

## **02 Marketing and Sales**

### **01 Market**

#### **01 Actual conditions of marketing**

##### **01 Customers**

###### **01 Do you precisely understand the needs, scale, trend, competitive situation and so on of your customers (users, trading firms, agents, parent companies etc)?**

Y Let them proceed from understanding to the analysis and evaluation of their customers.

N Let them understand the necessity to collect all information of the customers as precise as possible.

###### **02 Do you make a research of the business conditions and the future prospects of the industry which your customers belong to ?**

Y What kind of industrial area, growing, stagnant or declining, their customers belong to will influence their company's future. Therefore, it is better for them to foresee the key factors dominant in that industry over 5 years.

N Explain that the movement of the industry which the customers belong to will influence the future of their company.

###### **03 Do you analyze and evaluate the marketing ability, manpower, credibility and prospect of your customers?**

Y Advise to analyze the customers drastically, if there is any difference between what they find in daily business relations and what the third party (a credit research company or a trading bank) evaluates.

N Make them understand the necessity to evaluate the customers from various view points.

##### **02 Competitors (The companies in the same industry)**

###### **01 Do you always get the information on your competitors' business conditions and movement?**

Y Let them study and learn the advantages of their competitors, and advise to brush up their own advantageous points.

N Make them understand the importance to know the enemies and to reconsider themselves.

##### **03 Market segmentation**

###### **01 Do you get the market information by segmenting the market?**

Y Check how they utilize the information from the segmented market.

N Explain that the information of the segmented customers on geographic characters, company scale, business scale, category of business, and so on are the base of your production activities.

###### **02 Do you get enough information on the population, industrial characteristics, economic power, development planning etc of your business territory?**

Y Check whether they reflect the information to their business plan, sales and production planning.

N Make them understood that any business can not be successful without reflecting the local characteristics, and explain how to take the data and how to utilize them, by illustrating the examples.

##### **04 Business network**

###### **01 Is your business network of people and organization enough and adequate, in terms of quantity and quality?**

Y Check whether they have enough network for them to be assisted, in case of business crisis (especially big claim and fund shortage).

N Make them understand the importance of building up a business network.

##### **05 The strength and weakness of your company**

###### **01 Have you tried to analyze strength, weakness, opportunity and threatening of the capability of your products and sales ability in the market?**

Y Let them explain what are their strength and weakness, and how are their opportunity and threatening. And check how they utilize the results of analysis.

N Make them understand that the first step to do business is to know themselves, and teach SWOT analysis is how to know and understand themselves.

### **02 How to understand the market**

## **01 How to understand the market**

### **01 Do you have any human route and information network in order to get the actual conditions of the market?**

- Y Let them discuss whether there is any better route to get the same information.
- N Propose to utilize a market research institute, official media and outside database company. Make them understand that even any information brought by agents, dealers, salesmen and men of order acceptance are very useful.

### **02 Do you properly utilize the market research institute and outside database company ?**

- Y Let them explain their best use of the information in the past, in order to check whether adequate or not.
- N Make them understand the importance to utilize the information from the third party most effectively, as it is very costly to use the third party.

## **02 Sales policy**

### **01 Correspondence between principle and policy**

#### **01 Correspondence between principle and policy**

##### **01 Does your sales policy meet with your business principle and business policy?**

- Y Check whether this way of thinking is widely understood among employees, especially by sales staff.
- N Explain the importance of policy consistency. If inconsistent, employees will be so confused as to lose sales enthusiasm.

##### **02 The way of thinking of customer satisfaction is consistently stated in the sales policy?**

- Y Let them clarify what kind of customer satisfaction (freshness, fashion, quality, price or wide range of products) is focused?
- N Make them understand that the customer's tastes are so diversified that where to focus is very important.

## **02 Strategy**

### **01 Strategy**

#### **01 Is your company's marketing strategy consistent with the market actual conditions and position of the company?**

- Y Let them study to compare each product with actual conditions of the market.
- N Recommend to make a survey of what is inconsistent.

#### **02 Do you have a business strategy in accordance with the business type (such as processing, special technology, manufacturing, or research & development)?**

- Y Check whether their marketing strategy is fully utilizing the characteristics of their business type.
- N Let them understand to which business type they belong, and let them build up a strategy to make a good use of its characteristics.

#### **03 Does your business have any strategic advantages in terms of timing, target, priority, integration and profitability?**

- Y Let them study each strategy is consistent with their ability of products, sales and production.
- N Make them understand it easier to use 5W1H method when designing a strategy.

#### **04 Do you consider your market as a niche market?**

- Y Study whether it is a real niche.
- N Make them understand it very difficult to fight against a big competitor in the same market.

#### **05 Each strategy of products, territory, sales points, customers and sales route is organically integrated?**

- Y Check whether any strategy is not designed independently from other strategies, and check their sales activities are smoothly operated.
- N Explain the meaning and importance of the organically integrated sales activities.

## **03 Correspondence**

### **01 Relations with other management policies**

#### **01 Does the marketing policy effectively integrated with other management policies?**

Y Check the marketing policy is effectively integrated.

N Explain there is a possibility of creating serious management troubles, if not integrated. For example, if the recruiting policy is to employ only university graduates, they would not become able sales staff soon, and would badly affect sales planning.

**02 Does the marketing policy have a back-up support of management resources?**

Y Check if the management resources are consistent with the marketing policy.

N Let them reform the marketing policy, to have enough back-up of the resources.

**02 Rule to design**

**01 Is the rule to design, change and adjust the marketing policy adequate?**

Y Confirm the rule is built up both from the top and from the bottom, and prepared in written form so that every employee can understand.

N Make them understand that all the employees will be confused if the marketing policy be altered by the president's own judgment.

**03 To let everybody know**

**01 The marketing policy is well known to everybody and reached an agreement?**

Y Check whether the method to make everybody know is adequate, and everybody agrees.

N Explain that the total company wide system to sell is not completed before everybody knows and agrees the policy.

**03 Sales planning**

**01 Sales planning**

**01 Materialization of sales planning**

**01 Is your sales planning materialized, keenly based upon the marketing policy?**

Y Check the consistency between the sales planning and marketing policy. For example, a marketing policy declares "Best priority is to sell the new products", but the sales planning allocates more sales manpower and sales budget to "the traditional products"

N Explain the importance of consistency in policy-planning.

**02 Relations with other management policies**

**01 Relations with other management policies**

**01 Is the contents of sales planning closely connected with other management planning?**

Y Check whether the important elements (manpower, materials, money, etc.) to promote the sales planning are well prepared in other planning.

