



The Moment of Truth
- a Coca-Cola Sabco Case Study
in progress

CCS

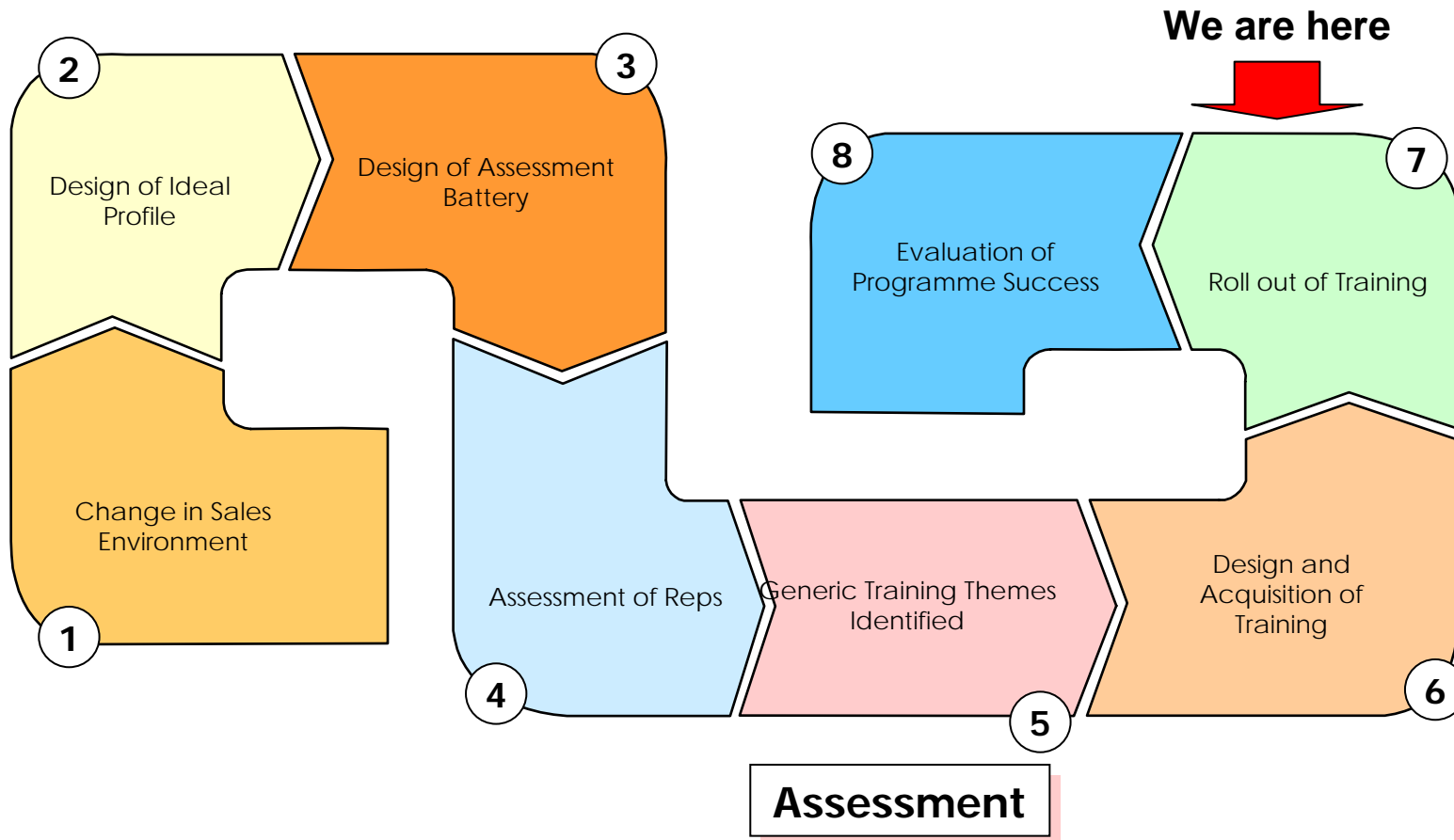
1. Coca-Cola Sabco is a global **emerging market specialist** with a **strong track record of success** in **profitably marketing high quality** beverages in challenging environments.
2. Coca-Cola Sabco is a **long-term investor** having been a Coca-Cola bottler for more than 60 years
3. Coca-Cola Sabco has a track record of **developing people** and **systems capability** and is committed to fostering local talent and investing in skills development.
4. Coca-Cola Sabco operates as a **model corporate citizen** in all markets in which it operates and looks to play a constructive role in appropriate social upliftment programs.
5. Coca-Cola Sabco believes that there is significant opportunity to further develop its businesses and move these businesses from **'good to Great'**.



