 70%. Increase strike rate from 45% to 60%. Increase drop size from US\$ 9 to US\$ 16Target 65% route profitability, and minimum distributor operating income margin of 25%Target 10% reduction on cost-to-serve vs. prior period
		<ul style="list-style-type: none">Better visibility on distributor financial performance through route efficiency and distributor profitability analysis (30% distributors)	<ul style="list-style-type: none">Target 10% reduction on cost-to-serve vs. prior period
Next 3 months	Expand SFA tool and Course Correct where applicable	<ul style="list-style-type: none">Expand deployment and training of the Salesforce automation (SFA) tool to the remaining 70% of distributors	<ul style="list-style-type: none">Successful deployment of SFA tool from 30% to 70% of distributors in 2 stages (3 months each)Continue to grow call completion from 55% to 70%. Increase strike rate from 45% to 60%. Increase drop size from US\$ 9 to US\$ 16Monitoring of next 3 months A/B testing for compliance and performance
		<ul style="list-style-type: none">Incorporate asset monitoring and performance (coolers and draft machine)	<ul style="list-style-type: none">Asset performance visibility, targeting tracking of 80% of assets:Target 70% profitable utilization of coolers and draft machines within 3 months
		<ul style="list-style-type: none">Improved distributor days sales inventory management to optimize cash flow	<ul style="list-style-type: none">Visibility on distributor Must Have SKUs stocks: Improve days stock cover from 2 – 3 days to 5 – 6 days to minimize out-of-stock situationImprove Sales and Operation Planning (S&OP) process accuracy (SKU level) from 55% to 75%
		<ul style="list-style-type: none">Revamp the S&OP process with retail and distributor stock data	<ul style="list-style-type: none">Improve Sales and Operation Planning (S&OP) process accuracy (SKU level) from 55% to 75%
		<ul style="list-style-type: none">Implement customer satisfaction driver survey (CVDS) and Sales team reward scheme	<ul style="list-style-type: none">Improved retailer engagement and satisfaction: Target 70% (min) CVDS satisfaction surveyNote: Implement a Sales team League Table and restructure remuneration scheme to reward and recognize team performance (SFE, CVDS, Profitability, and Asset utilization)
Next 3 months	Scale / Accelerate	<ul style="list-style-type: none">Implement retail-level perfect store execution metrics	<ul style="list-style-type: none">Implement perfect store tracking targeting 60% perfect store execution: Visibility, Price compliance, Cold Drink Equipment, Activation
		<ul style="list-style-type: none">Expand deployment to 100% distributors	<ul style="list-style-type: none">Grow call completion from 70% to 90%. Increase strike rate from 60% to 80%. Increase drop size from US\$ 16 to US\$ 22Deploy suggested orders function to improve volume uplift by 15% - 20%
		<ul style="list-style-type: none">Enhance salesforce productivity with the right retail-level data and effectiveness (SFE) metrics	<ul style="list-style-type: none">Target 80% route profitability, and minimum distributor operating income margin of 35%Target an additional 15% reduction on cost-to-serve vs. prior period
		<ul style="list-style-type: none">Enhance distributor financial performance through route efficiency and distributor profitability analysis	<ul style="list-style-type: none">Increase asset tracking from 80% to 100% of assets.Target 85% profitable utilization of coolers and draft machines
		<ul style="list-style-type: none">Improve asset monitoring and performance (coolers and draft machine)	<ul style="list-style-type: none">Improve distributor days sales inventory management to optimize cash flow
		<ul style="list-style-type: none">Improved distributor days sales inventory management to optimize cash flow	<ul style="list-style-type: none">Visibility on distributor Must Have SKUs and include Key Focus Packs.Sustain days stock cover between 5 – 6 days for Must Have SKUs and Focus Packs based on market dynamics
Onwards	Sustain Momentum / Execution Excellence	<ul style="list-style-type: none">Enhance the S&OP process with retail and distributor stock data.	<ul style="list-style-type: none">Enhance Sales and Operation Planning (S&OP) process accuracy (SKU level) from 75% to 85%
		<ul style="list-style-type: none">Enhance retail-level perfect store execution metrics	<ul style="list-style-type: none">Enhance perfect store execution target from 60% to 75% perfect store execution: Visibility, Price compliance, Cold Drink Equipment, Activation
		<ul style="list-style-type: none">Excellence in salesforce productivity with the right retail-level data and effectiveness (SFE) metrics	<ul style="list-style-type: none">Grow call completion from 90% to 100%. Increase strike rate from 80% to 85%. Increase drop size from US\$ 22 to US\$ 25 with value packsExpand retail prospecting KPIs to grow numeric distribution from 65% to 80%
		<ul style="list-style-type: none">Enhance distributor financial performance through route efficiency and distributor profitability analysis	<ul style="list-style-type: none">Target 90% route profitability and minimum distributor operating income margin of 35% - 40%Target an additional 10% reduction on cost-to-serve vs. prior period
		<ul style="list-style-type: none">Excellence in asset monitoring and performance (coolers and draft machine)	<ul style="list-style-type: none">Maintain 100% asset tracking and expand deployment of assets to cover 65% of retail coverageSustain 85% profitable utilization of coolers and draft machines
		<ul style="list-style-type: none">Best in class distributor days sales inventory management to optimize cash flow	<ul style="list-style-type: none">Best-in-class distributor stock management: Sustain days stock cover between 5 – 6 days for Must Have SKUs and Focus Packs based on market dynamicsIncorporate new product launches into distributor stock management process