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## 35/90: SOUND GAME PLANS PAIRED WITH SOUND EXECUTION

The role of my organization is to run a more effective field force, in a more complex market place, with more localized game plans.

To address this reality, and increase traction with our market model, we are:

1. Introducing a framework that allows us to plan, manage and monitor progress (TOED)
2. Building a centralized sales ops capability to better leverage our field resources
3. Re-calibrating field resources in a dynamic way that is consistent with future growth opportunities and allows us to defend our base

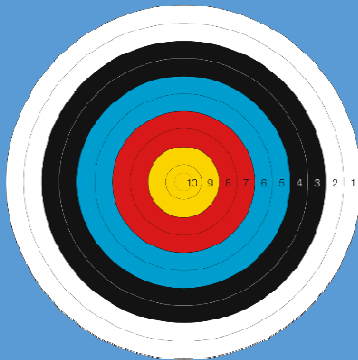
These initiatives will accelerate our ability to:

- Service & support current customers
- Grow through our channel partners
- Grow with current user base by expanding both product usage and geographical spread
- Execute new product and market initiatives downstream in market
- Run market development programs in vinyl standard markets at an accelerated pace

# A STRUCTURED FRAME WORK AND SYSTEMATIC APPROACH

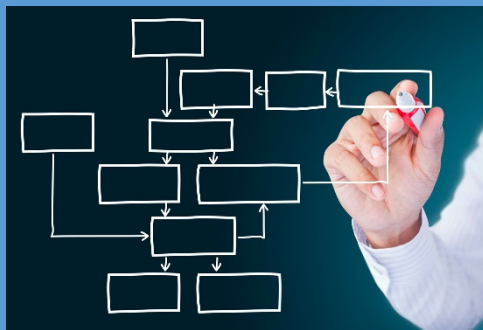
## TARGET

*Identify the potential and how to get to 35/90 – i.e. where & who to target first*



## ORGANIZE

*Align the sales force around potential and reward the right long term behavior*



## ENABLE

*Set up the sales force for success and arm them with the right Training, Value Props and Sales Tools*

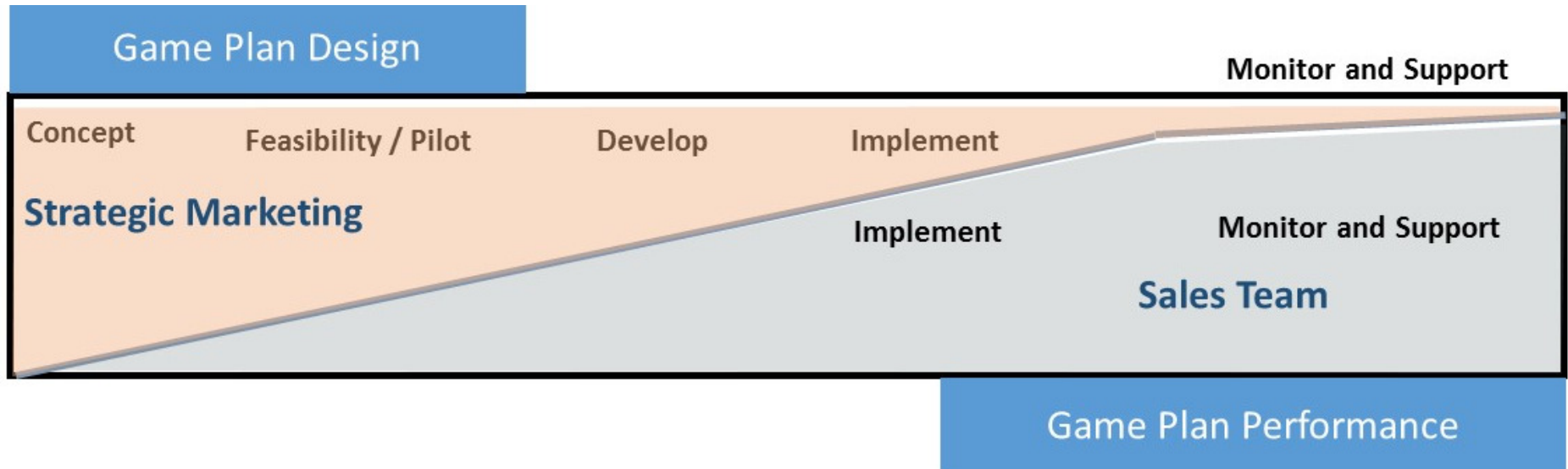


## DRIVE

*Ensure a culture that goes after and gets the potential, paired with systems that monitor progress and performance*