The following elements are most likely to impact on a favourable perception of sales reps:

- Assist you in ordering correct amount of product
- **Statements are correct/on time**
- Friendly and helpful
- **Returns/empties always taken**
- Always on time and calls regularly
- Deals with queries promptly
- **Invoices and statements are correct and on time**
- Keeps you informed of discontinued products and pack sizes





SALES REP BATTERIES	
SOUTH AFRICA – Jolly Jammies	
Pre-Sell Model - FMCG	
Cognitive	Verbal, Numerical and Non-verbal
Mgt Potential	Structured
Competency	In-basket
	Roleplay
Personality	OPQ

AREA SALES MANAGER	
SOUTH AFRICA – Technobuzz	
Pre-Sell Model - FMCG	
Cognitive	Verbal, Numerical and Non-verbal
Mgt Potential	Structured
Competency	In-basket
	Roleplay
	Video simulation
Personality	OPQ

7 hours assessment per sales rep



GENERIC COMPETENCIES

- | | |
|-----------------------|------------------------------------|
| ✘ Analytical Ability | ✘ Feedback |
| ✘ Assertiveness | ✘ Judgement |
| ✘ Conflict Management | ✘ Negotiation Skills |
| ✘ Creativity | ✘ Problem Solving |
| ✘ Customer Focus | ✘ Relationship Building |
| ✘ Decisiveness | ✘ Sensitivity |
| ✘ Tenacity | ✘ Verbal and written communication |



Summary Results

Competent Persons	20 (21%)
Medium Term Development	57 (60%)
Long Term Development	17(18%)
Total	94



Major Development Areas :

- ❖ Analytical Ability
- ❖ Decisiveness
- ❖ Creativity
- ❖ Judgement
- ❖ **Planning, Organising, Controlling**
- ❖ Problem Solving
- ❖ Sensitivity



- ❖ Feedback of Results to Region Management
- ❖ **Feedback of Results to Candidates**
- ❖ Individual Development Plans for Candidates.
- ❖ Formulation of Country Training Plan to Close Gaps.
- ❖ Management of Poor / Below Standard Performers
(Performance Management and Counseling)
- ❖ Re-align Remuneration System to Market.
- ❖ Assessment of Area Sales Managers.