N Make them understand that the sales planning which is not related to other management planning, such as recruiting planning, will not be able to realize the sales target.

**02 When have you carried out the review and modification?**

Y Check how the review and modification was carried out and whether it is reasonable.

N Check why any review was not carried out.

**03 All the plans such as sales amount, gross profit, sales promotion, credit collection, manpower, etc. are well covered?**

Y Check the consistency among the plans.

N Make them understand the sales activities can not actually be performed, unless the sales planning is prepared in detail.

**03 Sales process**

**01 Sales process**

**01 Is the whole process of sales projection, sales targeting, sales budgeting, sales allocation and administration completed?**

Y Check the sales process is well prepared (if possible, in written form) and the company wide consensus has been built up through the process.

N Explain the importance to establish a sales process to control the sales activities.

**02 Do you get the company wide consensus of the sales target?**

Y Check how they get the consensus.

N Explain that it is very important to get the equal consensus on sales target from all the departments of the company.

## **02 Elements of the Planning**

### **01 Does the sales planning cover total elements of 5W2H?**

- Y Check whether the planning is well expressed, in view of exercising sales activities.
- N Explain the planning should be easy for sales people to understand and to exercise.

## **04 Rule to achieve the sales target**

### **01 Rule to achieve the sales target**

#### **01 Are the rule of setting the target, level to achieve, scheduling, evaluation method, etc. clearly presented?**

- Y Check the ruling has not anything unnatural and idle.
- N Explain the necessity of ruling.

#### **02 Is the sales target reviewed periodically?**

- Y Confirm when the target was reviewed and what measures were taken against any unachieved target.
- N Make them understand that to make a target is to check the speed of progress and to prepare how to cope with the case when the target is not likely to be achieved.

#### **03 Is the daily activity of each job level is decided and followed?**

- Y Confirm that the activity plan and its daily report are presented and that what kind of instruction is issued in case the plan is not achieved.
- N Explain that it is important to rotate the PDCA(plan, do, check, action) circle in the daily sales activities.

## **05 Consistency with other management resources**

### **01 Consistency with other management resources**

#### **01 Is the plan not connected with management resources?**

- Y Check the consistency.
- N Check which resources are not sufficient, and make them understand they will not achieve the sales target with short management resources.

#### **02 Can you fulfill the gap?**

- Y Visit the department in charge of the management resources, and ask whether they can fulfill the gap.
- N Recommend to discuss again among themselves from the beginning of sales plan designing.

## **06 Evaluation of sales achievement**

### **01 Evaluation of sales achievement**

#### **01 Is the evaluation of the achievement of sales target related to the management results?**

- Y Confirm the relations between achievement of sales target and management results.
- N The sales achievement usually relates with the management results. But just check whether there are any temporary revenue such as mortgage sale or financial revenue.

#### **02 Do you have any contingency plan to cope with, whenever sales target is not achieved?**

- Y Check the contents of the contingency plan, and evaluate whether it will effectively work.
- N Discuss with the top management how to cope with the case when the sales target is not achievable.

## **07 To collect sales data**

### **01 To collect sales data**

#### **01 Have you completely collected and maintained the necessary data of customers, sales results, etc. necessary for the sales management?**

- Y Check what their data are and confirm whether they are valid or not.
- N Propose how to collect and maintain major data for sales management, after explaining the data will be the base to design the marketing strategy.

#### **02 The sales data is real time and distributed to all the necessary staff?**

- Y Check the contents and advise a better measure, if any.
- N Explain that the real time sales data is the basic IT technology, and that it is applied to a base for purchasing-shipping planning, range of products planning, new products development/promotion-shipping planning at the convenience stores.

### **03 Are you always ready to operate a simulation of the sales planning?**

- Y Confirm any simulation based upon the sales results is available, so as to modify sales planning, to judge the timing to start selling new products, to design sales promotion etc.
- N Explain that the merit of IT is not only to save manpower and time, but also to be able to rotate the cycle of PDCA in an instance, owing to its "real time characteristics".

## **04 Target**

### **01 Target**

#### **01 Target**

##### **01 Is the target set for the existing market, or a new market that you are going to develop?**

- Y (Existing) Do you clearly understand the market, including its scale and characteristics?
- N (New) By what means do you survey the new market and estimate the demand? How far have you done them?

### **02 Target strategy**

#### **01 Appropriateness**

##### **01 Is the target appropriate in view of your management policy and strategy?**

- Y What is the feature of the target to believe that it is appropriate?
- N The target should be set based on your management policy and strategy.

#### **02 Decision-maker**

##### **01 Is there a specific decision-maker for the target strategy?**

- Y Review whether the decision-maker and his authority are appropriate.
- N Explain to them what kind of problems could be created by absence of a decision-maker.

### **03 Getting information**

##### **01 Have you grasped the necessary information of the target?**

- Y Have you evaluated and studied the contents of the information?
- N Suggest the diversity, quality and quantity of information to be collected.

### **04 Concrete strategy**

##### **01 Do you have a concrete strategy to reach the target?**

- Y Are the contents of the strategy concrete enough, going into the operational level?
- N If the strategy isn't concrete, it would result in only a verbal action.

### **05 Specification of strategy**

##### **01 Does the strategy correspond to the target?**

- Y Do you specify products, quality, service, price, and sales promotion in accordance with the target?
- N If you only have a uniform sales strategy, it would be difficult to secure the market and customers.

### **06 Organization for strategy promotion**

##### **01 Do you have a specific organization to promote the strategy?**

- Y Please explain the structure and function of your organization for strategy promotion.
- N Promotion of the target strategy should be carried out systematically.

### **07 Development of new target**

##### **01 Do you always develop a new target to cope with the change of demand of your customers?**

- Y Please show your examples what target you have developed coping with what kind of change.
- N How far do you grasp the change of the demand? The existing demand changes everyday.

## **05 Customer management**

## **01 Customer management**

### **01 Principle of "Customer First"**

#### **01 Is the policy of Customer First being infiltrated into all levels of your company?**

Y Some questions shall be asked to the employees of every level to examine whether it is well understood and practiced or not?

N Sales founded on the customer first principle would make basic advantage in competition in the market today.

### **02 Customer support**

#### **01 Do you provide enough information and support to your customers?**

Y Are your customers really accepted and satisfied with your support?

N It should be understood that the customer support is an integral part of the marketing.

### **03 "ABC" management**

#### **01 Do you carry out the ABC management of the customers with a fair rule?**

Y How do you carry out the ABC management? Are your important customers treated favorably based on it?