# TARGET: FROM GAME PLAN DESIGN TO SALES EXECUTION



# SNAPSHOT OF PROGRAMS AND INITIATIVES

## TARGET

Identify the potential

*Break down of priority markets within 35/90 with P&S*

*Feeding the funnel via advanced targeting from HQ and HAT Team: against:*

*Lower value hard siding substitutes*

*Vinyl, all markets*

## ORGANIZE

Better align the sales force to both defend and grow

*Re-organized High S, Low S and Interiors around game plans (March 2018)*

*Upgrade current resources to future state needs*

**Build centralized Sales Ops capabilities to better leverage field resources:**

*Staffed up, strengthening bench, up leveling skillsets*

## ENABLE

Enable field sales success

*From analog to digital --- CRM & Sfdc. Launch SME portal*

*Tune up value propositions and color+ programs to win against lower value hard siding substitutes and Vinyl*

*Inside Sales, Lead generation*

*Upgrade MF desk bid pricing and lead handling processes*

## DRIVE

Ensure a culture that goes after and gets the potential

*Ladder / Funnel management /leakage detection programs*

*Wide Scale ASM and KAM development/coaching program*

*Reduce variability via enhanced training efforts*

*Analog to Digital push – connecting our systems (SAP, CRM, Sfdc, APO, Tactical Pricing) to gain, speed & visibility in decision making and programs*

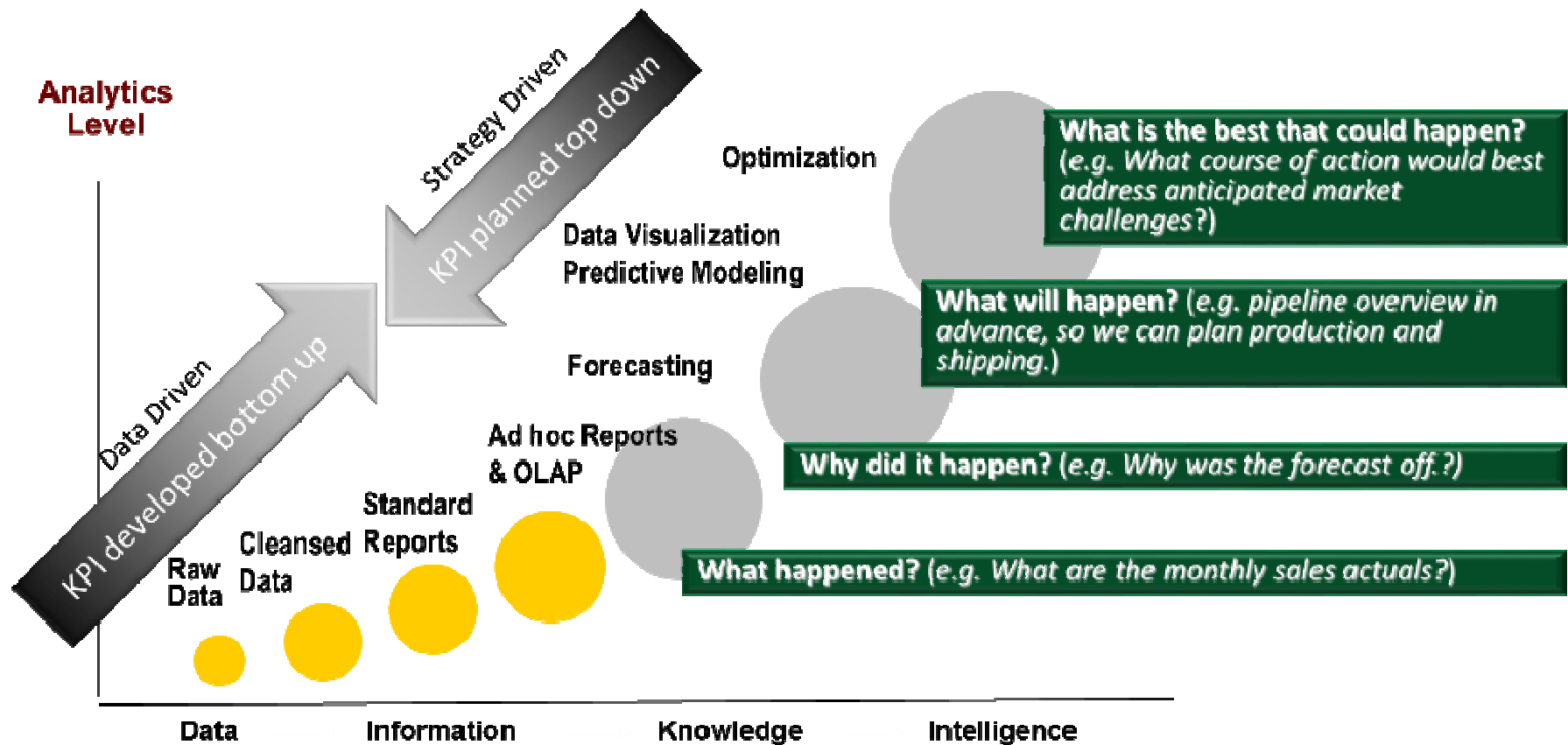
## ORGANIZE / ENABLE: ESTABLISHMENT OF SALES OPERATIONS