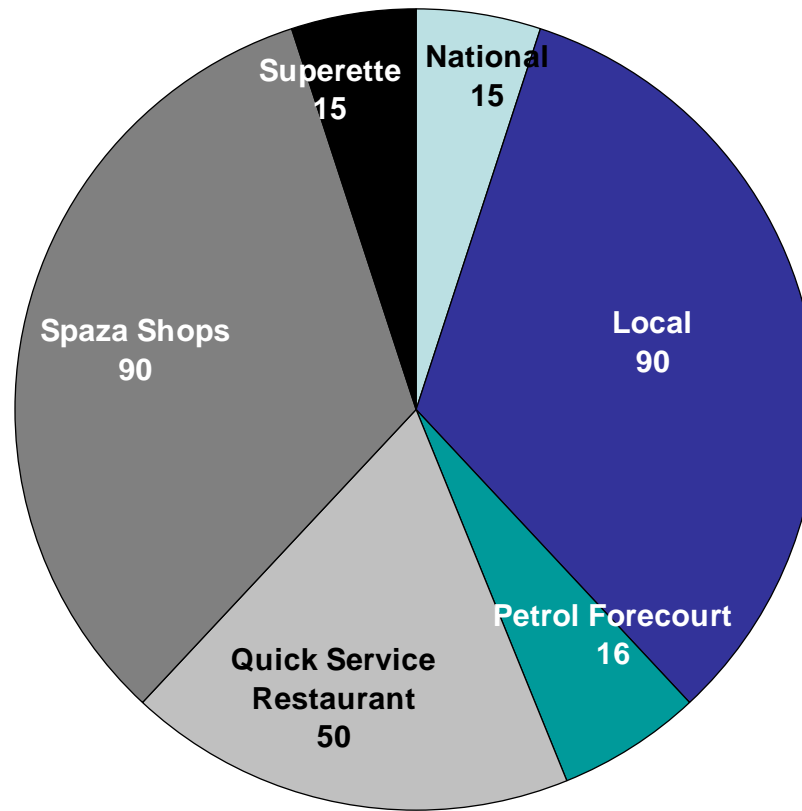


The research objectives include :

- Compare competitor scores against CCF
- Evaluate performance of sales reps
- Rate each supplier and their delivery on key service measures