N The ABC management is an indispensable method to streamline marketing operations.

### **04 Developing new customers**

#### **01 Are you constantly developing new customers?**

Y The fluctuation in the number of customers should be checked in chronological order.

N Without effort to seek for new customers, the number of customers would be decreased.

### **05 Collecting information on customers**

#### **01 Do you collect various kinds of information of the customers and create a data profile?**

Y Does the file have only necessary data and is it frequently updated?

N Explain to them what kinds of data are necessary and how to create their data file.

### **06 Credit management**

#### **01 Are the sales credits and their collection well controlled?**

Y The management system and the use of the ABC classification shall be examined.

N Successful sales depend on the credit management finally.

### **07 Utilization of information**

#### **01 Do you make use of the customer information for the sales promotion, management of credit sales, and product development?**

Y The flow of customer information and users of such information shall be checked.

N Explain the importance of customer information and its use, utilizing some examples.

## **06 Sales organization**

### **01 Sales organization**

#### **01 Presence of sales organization**

##### **01 Is your sales organization formed coping with the present and future activities of the enterprise?**

Y Is there a complementary function or network besides the official sales division?

N Sales organization should change according to the size of operations of the enterprise.

### **02 Appropriate organization**

#### **01 Appropriate organization**

##### **01 Is your sales organization well maintained in accordance with your sales policy and plan?**

Y Does the organization correspond with changes of the market flexibly?

N A sales organization should correspond with changes of the sales policy, and the like.

##### **02 Is a person responsible for the promotion of sales plan defined?**

Y Is it well recognized by the staff of your company as well as the customers?

N It is essential to clarify a person responsible to carry out the sales plan.

##### **03 Is the organization divided by function such as products, areas, locations, customers, and channels?**

Y The present situation shall be reviewed, and be examined whether there is any more appropriate classification by functions.

N Giving an example of appropriate divisions classified by functions, recommend to change to the functional organization.

**04 Does the organization put emphasis on planning, technology, information and the like?**

Y Giving importance to those factors too much, don't you have negative impact to reduce vigor of the sales activities?

N No matter how excellent the sales division might be, it cannot achieve the good result without cooperation of other divisions.

**03 Contents of the organization**

**01 Structure of the organization**

**01 Are the structure of the organization, capability of the leader, and number of the sales staff appropriate?**

Y The actual situation shall be investigated on each item mentioned above, and its propriety shall be examined.

N Some measures shall be taken, after grasping what is the problem in relation with the sales scale, products, and customers.

**02 Manpower**

**01 Do you secure manpower with special knowledge such as overseas business and the like?**

Y Does the special knowledge required correspond with the manpower available?

N Depending on the type of business, a person who has the special knowledge is sometimes indispensable. In case of absence of an appropriate manpower in the enterprise, it is necessary to look for a talented person outside the company.

**02 Do you have an appropriate person for the sales manager?**

Y Interview the manager and examine the propriety together with the view of a long-term personnel policy.

N The reason shall be investigated whether the impropriety lies in the capability of the manager, or whether any effort has not been made to look for an appropriate person. After that some measures shall be taken.

**03 Flexibility**

**01 Does the organization have a system to change flexibly, corresponding to the market?**

Y Check the changes of the sales quantity and modifications of the organization.

N Let them understand the demerits of an inflexible organization which will be serious at the sales organization.

**04 Management**

**01 Does the organization carry out management to promote the sales plan?**

Y Review the policy of the manager, grasp of the progress, management tools, and so on.

N The guidance that it is necessary to carry out management in the organization shall be given especially to the manager.

**07 Activities of salespersons**

**01 Contents of activities**

**01 Standard**

**01 Is the standard of the sales persons for the knowledge on the product and service, and sales ability high enough?**

Y Improvement shall be made through training etc., after examining the salespersons by interview.

N Training to provide the minimum knowledge and skill required shall be promptly made, as well as review of the manpower.

**02 Is the technical standard of the sales persons for presentation, business negotiation, and closing a deal enough?**

Y From the demonstration of the salespersons, it shall be confirmed whether they are appropriate for the products, the type of the business and the like.

N After grasping what is short and why it is lacking, necessary measures shall be taken.

## **02 Top sales**

### **01 Does the president himself actively visit the customers?**

Y How frequent is the visit to the customers? Isn't the whole management of the company disturbed by the visit?

N Top sales by the president are indispensable, especially in the small and medium enterprise.

## **03 Planning**

### **01 Are the daily activities of the salespersons carried out as scheduled?**

Y Isn't there a big difference between the plan and the activities?

N Find out the reason why it can't be done properly, and link it to improvement of the plan and activities.

### **02 Are the visiting plan to the customers properly made?**

Y Hasn't the plan for customer visit become so formal that it hasn't executed properly?

N A good plan for visit would result in sales growth as well as cost reduction.

## **04 New development**

### **01 Are the new markets developed by the salespersons steadily?**

Y Compare their activities to develop new markets with the results.

N Incentives should be considered in order to let them develop new markets actively.

## **05 Patrol visit**

### **01 Are the patrol visits of the salespersons carried out regularly?**

Y Actual situation should be analyzed by reviewing the daily report of customer visits, as well as by the actual sales tour of the management or managers themselves.

N It is important for the whole company staff to understand that obtaining customers is a consequence of the regular sales tour.

## **06 Customer support**

### **01 Is the customer support carried out by the salespersons steadily?**

Y Do the salespersons work as management consultants for the customers?

N Customer support is an important part of sales promotion and a sales person is the vanguard.

## **07 Immediate useful salesperson**

### **01 Do you utilize sales manuals to bring up immediate useful salespersons?**

Y Confirm the contents of the manuals and their correspondence with the management and marketing policies.

N On-the-Job-Training is not enough to bring up salespersons immediately. Preparation of the manuals is necessary.

### **02 Are action principles, utilization of time and customer relations of the salespersons standardized?**

Y Doesn't an action bound by the manual too much make ill feeling of the customers?

N Minimum standardization is needed for efficiency and adequate actions.

## **02 Sales tools**

### **01 Preparing manuals**

#### **01 Are there manuals available for the sales activities of the salespersons?**

Y Are the manuals utilized in practice? Do they have any positive impact on the sales?

N The manuals are indispensable to increase the efficiency of the activities of the salespersons. Immediate preparation of basic manuals is recommended.

### **02 Application of tools**

#### **01 Are you making use of the sales tools classified by customers, by products, and by the different stage of business negotiations?**

Y Review the contents of every tool and the actual case of its application.