As we connect processes and IT systems, Basic Ops functions will develop from efficiency necessities to strategic Sales Ops drivers



# FROM LOCAL TO CENTRALIZED MARKET ANALYTICS WITH ADVANCED AND INTEGRATED SELLING AND REPORTING TOOLS

## Turning Measurement into Data-Driven Intelligence





# ENABLE: VINYL EXAMPLE THROUGH SIMPLE SALES TOOLS AND PROGRAMS



## LUXURY PACKAGE

ITEM	QTY
RAKE	140
RAKE & SOFFIT	73
FASCIA ONLY	16
FASCIA & SOFFIT	130
FASCIA & 2'-6" SOFFIT	20
FRIEZE AT RAKE	63
8" FRIEZE AT FASCIA	11
1x12 FRIEZE AT FASCIA	39
6" CROWN AT FRIEZE	39
PORCH CEILING	120
PORCH BEAM	30
COLUMNS	B.O.
SOFFIT UNDER CANT.	12
SHUTTERS (approx. size)	4
SHUTTERS (approx. size)	1
SHUTTERS DOGS	5
WINDOW HEAD	11
WINDOW HEADS	11
DOOR HEAD	2
2 PC. SILLS	70
GARAGE HEADS	2
GARAGE SURROUNDS	50
CAP GARAGE	2
FLASHING AT WATERTABLE	120
DECORATIVE BRACKETS	3
DECORATIVE BRACKETS	3
TYVEK & TAPE (AT SIDING)	40
TYVEK & TAPE (AT STONE)	1.25
"HARDI" HORIZ. SIDING	40
"HARDI" 4" OUTSIDE CORNERS	200
"HARDI" INSIDE CORNERS	120
LIGHT BLOCKS , ETC.	1
SIDING AND TRIM TOTAL	

## DESIGNER PACKAGE

ITEM	QTY
RAKE	140
RAKE & SOFFIT	73
FASCIA ONLY	16
FASCIA & SOFFIT	130
FASCIA & 2'-6" SOFFIT	20
FRIEZE AT RAKE	63
8" FRIEZE AT FASCIA	11
1x12 FRIEZE AT FASCIA	39
6" CROWN AT FRIEZE	39
PORCH CEILING	120
PORCH BEAM	30
COLUMNS	B.O.
SOFFIT UNDER CANT.	12
SHUTTERS (approx. size)	4
SHUTTERS (approx. size)	1
SHUTTERS DOGS	5
WINDOW HEAD	11
WINDOW HEADS	11
DOOR HEAD	2
2 PC. SILLS	70
GARAGE HEADS	2
GARAGE SURROUNDS	50
CAP GARAGE	2
FLASHING AT WATERTABLE	120
DECORATIVE BRACKETS	3
DECORATIVE BRACKETS	3
TYVEK & TAPE (AT SIDING)	40
TYVEK & TAPE (AT STONE)	1.25
"HARDI" HORIZ. SIDING	40
"HARDI" 4" OUTSIDE CORNER	200
"HARDI" INSIDE CORNERS	120
LIGHT BLOCKS , ETC.	1
SIDING AND TRIM TOTAL	