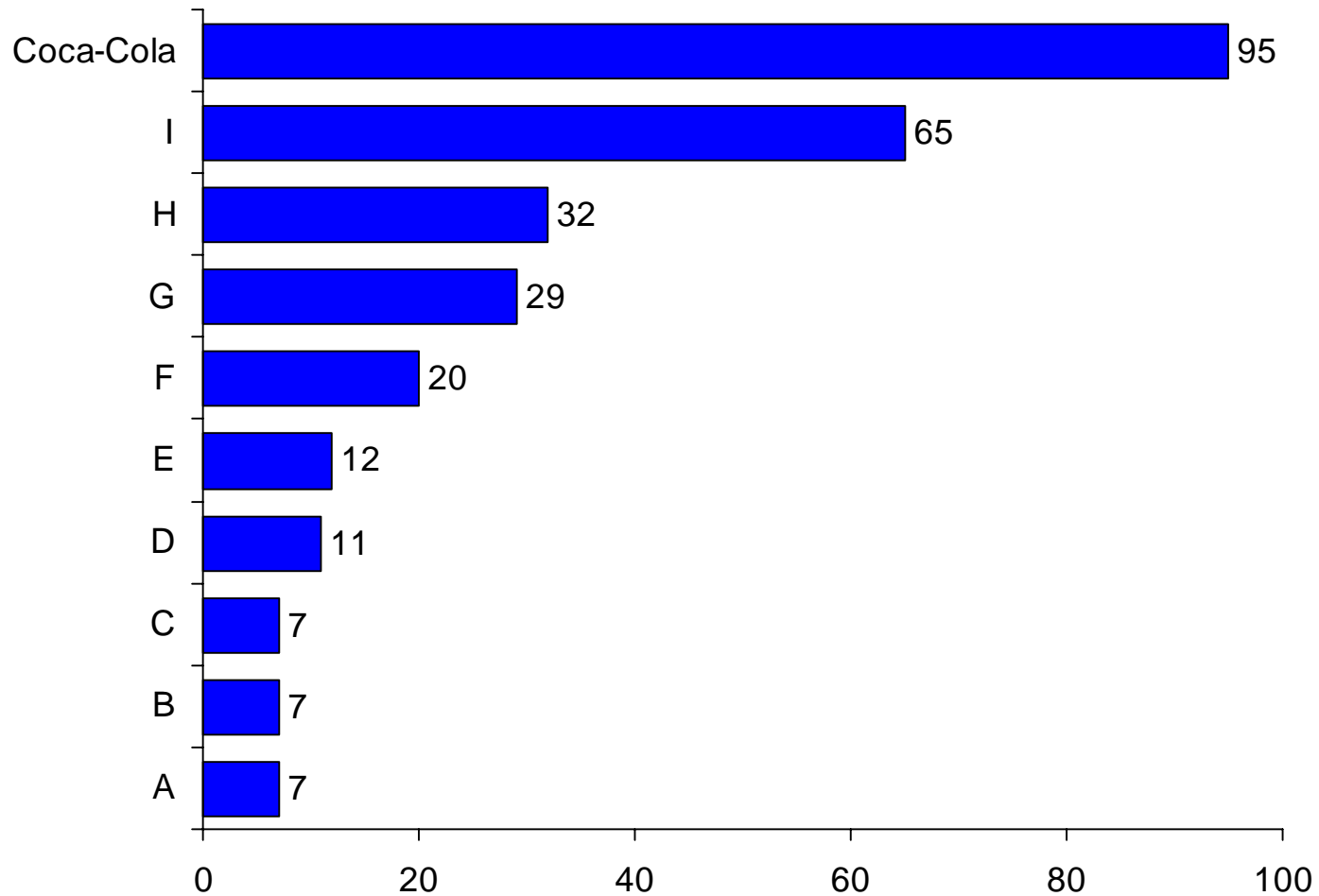


- 276 face-to-face interviews conducted amongst various channel and outlet types in the Port Elizabeth area.
- Interviews conducted amongst store owners (53%) and managers (47%).



Which suppliers are rated as one of the top five?

Total outlets



95% of dealers rated Coca-Cola as one of their top five suppliers



- Determine validity and fairness in terms of Employment Equity Act
- Use for development purposes
- 55 sales representatives from 5 regions
- Correlation research design
- Assessment Battery (predictor)
- Sales Representative Questionnaire

N=54	Mean converted scores
Numerical	2.39
Verbal	3.00
Non-verbal	4.11
Competency I	2.5
Mgt potential	1
Performance	2.21

Internal Reliability (Cronbach's)	Critical reasoning	0.87
	Competency-assessments	0.82
	Management Potential	0.91
	Questionnaire	0.91
	A criterion questionnaire based on sales rep work profile. Completed by direct supervisors and based on performance	

LEARNINGS during process:

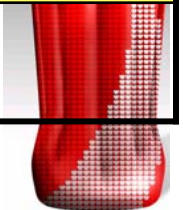
- Language is a key factor
- Inappropriate matching of job related factors to psychometric measures e.g. level of job



- $p < 0.05$
- ** $p < 0.01$
- *** $p < 0.001$ Pearson's

Numerical	Mgt potential	0.59 ***
Verbal	Mgt potential	0.45***
Non-verbal	Mgt potential	0.29*
In-basket	Mgt potential	0.53 ***
Role-play	Mgt potential	0.56 ***
Total competency	Mgt potential	0.57 ***
Role-play	Numerical	0.52 ***

- Numerical subtest fair correlation to mgt potential
- Competency assessments fair correlation to mgt potential and numerical



Disappointing Results

- $p < 0.05$
- ** $p < 0.01$
- *** $p < 0.001$ Pearson's

Mgt potential	Performance	Weak 0.15
Numerical	Performance	Weak 0.17
Verbal	Performance	Weak 0.23
Non-verbal	Performance	0.33 *
In-basket	Performance	-0.19
Role-play	Performance	-0.11
Total competency-based	Performance	-0.15

- Assessment measures poor predictors of performance (as measured by supervisors)



- **Generic competencies have a tentative link to “real” jobs**
- **Race and gender in sample too skewed to judge culture fairness**
 - Black 75%
 - Male 87%

- **Language factor!**
 - Only 15% home language English
 - 60% Mozambique Portuguese with low levels of literacy (ABET 4 – 30%)
 - Vietnam, Cambodia (historical and cultural issues)
 - Need for a Global approach – International Test Commission Guidelines
 - Capability building and supervision of Assessment Practitioners in each country

- **Qualitative perception of assessments by sales reps and managers not addressed**
- **Feedback process very positive and developmental**
- **Need for more thorough follow through on ROI and behaviour change**



Redevelopment of more appropriate battery

Assessments translated and administered by home country assessment practitioners

Focus on measuring ROI

EMERGING MARKET- Sunshine Island	
MDC Model – Coke specific; any emerging market	
Cognitive	Verbal, Numerical (Customer Contact – level appropriate)
Learning Potential	Non Verbal (LPCat)
Competency	In-basket
	Role-play
Behaviour	PPA/HJA