N By giving an example, necessity and application of the various tools shall be explained. And let them prepare the tools.

#### **02 Are you devising new sales tools through information processing data, etc?**

Y Review the present tools and propose a better option.

N Conventional tools are not effective in the current sales. A device to display them joyfully and visually is needed.

**03 Are the sales tools prepared visually?**

Y Are the sales tools easy to be accepted by the customers?

N Explain why it must be prepared visually. Propose some tools easy to see.

**03 Sales promotion goods**

**01 Are you preparing and utilizing the sales promotion goods such as advertisement materials and give-away goods?**

Y Are you utilizing the promotional goods practically? Is it effective for the sales promotion?

N Let them understand how these goods can be helpful for the sales promotion.

**03 Manpower development**

**01 Manpower development**

**01 Is the training and development of the salespersons carried out systematically?**

Y Are the training and development carried out based on the long-term human resource development plan?

N The training and development can be started as the on-the-job training even if you do not have a special program for it.

**04 Evaluation of the performance**

**01 Evaluation of the performance**

**01 Is the evaluation of the salespersons made on the basis of a fair rule?**

Y Review the rule and the actual applications in the evaluations.

N Salespersons can't achieve the best performance without a fair evaluation based on a fair rule.

**05 Information maintenance**

**01 Information maintenance**

**01 Is the maintenance and sharing of sales and claim information carried out properly?**

Y Please explain how the major information is maintained, and to which section the information is transmitted.

N Maintenance of information and its proper transmission to the right persons, the salespersons especially, are the base of success in sales.

**02 Is a rule how to cope with the product liability in the sales division established?**

Y How well established are the role of the sales division and the flow of the information?

N Do they understand clearly that the sales division, which has direct contacts with the customers, must take the product liability seriously?

**03 Is the information to control salespersons well maintained?**

Y Please explain the present situation of the maintenance. Are all the necessary information collected without delay?

N By showing them examples, explain the procedure of collecting and upgrading the important information.

**08 Products and services**

**01 Consistency with needs**

**01 Consistency with needs**

**01 Do the products and services meet both with the market needs targeted and with the benefit of the customers.**

Y After getting explanation on the demand and benefit, consistency of the products and services with them shall be examined.

N The policy for the product development and commercialization shall be reviewed.

**02 Do you analyze your market based on characteristics, usages, and segmental market elements, of the products and services?**

Y Explain the conclusion of the market analysis. How far does it relate to the

characteristics and the like of the products?

N Market analysis would not be meaningful, if it is not based on the characteristics of the product.

## **02 Actual conditions of products and services**

### **01 Do you grasp the proportion of the original products and services developed by your enterprise in the total sales?**

Y How much is the share of contribution of the original products in the profit?

N Explain to them the advantage of original products and the necessity of grasping the present conditions to strengthen the development.

### **02 Do you grasp the contents of the services concretely?**

Y Let them identify clearly what the essentials of the service providing are.

N Correct identification of contents of the service leads to improve quality of the service and to provide the service easy to use.

### **03 Do you grasp the ratios of the products with patent and products or services developed independently to sales?**

Y Do you try to promote those products or services?

N Explain to them the advantage of the products with patent and self-developed products.

### **04 Do you grasp the revenue for each product and service?**

Y Do you consider emphasizing certain products? What is your view on diversification of products?

N It is the fundamental of marketing to grasp the ramified revenue.

### **05 Do you understand the roles of subcontract works and original equipment manufacturing (OEM) products in your business strategy, and grasp the ratio of them to the sales and profit?**

Y Do the subcontract works and original equipment manufacturing products supplement the products of your company, and increase synergy effect?

N You should understand the role of the subcontract works etc. as a part of your own business strategy.

## **02 Grasping characteristics**

### **01 Grasping characteristics**

#### **01 Do you grasp the characteristics of your products and services?**

Y To what extent do you utilize the result of grasping the characteristics for the product development and marketing?

N Let them grasp the characteristics of each product, such as the basic function, additional function, content of the service, price, quality, delivery time, etc.

### **02 Comparison with competitors**

#### **01 Do you compare the characteristics of your products and services with those of the competitors?**

Y How do you utilize the result of comparison of the characteristics with those of your competitors for your product development and marketing?

N Show an example of comparison of the product characteristics with those of the major competitor.

#### **02 Do you clearly identify the advantage of your product characteristics in comparison with your competitors?**

Y List the advantages of your product characteristics. Will this advantageous situation continue in the future?

N Indicate the advantageous characteristics of the products compared with those of the competitors. Explain how to utilize them.

#### **03 Do you grasp defects of your products and services?**

Y Please explain how to improve the defects and how far it is progressing.

N It may cause a disadvantage against the competitors, if the defect is not improved.

#### **04 Can you distinguish your product, which has been incorporated in the products of the other company?**

Y How good is the evaluation of your products marketed as a part of the products of another company? Is there any contract, regarding the product liability, made with the other

company?

N Is there any reason why your products could not be distinguished? Is there no merit to distinguish your products from those of another company?

**05 Are there any products and services, which must comply with or be prepared for the ISO standard?**

Y What are the products and services? Please explain the compliance with the ISO standard, or the progress for the application.

N Lack of compliance should be improved urgently. It is necessary to implement the standard as much as possible.

**03 Product life cycle**

**01 Product life cycle**

**01 Do you grasp the life cycle of each product and service?**

Y For what and how do you utilize the life cycle of the products and services?

N There is a danger of losing the market if you do not grasp the life cycle of your products.

**02 Do you grasp the ratio of contribution of every product and service to the total sales and profit?**

Y Confirm by the figures if the product with low performance in sales and profit has been eliminated from the line of merchandise.

N Let them classify all the products in accordance with the contribution, and study to remove the product of low contribution from the merchandise line.

**04 Product mix**

**01 Product mix**

**01 Do you continuously develop new products and regularly review the product mix?**

Y The updating of products shall be examined by the historical chart of the products.

N You cannot get an advantage in market competition, if you do not regularly improve your products and develop a new product.

**02 Is the mix of your products and services, including sales methods, providing facilities etc, appropriate?**

Y Do you practice a simulation of the product mix? Is there any better combination of the products?

N Considering the contribution in the sales and profit, a method to find out the appropriate combination of the products shall be proposed.

**03 Do you provide enough support to the minor products and services in comparison with the major products and service?**

Y Is there a good balance between important support and general support?

N A minor product may not be successful due to lack of the support, even if there is the market.