## STANDARD PACKAGE

ITEM	QTY	UNIT
RAKE	140	FEET
RAKE & SOFFIT	73	FEET
FASCIA ONLY	16	FEET
FASCIA & SOFFIT	130	FEET
FASCIA & 2'-6" SOFFIT	20	FEET
FRIEZE AT RAKE	63	FEET
PORCH CEILING	120	SQ. FT.
PORCH BEAM	30	FEET
COLUMNS	B.O.	FEET
SOFFIT UNDER CANT.	12	SQ. FT.
SHUTTERS (approx. size)	4	PAIR 66"
SHUTTERS (approx. size)	1	PAIR 72"
SHUTTERS DOGS	5	PAIR
CAP GARAGE	2	SINGLE
FLASHING AT WATERTABLE	31	FEET
TYVEK & TAPE (AT SIDING)	40	SQUARE
TYVEK & TAPE (AT STONE)	1.3	SQUARE
"HARDI" HORIZ. SIDING	40	SQUARE
"HARDI" 4" OUTSIDE CORNERS	200	FEET
"HARDI" INSIDE CORNERS	120	FEET
LIGHT BLOCKS , ETC.	1	HOUSE
SIDING AND TRIM TOTAL		

A market development transaction is a more sophisticated and consultative sale

Sales enabling tool includes architectural renderings and positioning affordable design options to help change perception



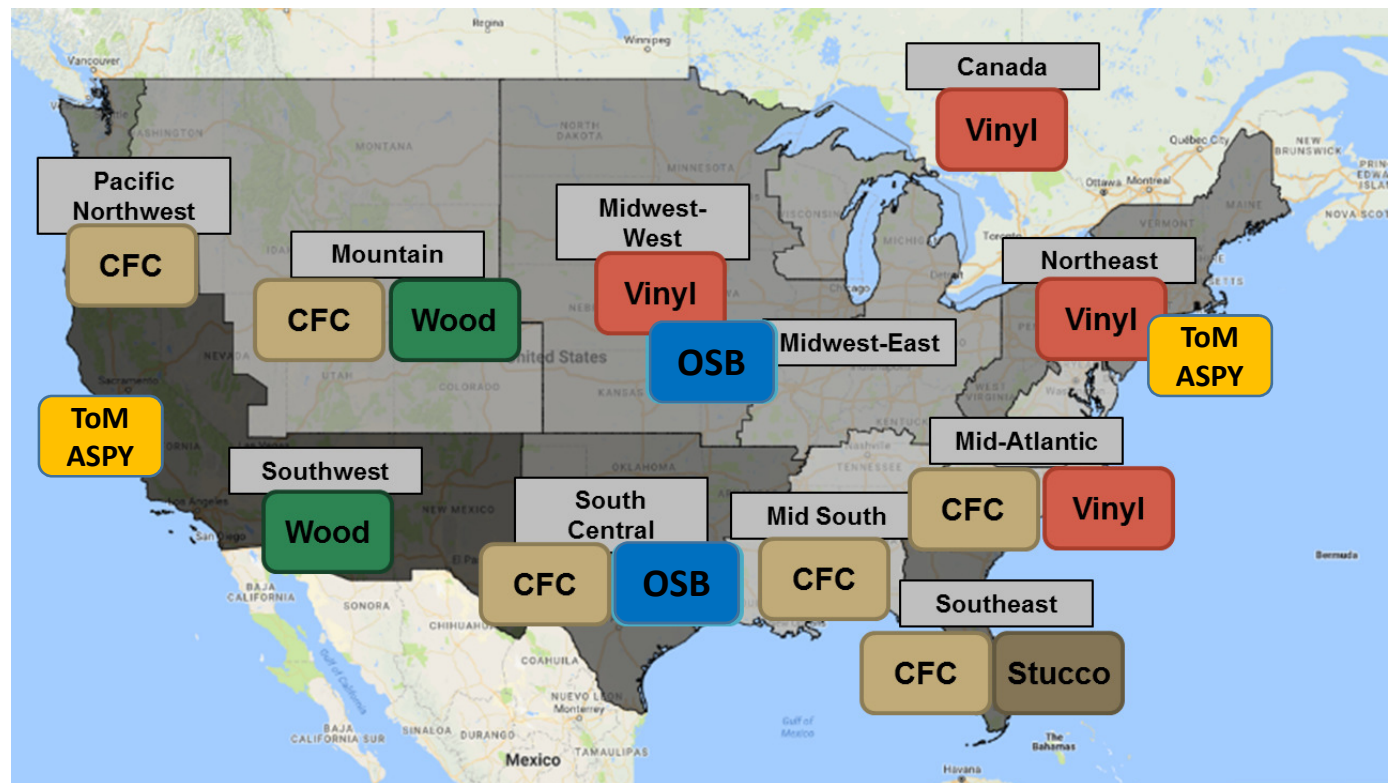
## ORGANIZE: MARKET OPPORTUNITIES ARE REGIONAL IN NATURE