AREA SALES MANAGER	
EMERGING MARKET- Sunshine Island	
MDC Model – Coke specific; any emerging market	
Cognitive	Verbal, Numerical (Customer Contact)
Learning Potential	Non verbal (LPCat)
Mgt Potential	Structured (IRIS)
Competency	In-basket
	Role-play
Behaviour and Personality	PPA/HJA OPQ



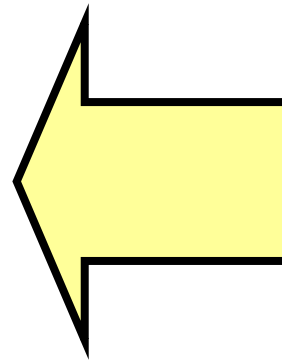
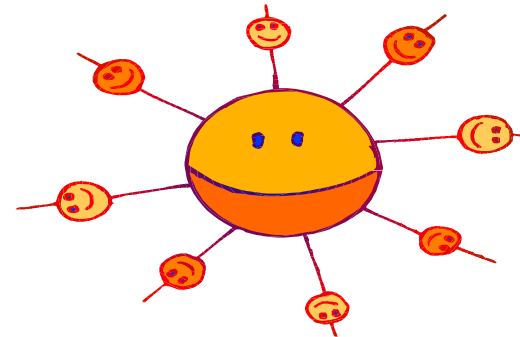
- **ACCOUNT DEVELOPER KNOWLEDGE**
 - Have knowledge of:
 - Merchandising
 - Basic Business principles as related to CCS
 - Customer Call
 - Quality
- **PLANNING, ORGANISING AND CONTROLLING**
- **INNOVATION**
- **PROBLEM SOLVING (Sales and Marketing)**
- **CUSTOMER FOCUS**