**04 Have you corresponded timely with the changes occurred to your products and services in recent years?**

Y Please explain the main cases. Have you corresponded quickly?

N How have you grasped the changes? Why you could not correspond quickly with them? What is your strategy for the change from now on?

**09 Price**

**01 Pricing policy**

**01 Appropriateness**

**01 Do you have a policy and strategy for the price setting?**

Y Are the pricing policy and strategy based on the profit and sales plan?

N Let them establish a pricing policy and strategy to achieve the profit and sales plan.

**02 In your price setting, do you firstly consider the market situation and competitiveness of your products?**

Y Check the process of price setting on the main products.

N It is difficult to compete in the market, if the price setting is based only on the method of cost accumulation or securing the profit.

**03 Is it necessary to review the method of price setting from the view of the present management plan and securing the appropriate profit?**

Y Firstly confirm the market situation and advantages in competition, and establish a method to set the price in order to secure adequate profit.

N Prices are important factors to constitute a management plan that a method to set prices shall be reviewed.

**04 Does the rule of price setting correspond to the type of the product and service?**

Y Which characteristics of the products and services do correspond to the rules of the price setting.

N Show examples that the rules of price setting are determined by characteristics of the products and services.

**02 Process of price setting**

**01 Is the process to set an estimate price established?**

Y Is the process written in a manual, and is it actually practiced?

N It is dangerous to change the process on occasion or arbitrarily. A manual shall be prepared.

**02 Is the computerization of the process for setting an estimate price established?**

Y Please demonstrate how you estimate the price. Are there any problems of the contents or speed in the process?

N In order to make an accurate and timely estimation, it is necessary to use a computer. Show an example of the procedure.

**03 Is the price setting corresponded to the management of the cost and profit?**

Y How does the price setting relate to the management of the cost and profit in actual? Please show the example.

N Price setting is an important element to manage the cost and profit, but is not the result borne from the cost and profit.

**02 Competitiveness**

**01 Comparison with competitors**

**01 Do you have a price advantage compared with your competitors?**

Y What is the essence of your competitiveness? What should you do to increase or maintain the advantage?

N Analyze the reasons of lack of competitiveness and let them take an immediate action to prevent from being more disadvantageous.

**02 Do you have an advantage in the cost efficiency of the products and services for the customers compared to that of your competitors?**

Y Measures shall be examined in order to increase or maintain the advantage in the cost performance.

N Identify the reason for poor cost efficiency, and let them take a measure for the improvement.

**02 Rules of discount**

**01 Have you set rules for discounting the price?**

Y Are the criteria and process of discount appropriate? Examine the case of discount using the examples.

N Inconsistent method of discount could result in a large financial loss. It is indispensable to set a rule.

**03 Price of new product**

**01 Is the price of a new product set strategically?**

Y Review the strategic advantage of the price setting, comparing the prices with those of the competitors, and assessing the position of the prices among the products.

N When the product is new, the price should especially be set strategically.

**04 Non-price competition**

**01 Do you take any measures for non-price competition?**

Y Analyze what the strength and weakness of the products and services are in the non-price competition, and make improvement for the more advantages.

- N Indicate the problem of own products and services in non-price competition, and let them examine some measures to recover the disadvantage.

## **10 Marketing channel**

### **01 Selection of channel**

#### **01 Selection of channel**

##### **01 Do you select your marketing channel to materialize the sales policy and plan?**

Y Is there any inconsistency existing between the present marketing channel and the sales policy and plan?

N Selection of a channel is one major step to materialize the sales policy and plan.

##### **02 Have you considered the conditions to decide whether you have to sell directly or indirectly to the customers?**

Y Have you achieved the result expected by the conditions adopted?

N Hasn't there been any merit in the sales method, which was not adopted?

##### **03 Is there any mismatch between the product unit price and the sales channel?**

Y Examine demerit of the mismatch. In case the demerit is large, let them consider changing the channel.

N Study channels of the competitors and opinions in the sales field. Then let them look for a better channel.

##### **04 Is there a mismatch between the technology of the product or goods assortment, and the sales channel?**

Y When the demerit of the mismatch is large, let them study a change of the channel.

N Confirm if there is a mismatch, hearing opinions of the sales field, customers etc.

##### **05 Have you ever considered application of a new sales channel?**

Y Is the current sales channel appropriate in comparison with that of the competitors as well as that of the product in the similar area?

N Is it possible to apply franchises, voluntary chains, mail orders, or internet commerce and the like?

### **02 Channel evaluation**

#### **01 Channel evaluation**

##### **01 Do you deal with building subsidiary distribution channels?**

Y What channel have you built? Have you obtained cooperation of the persons concerned?

N Explain to them advantages of subsidiary distribution channel and necessity of cooperation with the persons concerned for the building.

##### **02 Do you assess the present sales channel?**

Y Which is a system of the present channel, distributors, agents or specialized trading firms? Will the advantage of the present channel continue in the future?

N Is it possible to set a new channel besides the present channel? Is there any merit to change or increase the channel?

##### **03 Do you have any advantage in the sales channel compared with other companies?**

Y From where does the advantage come from? Can you enlarge and continue the advantage?

N In case of no advantage, what is the reason that you can't change the channel?  
How can you change the channel?

##### **04 Is there an adequacy of the sales channel for the cost load?**

Y Do your present marketing channels serve efficiently as channel?

N Can you improve the present channels? Is it possible to adopt a new channel?

##### **05 Is the sales channel well supported by the management resources?**

Y If you use another channel, will it enable you to make a better use of the resources?

N What resource makes a problem? Which is possible, improvement of resource maintenance or change of the channel?

## **11 Sales promotion**

### **01 Advertisement policy**

## **01 Existence of policy**

### **01 Have you established an advertisement policy in accordance with the strategic purpose?**

- Y Does the policy match the enterprise image, character of the products, and the target?
- N Fancy advertisement has little impact and is a waste of expense. Policy-making in accordance with the resources is needed.

## **02 Purpose of appeal**

### **01 Have you ascertained whether the purpose of the advertisement is for the company, for the product, or for your service system?**

- Y Does the purpose of the advertisement match with the contents?
- N Are you conscious of the purpose of advertisement? For what purpose do you make advertisement?

### **02 Are the advertisement, sales promotion, and human sales carried out uniformly?**

- Y How do the salespersons and customers think of them? Is there a consistent and concrete theme?
- N Explain to them what a uniform marketing is, by giving the concrete examples.