### Current State

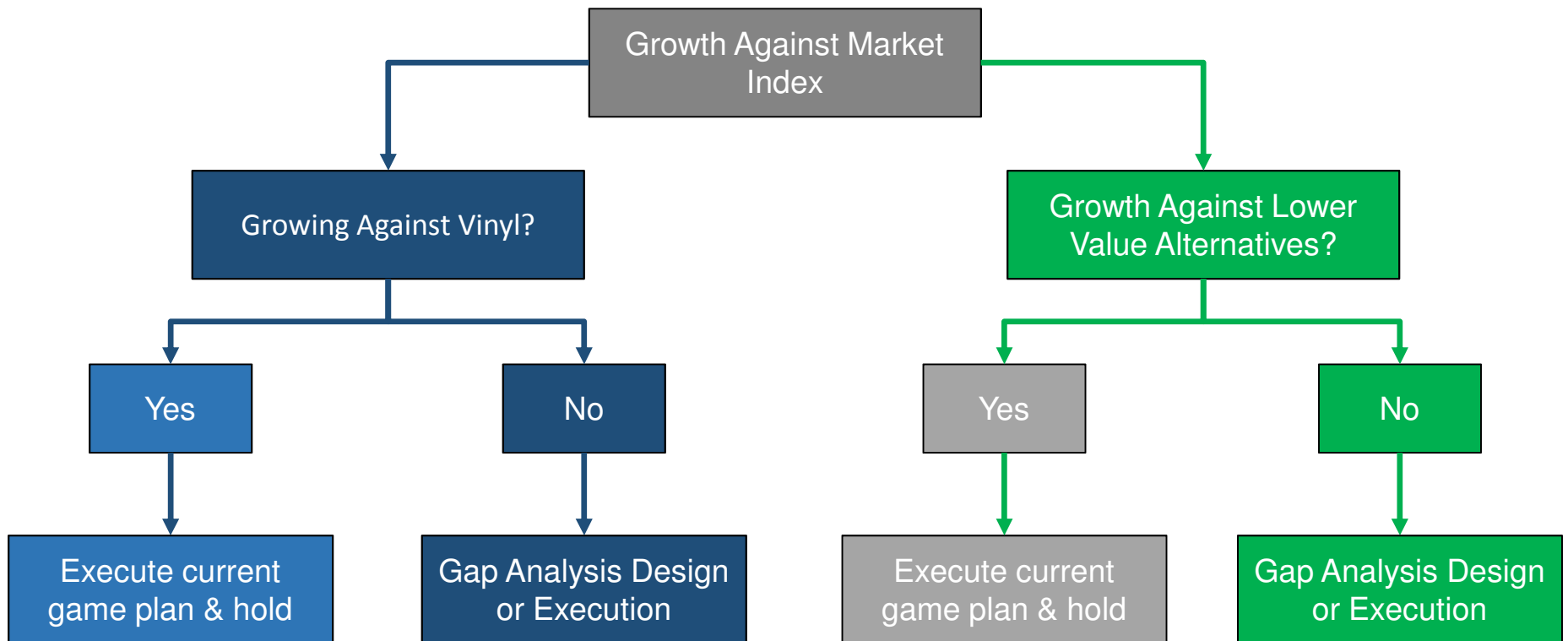
*Current resource allocation aligned with the 90 vs the 35*