- **NUMERICAL SKILLS (FINANCIAL)**

- **BUSINESS ACUMEN**
- **ASSERTIVENESS**
- **TIME MANAGEMENT**

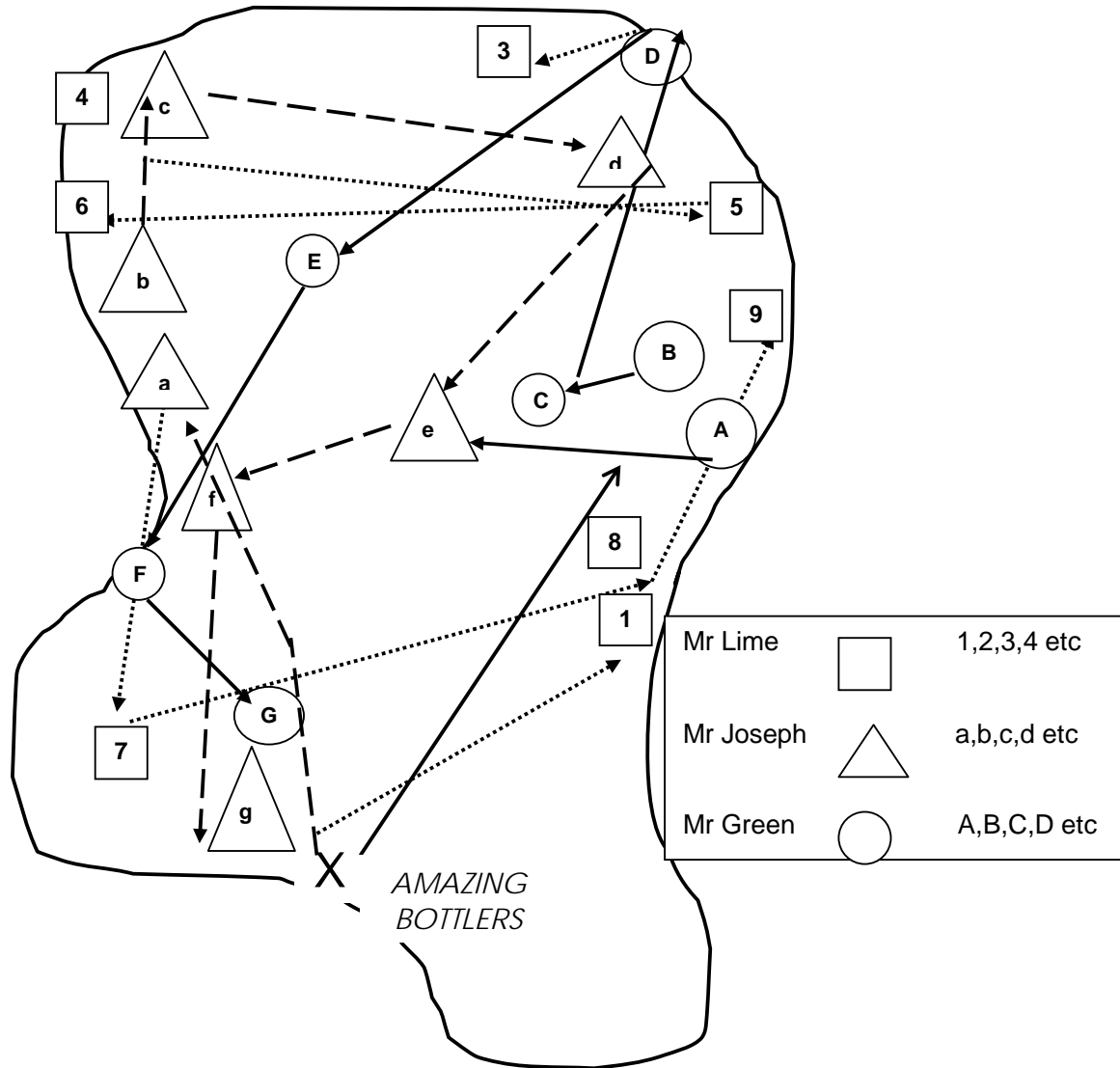
- **RELATIONSHIP BUILDING**

- **VERBAL COMMUNICATION**



**BASED ON
SPECIFIC
WORK PROFILE
OUTPUTS**





(1st Quarter - Next year)

ACTIVITY	QUARTER1													
	4				4				5					
	JANUARY				FEBRUARY				MARCH					
	1	6	13	20	27	3	10	17	24	3	10	17	24	
SPONSORSHIPS:														
* Island Talent Search														
Identify Musical & Acting talent on the Island through street auditions														
Sponsor Lessons with reputable Tutors														
PROMOTIONS:														
Summer Scene:														
Coca-Cola beach parties at upmarket Beach resorts and Hotels														



PLANNING, ORGANISING AND CONTROLLING

ITEM 2 – Marketing & Promo Action Plan

The ability to:

Project plan realistically, allocating time to prioritise and building in time for contingencies.

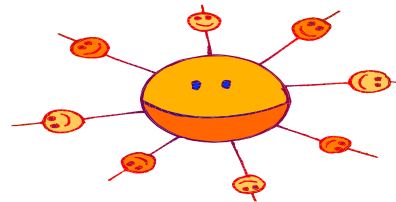
Apply effective time management when planning a project.

Organise resources and effectively delegate tasks.

Effectively structure work to ensure that resources are properly utilised.

Develop standards in order to evaluate the extent to which the tasks have been executed.

Measure performance against standards.



COMPETENT

- **** Do not mark action plan for *Island Talent Search* – answer given as an example**
- Prioritises effectively
- Includes time allowances
- Planning is neat and logical and in required format
- Does any **four** of the planning items listed below
 - Completion dates on action plan are before implementation dates
 - Promotions in January are given Nov / Dec dates on the action plan
 - Ensures sufficient stock of Promo items
 - Orders in-store display material for promotions
 - Makes sure promotional stock and material are distributed to retailers
 - Makes arrangements to secure cell phones for "talk talk" competition
 - Notes will have more info on the Fanta promo after the mtg on 16 Nov
 - Coordinates with Schools for school Family Fun days
 - Encourages participation in events through some form of advertising, notification to retailers, schools etc