## **03 Budget**

### **01 Have you made a budget for advertisement properly?**

- Y Are the budget earmarking and allocation based on the sales policy and plan?
- N Advertisement without a budget plan will stray from the policy and purpose, and result in a waste of expense.

## **04 Media**

### **01 Is the selection of the media considered from multi-perspective viewpoints?**

- Y Do the media match the enterprise image, product characteristics, target and the like?
- N Explain the factors to be considered and the significance of media selection.

## **02 Concrete means of advertisement**

### **01 Catalogue and other promotion tools**

#### **01 Do you put emphasis on your customers, image, product characters, etc in making catalogues and other promotion tools?**

- Y Examine the understanding of the emphasized factors are actually reflected on the catalogues and other promotion tools.
- N Explain to them the purpose and important factors in making catalogues and other promotion tools. Appropriate catalogues and other tools shall be recommended.

#### **02 Are the catalogues and other promotional tools made in expression easy to understand and easy to handle?**

- Y Review the catalogues and the like from the viewpoints of the customers, and ask their opinions.
- N Explain to them that it is necessary even for making catalogues and the like to be based on the customer satisfaction.

#### **03 Do you describe the catalogues and the like with expression that are totally free from the product liability law, safety and fair trade law?**

- Y Compare the difference of expressions between the competitors and your company. You should keep in mind that a warning can not always be an excuse for indemnification.
- N Explain to them what expressions considered the product liability law, safety and fair trade law are, and why they are necessary?

#### **04 Are the promotional tools such as advertising materials made with consideration of safety, the PL law and the like?**

- Y Inspect the actual samples of them.
- N Inspect the samples. Point out the problem and let them understand that even such tools can be an object of the PL law and the like.

#### **05 Are you prepared abundant tools for sales promotion?**

- Y Examine the contents of the tools, comparing with those of the competitors.
- N Check the list of the tools, and propose to prepare additional necessary items.

## **02 Publicity, sales promotion, etc.**

**01 Have you utilized the publicity strategically?**

- Y Compare examples of the recent publicity with those of the competitors, and study how strategically they were performed.
- N Explain to them the purpose of publicity and its application.

**02 Do you send information of the enterprise actively through the internet and the like?**

- Y Are your homepages very attractive? Is the information updated regularly?
- N What is the reason why internet has not yet utilized? Let them consider necessity of sending information through internet.

**03 Do you organize or participate in the exhibitions and events for sales promotion?**

- Y Examine the expenses vs. effects of the examples of organizing or participating in the exhibitions and events in the recent years.
- N Study the movement of the competitors, and propose a method which can be carried out with small cost.

**04 Do you spend entertainment and contribution expenses in accordance with the budget and rules?**

- Y Are the budget for entertainment and contribution, and the contents of the rules appropriate in view of the present situation of the management? Who has an authority to approve the execution?
- N Entertainment and contribution without a plan would be a waste of expense. A budget and rule should be made and observed.

**03 Appeal of shop and showroom**

**01 Advertisement**

**01 Do you regularly perform unique advertisement of your shop?**

- Y Is the advertisement outstanding? Do you always make the contents new?
- N A spot advertisement is hard to be remembered. The repetition makes an appealing effect.

**02 Do you make use of insert advertisement and hand-out pamphlet, and try to increase effect of your advertisement?**

- Y Do you repeat the insert advertisement and the like regularly? Have you compared the effect with those of the competitors?
- N In advertisement of a shop, insert advertisement and the like limiting the area is effective when considered the cost.

**03 Do you consider use of community magazines and the like?**

- Y Do you use them after considering information of their number of issue, circulating area, target readers and the like, not as advertisement for general social activity?
- N Besides community magazines, there are other media you can expect good effect for your advertisement with very small expense.

**04 Do you try to make a simple POP advertisement and the like by your company?**

- Y Does the person in charge of this job have interest and talent for it? Do other employees also join the job?
- N By preparing it in your company, you can expect not only to save cost, but to increase consciousness of participation among your employees by making it themselves.

**05 Do you recognize that POP advertisement can have equal effect as well as the salespersons, if it is well displayed?**

- Y Do you understand the basic use of POP advertisement? How skilled is the person in charge?
- N POP advertisement is not a mere guide in front of the shop. It is a measure to catch the heart of the customers.

**06 Is your signboard in front of the shop made with consideration of social influence together with advertising effect, and utmost care?**

- Y Is there any regulation of the area on the signboard? In case your shop is located in a shopping-mall, does the signboard conform to those of other shops?
- N There is a regulation for a signboard in some areas, and you should recognize that a signboard is a part of landscape of the town.

**07 Do you take quick action to cope with damage and stain of equipment such as a signboard and façade?**

Y Confirm the actual equipment. When there is any damage or stain, repair it and make a rule to cope with the future problem.

N These damage and stain of the equipment make bad image of the shop.

**08 Do you make a plan for advertisement with recognition that it is an important tool of communication with the customers?**

Y Do you confirm the effect of advertisement directly to the customers sometimes? What is their response?

N Advertisement is an appeal to the customers asking them to visit the shop.

**02 Service on shopping**

**01 Are you ready to respond to the requests of your customers such as consulting on shopping, holding an event, and the like as your service to them?**

Y How do you collect the requests? Do you have a rule to handle the requests?

N It is an important job for a retailer to help shopping of the customer.

**02 Do you make up a way to reuse wrapping paper, shopping bag and the like?**

Y Are the wrapping paper and the like necessary and enough for packaging, considering the goods and cost?

N Reusing is not only contribute to the environment preservation, but be useful as an advertisement of the shop.

**03 Do you take a strategy to link up the customers to your shop by making use of a shopping card and the like?**

Y Are the customers linked increasing? Do you make use of data of the customers?

N Without linking up the customers, you cannot make sure of their repeated purchase.

**04 Do you try to provide various kinds of information needed by the customers?**

Y What kind of means do you have to provide information? Are they noticed by the customers?

N Do you understand that selling goods is nothing but substitution of shopping by customers?

**03 Planning**

**01 Do you study a marketing plan before a season so as to show a sense of the season in your shop?**

Y Is the plan fit to trend fashion of the goods as well as the sense of the season?

N Selling business people cannot forget to deal with early introduction of the sense of a season.

**02 Do you make your marketing plan linked up to an event effectively?**

Y Are all of your products, sales promotions and advertisement considered in the event?

N A single event does not pay for the expense. It is important how to link up other factors in the marketing planning.

**03 Does your marketing plan reflect the interest of the whole enterprise?**

Y Don't other departments not in charge of the planning neglect their main duty to promote the marketing plan?