### Future State

*Game plan and Geography-based territory alignments with balanced focus on market development, defend/AMA, sales CFC & hard siding volume, optimized travel time and workload. We need to service both the 35 and the 90*



## DRIVE: SALES OPS AND SALES MANAGEMENT WILL HELP TO ENSURE FOCUS ON THE RIGHT GAME PLANS & EXECUTION

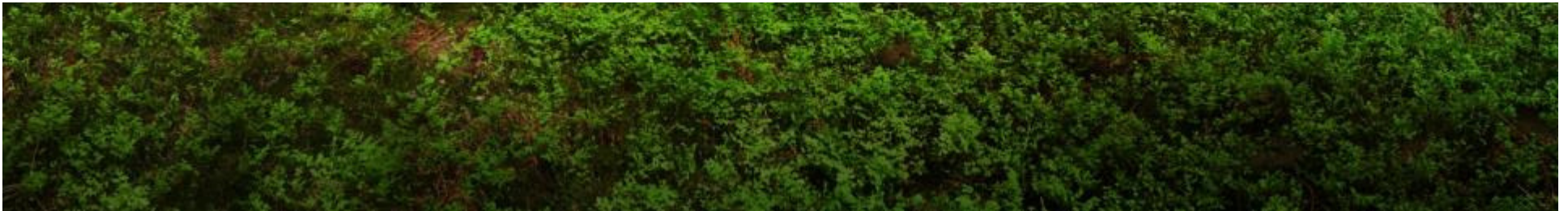


Real time RYG reporting with weekly sales calls to ensure implementation

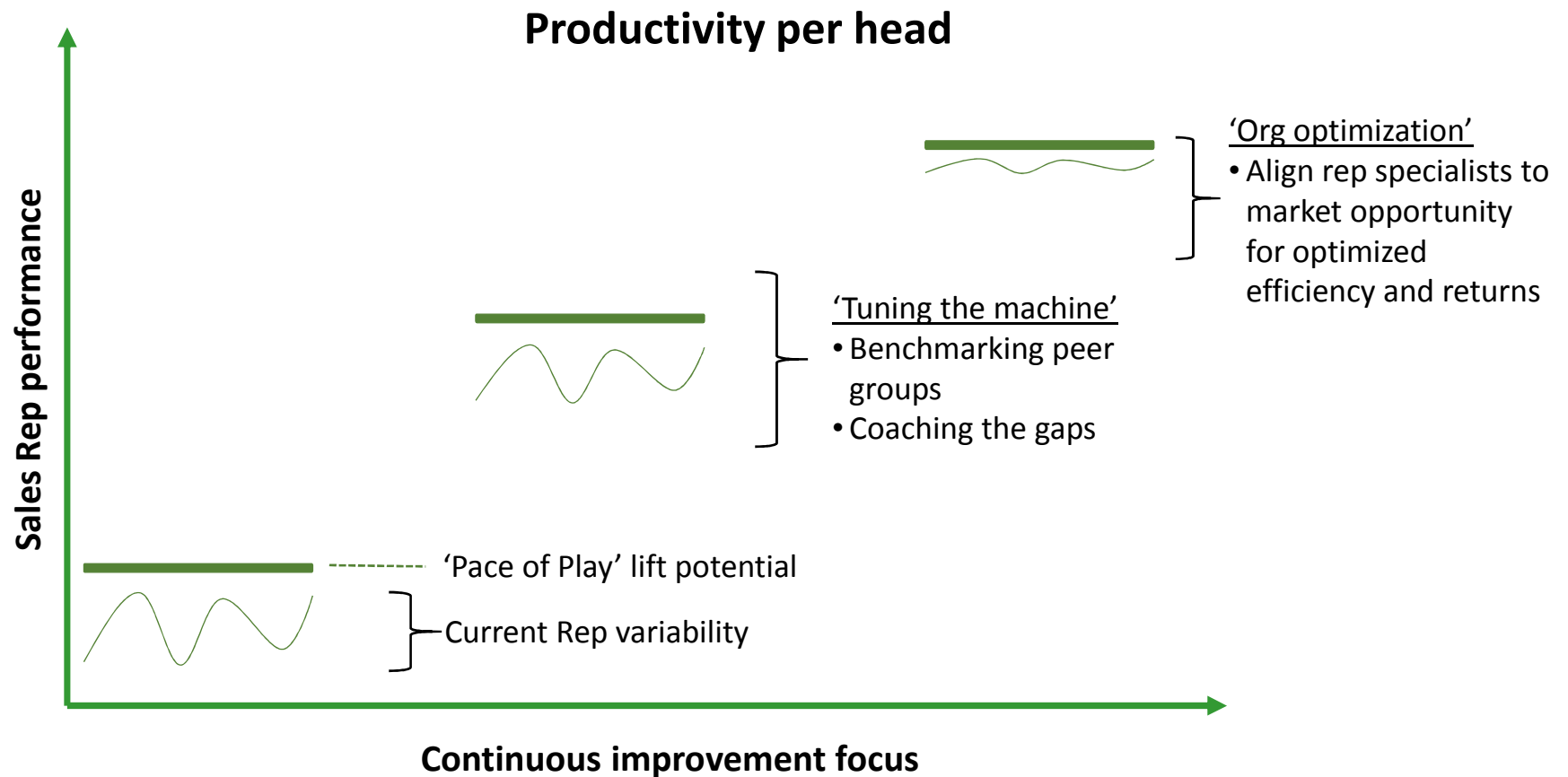




# PRODUCTIVITY



## DRIVE: REDUCING VARIABILITY AND DRIVE PRODUCTIVITY PER HEAD



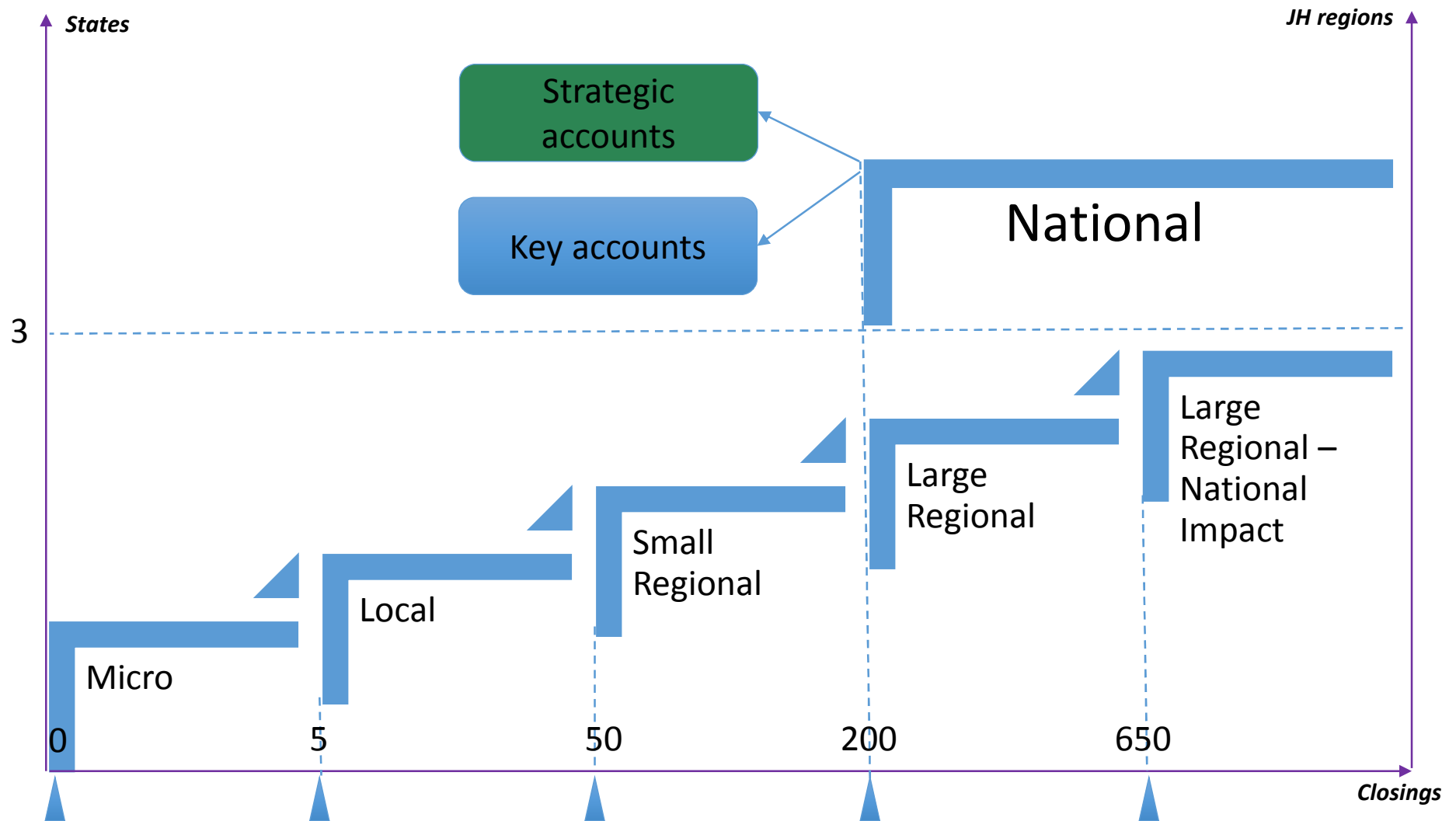




