

When several divisions, in particular forestry operations, wood processing facilities and sales department exchange information on what they do, have and need, the product flow and recovery rates along the route from forest to the client can be smoothed, resulting in less delays, less waste, client oriented processing and better deals with clients.

Organize an annual meeting, one year ahead of production and invite staff of all clusters, including sales, to exchange experiences and plan the next year. Ensure an easy flow of information through the company throughout the year. Sales department can provide the clients with realistic terms and avoid disappointing deliveries. This also builds credibility and gives more room for flexible specifications and cooperative clients.

Next, sales department should clearly communicate the specifications of clients to the sawmill and provide explanation on what would be accepted by the client and what not. Sales department should regularly check the sawing processes in the sawmill to provide guidance and increase recovery of use.



## Regular communication in practice

A company operating in the Congo Basin explains that their sales people tend to follow the needs and demands of clients, whereas saw mill personnel tend to follow the possibilities of logs entering the saw mill. Often, these two approaches do not match. For them one of the core focusses is ensuring regular communication between the saw mill and sales department to ensure that internal demand meets internal supply and is focussed on revenue maximisation.

Another company in the region has a similar focus, arranging daily communication between forest production, sawmill, and sales. These meetings are to ensure that they always take the right decisions concerning species, volumes, grades, prices, markets, etc. Over time they realized that such decisions can only be made when information is shared within the company.