N All the members of an enterprise should understand that marketing is energy to advance the management and the planning concerns with the whole enterprise.

**04 Do you consider a plan to return your profit to the society, known as philanthropy or mecenat activity?**

Y Does the activity stay within capacity of the enterprise? Have you got consensus of the enterprise?

N Do you have any consciousness that the profit of the enterprise is got from the society?

**05 Is an idea of mutual prosperity through co-existence with the community considered in holding events and the like?**

Y Check in actual how the community appreciates the event and the like of the shops.

N Especially at selling business, co-existence with the community is needed as a base of all selling activities

**04 Mobilization of customers**

**01 Do you try to create selling chances such as test-drinking, test-eating, giving samples and so on?**

Y Do you try to demonstrate those selling chances as joyful events and to attract

customers?

N You should understand that the customers will not be interested before touching the goods.

**02 Do you perform regularly mobilization of the customers by various special sales?**

Y Does the mobilization of the customers link to actual sales? If not, What is the reason?

N Without your activity for mobilization of your customers, you cannot expect their visit to your shop, even if you make advertisement only.

**03 Do you maintain your list of the customers so as to be used in need?**

Y Confirm situation of the maintenance and if the necessary data segmented are already collected?

N Without a customers list, you cannot expect their repeated purchase, and the list is not useful without maintenance.

**05 Event**

**01 Event**

**01 Do you hold an event regularly and try to communicate with your customers?**

Y Isn't the event fallen into mannerism? Do you always think out a new idea?

N You should understand that an event can be the strongest for your shop to attract the customers.

**02 Do you consider holding an joint event sometimes with your profession, the manufacturer and the wholesaler?**

Y Even if you hold it under the auspices with other enterprises, do you include your policy and intention fully?

N Consider that you can gather more customers and save your cost by the auspices with other enterprises, compared with your solo event.

**03 Evaluation of advertisement**

**01 Evaluation of advertisement**

**01 Do you grasp the cost performance of your advertisement, publicity and sales promotion?**

Y Examine the effect of the advertisement from the sales, profit, and response of the customers.

N In order to save unnecessary expenses from the viewpoints of the whole management, explain to them the need of effect evaluation and its methodology.

**12 After-sales service**

**01 Contents**

**01 Service contents**

**01 Are the contents of your after-sales service clear and informed to the users?**

Y Please show a manual about the after-sales service. Is the information of the contents to the users appropriate?

N Explain to them the demerits of excessive or insufficient service, as well as demerit of not providing information of service contents.

**02 Is the price of your after-sales service set strategically?**

Y Have you ever compared your price list of after-sales service with that of the competitors?

N After-sales service is such an important part of the sales that the strategic price setting is necessary.

**02 System**

**01 Are the number and skill of service staff sufficient?**

Y Are the number of your staff, equipment, area and the like for service station superior to those of your competitors?

N After-sales service is an important part of sales activities. You should examine why it has not yet been established.

**02 Is the system of supplying replacement parts established?**

Y Compared your range of goods, volume of stocks, quick delivery, and appropriate pricing

with those of the competitor?

And the evaluation of the clients should be confirmed. The change of the sales, B/O (supply) rate, stock period could also be referred.

N Replacement parts are the source of profit. If there is any lack of supply, it is necessary to find out and solve the cause, so as not to lose trust of the users.

**03 Do the service staff and engineers also participate in the sales activities?**

Y Examine the flow of information in the participation to the sales activities. Recommend to improve the efficiency of the activities.

N Purpose of the sales activity by the service staff and the like should be instructed to them. Some provisions of incentive should be planned, if necessary.

**04 Do you have education programs both of training and motivation for the service staff?**

Y Do you also have that kind of training for your sales engineers in addition to the technical training?

N Purpose of educational training should be understood, and incentives should be planned as the motives of the training.

**05 Are the data of services to the customers well maintained?**

Y Are the service data utilized from the stages of product development and production to the sales promotion?

N Propose them a simple method of service data maintenance and how to use it.

**03 Charges and the like**

**01 Is the service charge system well maintained and applied appropriately in practice?**

Y Please explain the charge system and give an example of its application. Is it reasonable compared with that of your competitors?

N Let them maintain the charge system applicable in practice through the comparison with that of the competitors and the like.

**02 Have you prepared service regulations adaptable to Customers Satisfaction?**

Y Do you hear affirmative opinions from your customers?

N Service regulations should be made and operated to get customer satisfaction.

**03 Are the contracts for maintenance and after sales service concluded with the customers and operated properly?**

Y Please explain the contents of the contracts for maintenance and the like, and how they are operated.

N Propose a fair maintenance contract and an after service contract between the enterprise and the customers, and a right method of their operations.

**04 Effect**

**01 Do you make profit from the services you offer?**

Y Is the service charge appropriate for sales? Doesn't any excessive service make loss?

N Analyze the profitability on profit and loss from the services themselves and profit by service seen from the view of sales.

**02 Are the customers satisfied with the quality and reliability of your service?**

Y Do you hear voices of the customers directly? How high is your customers' satisfactions when you compare them with those of your competitors?

N Why your customers are not so satisfied? Isn't that a disadvantage for your sales?

**03 Do you have a system to collect customers' information obtained through the service activities?**

Y Explain a flow of the collected information, and the rules of actions that you take for the information.

N Information collected from the service activities is important both for the products and for the sales.

**04 Is it possible to alter the design of the product and the service system in order to reduce the work of after sales service?**

Y Hasn't the value of products decreased by saving some services?

N Alteration of design and system may result in reduction of the service cost and increase of the product value.

**05 Are the service manual and user manual easy to understand, and revised regularly?**

Y Do you hear opinions of the customers on the manuals? Do you have the better manuals compared with those of your competitors?

N These manuals reduce a burden of the customers and result in sales promotion.

**02 Product claim**

**01 Claim handling**

**01 Do you well maintain your system to manage the claim?**

Y Isn't the amount of the claim applied or handled too large, or too small?

N Let them execute observation of the rules for claim handling, appointment of a person in charge, data management of claim records and the like.

**02 Is the feedback of information on claims being made to the design and production department?**

Y Please explain the situation if the feedback is surly executed, by giving an example of the claim.

N A method of feedback and its merit should be explained by using the examples of claim handling.

**13 Logistics**

**01 Logistic cost**

**01 Logistic cost**

**01 Do you grasp the actual logistic cost inside and outside the company?**

Y Do you grasp the logistic cost of every function? Please explain the proportion of the logistic cost to the sales price.