## **BUILDER TYPE SEGMENTATION: NATIONAL ACCOUNTS**



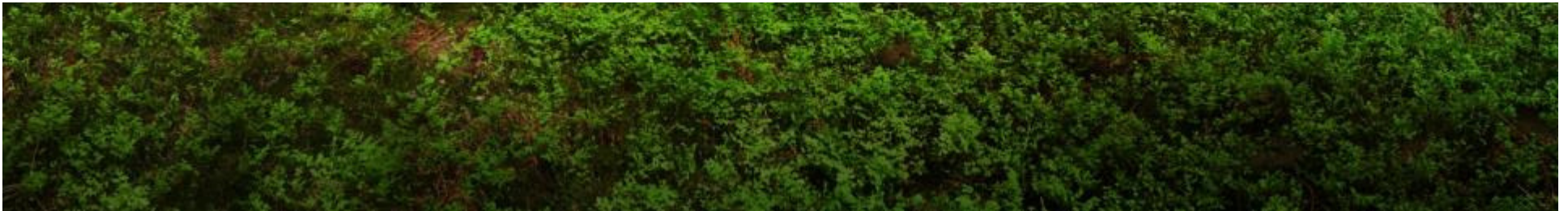
## BUILDER TYPE SEGMENTATION: IN SFNC ALL BUILDERS ARE NOT THE SAME, BUT ALL ARE IMPORTANT IN 35/90







# SUMMARY



# WE WIN BY PUTTING IT ALL TOGETHER AND EXECUTING THE STRATEGIES WELL

## TUNED UP APPROACH

- JH T.O.E.D MODEL
- Discipline in execution & targeting by feeding the funnel with high quality leads
- “Defend” the base via KAM’s/Sam’s
- Localized & systematic approach / replicate “good” via Sales Ladders
- Quantifying leakage via sell thru, CAP membership and rebate data
- Renewed focus on Interiors and product roadmap

## MANAGE VARIABILITY

- Sales effectiveness through analytics
- Manage variability by benchmarking reps
- Target and manage who we call on and when
- Simplified and standardized processes
- 360 degree view of the customer to better service them thus increasing organic growth of each account and limit leakage.
- Improved value props

## RE-ESTABLISH HIGH-PERFORMING ORG

- Re-organized sales org into game plan vs traditional High S and Low S territories
- Establishing Sales ops, Inside Sales and sales analytics
- Structured to Win: by right people, right roles, right geo’s
- Train for tomorrow’s needs
- Beefing up hard hitting marketing programs - “No Wood Is Good”
- Stability in sales leadership





## Q&A