N Let them make a trial calculation of the amount of logistic cost, and compare it with the gross sales profit.

**02 Do you take any measures in order to reduce your logistic cost?**

Y Have you considered introducing an innovative logistic system for cost reduction?

N Show how big the logistic cost is when compared with the net profit, and propose a measure for reduction of logistic cost.

**02 Reinforcement of logistics services**

**01 Reinforcement of logistics services**

**01 Have you been strengthening the logistic service for the customers?**

Y Have you surveyed the response of the customers concretely?

N Propose a method to strengthen logistic services, considering it a way to promote sales.

**02 Are the items of logistic services provided as a part of the sales strategy?**

Y What are the contents of the distribution services, and do they match the sales strategy?

N Distribution services are one of the means of sales activities. Negligence of the service may result in decrease of sales.

**03 Do you manage compatible both strengthening distribution services and cost reduction?**

Y Please explain the present situation of strengthening distribution services and cost reduction concretely.

N It is most important to keep good balance between strengthening distribution services and cost reduction.

**04 Do you have clear conditions of the distribution services, and set the reasonable pricing?**

Y Please explain the conditions of the distribution services. Are they clearly stated in a manual?

N Hasn't the distribution cost caused increase of expense and loss of profit?

**05 Do you set appropriate criteria for the distribution services for each channel and for each customer?**

Y Are your criteria for distribution services more reasonable than those of your competitors?

- N Propose segmented and different criteria of the distribution services for each channel, customer, and the like.

### **03 Dealing with logistics management**

#### **01 Logistics management**

##### **01 Do you uniformly control “production in conjunction with delivery” or “merchandise with service system”?**

Y Please explain about the rule of the management, person in charge, trouble countermeasures, etc.

N Explain the necessity of a total control of production and logistics, and propose a system for it.

##### **02 Are you dealing with labor saving, automation, and IT in logistics?**

Y Examine the actual examples of improvement of logistic control and its effects.

N These efforts are needed for cost reduction. Propose a method of concrete improvement.

##### **03 Do you make any improvement in the product handling, cargo shape, packing, storage, and the like?**

Y Examine the examples of improvement in product handling etc. and its effect referring to those of the competitors.

N Show good examples of the improvement, and propose a reform.

### **04 Storage**

#### **01 Warehouse management**

##### **01 Does your warehouse locate on a proper place, and is it efficiently utilized?**

Y Are there any inappropriateness, uselessness, and inefficiency at the warehouse site? Is the purpose of warehouse clear whether it is for the base of stock or for delivery?

N In case of the inappropriate location or inefficient use of the warehouse, analyze the cause and make improvement.

#### **02 Inventory control**

##### **01 Do you understand the relevancy of the sales activities and inventory control?**

Y What kind of sales activities do you carry out to reduce the stock?

N Either of excessive stock or shortage of stock could be an obstacle of sales activities.

##### **02 Do you take measure for improvement by grasping inventory control in relation to storage, distribution processing, shipment, delivery, and the like?**

Y Examine the effect of improvement measures in relation with stock quantity, delivery time, distribution cost, and the like.

N It should be understood that stock control is closely related to storage and other above mentioned factors.

##### **03 Is the information network utilized for the stock control?**

Y Dose the stock control function as "a system making the supply match the demand"?

N The stock control is not only a measure to decrease the stock quantity, but one of main factors to support supply.

##### **04 Do you conduct various activities such as prevention of shortage of stocks, prevention of excessive stocks, appropriate stock, timely grasp and estimation of future supply?**

Y Please explain the situation of each activity with the example.

N Explain why each activity is necessary, and show examples of important actions.

##### **05 Do you regularly check your dead stock and storage condition?**

Y Don't you depend too much on report from the warehouse? The management should check the inventory for themselves sometimes.

N Lack of checking can be a cause of big loss sometimes.

### **03 Actual inventory**

##### **01 Are the physical inventory and circulated stocktaking of the major products carried out at an appropriate interval?**

Y Please explain the frequency of stocktaking for each item. Are they actually executed?

N Show the method of basic stocktaking for each item in relation to the financial management, and let them start with the regular actual inventory.

##### **02 Do you carry out accurate and prompt actual inventory by using handy terminal, and**

**the like?**

- Y How much is the gap between the hours planned and needed actually for inventory, and the gap between the figures of inventory record and those of actual stock?
- N Propose a prompt and accurate method of stocktaking. Daily arrangement and maintenance are keys for quick stocktaking.

**03 Have you set clear method of grasping inventory assets?**

- Y Confirm how the level of grasping stock volume and amount is decided.
- N Show the change of level and way of grasping stock volume and amount for each product.

**04 Index for inventory control**

**01 Do you select an index for inventory control that matches the application purpose?**

- Y Please explain the index used for stock control and the reasons why it is selected by the recent data.
- N Explain the use of guidelines different to the object such as turnover ratio, turnover period, and storage period and the like.

**02 Are you actively working at recycling in stock control?**

- Y Please explain the situation of reducing waste, packing materials, and the like by your recent data.
- N Let them understand the purpose of recycling and its consequence in cost down.

**05 Delivery**

**01 Efficiency**

**01 Have you assessed the cost and effect of delivery?**

- Y Please explain the reason of selecting own delivery or consignment delivery and its result. Do you prepare any measures for peak time?
- N Is there any merit of introducing a new delivery method that is not used currently?

**02 Have you made any optimization such as shortening of transport and delivery route, direct delivery, and the like?**

- Y Taking a concrete example of delivery from a factory or supplier to a customer, examine the optimization.
- N Let them examine if there is an optimal method besides the current delivery route.

**03 Are you promoting the consistent use of pallets and containers?**

- Y Let them make a flowchart of delivery to check the present situation.
- N What is the reason that you are not promoting the consistent use of pallets and containers?

**04 Do you grasp operation efficiency and are you working at improving it?**

- Y Is there another method of improving the operation efficiency?
- N Explain the present situation of operation comprehensibly, and propose measures for improving efficiency.

**05 Are you working at improving delivery through computerization and use of manuals for delivery service plan?**

- Y Assess the efficiency from the historical changes of delivery volume, delivery time, and the like.
- N Propose the computer application and manual preparation for delivery cost reduction showing the examples.

**02 Joint delivery**

**01 Are you dealing with a measure for the rationalization of distribution such as joint delivery and the like?**

- Y Is there any difficulty in the joint delivery? Do you listen to the voices of the operation site?
- N By indicating the merit of joint delivery, let them study possibility of the implementation.