

# POI Global Promotion Optimization Summit



*Big Data*  
**Pricing TPO**  
*Retail Execution*  
**Mobility TPM**

## Transforming Global Field Sales Teams

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# Introduction



## COMPLEMENTARY SYSTEMS TRANSFORMING GLOBAL FIELD SALES TEAMS



Resource Planning



Territory and Route  
Optimisation



In Store  
Field Execution





# Aspects of Transformation



- Green and efficient
- Speed of transition
- Leaner
- Balanced
- Work-life balance
- Integrated
- More effective



## 4 Key Challenges for Field Sales

# What are the 4 Key Challenges for Field Sales?

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1



**THE RIGHT HEADCOUNT**

2



**IN THE RIGHT PLACE**

3



**AT THE RIGHT TIME**

4



**THE RIGHT ACTIVITY**



# Challenge 1 – The Right Headcount



# The Right Headcount

Field personnel spend most of their day doing two things...

**CALLING**



**DRIVING**



“Driving can account for **42%** of a field person’s day”

Source: The Guardian

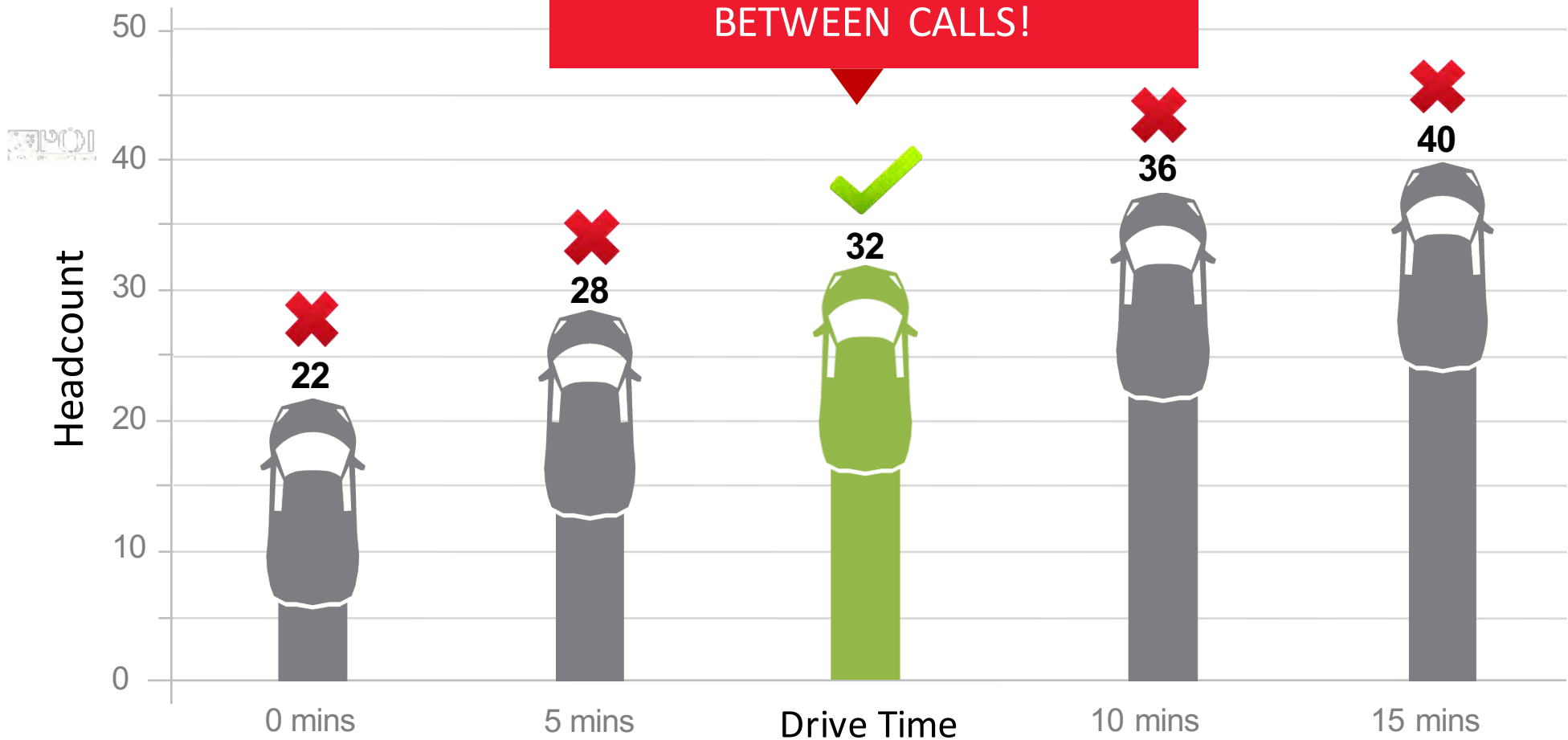
Drive time is different for every customer depending on the road network and the customer density

You could estimate drive time...  
 BUT headcount will be wrong!





ACCURATE DRIVE TIME BETWEEN CALLS!



ESTIMATING DRIVING MEANS ESTIMATING HEADCOUNT!

## The Right Headcount – Case Study



- Do we have too many/ too few heads?
- Can we do more call with same headcount
- No accurate assessment of current travel time
- No accurate assessment of potential travel time

# The Right Headcount – Case Study



41



36



16



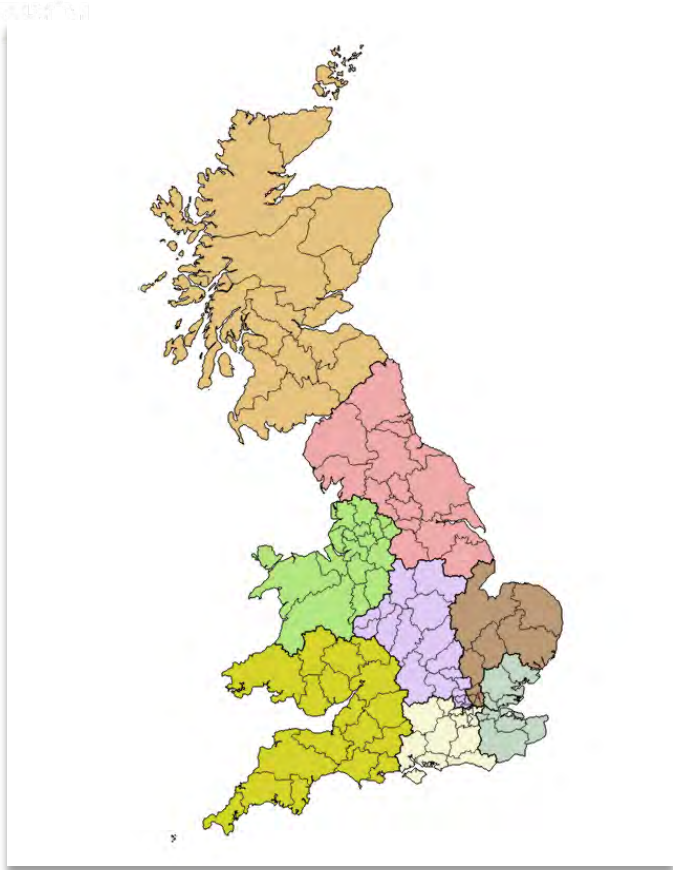
13



## Challenge 2 – In the Right Place



# In the Right Place



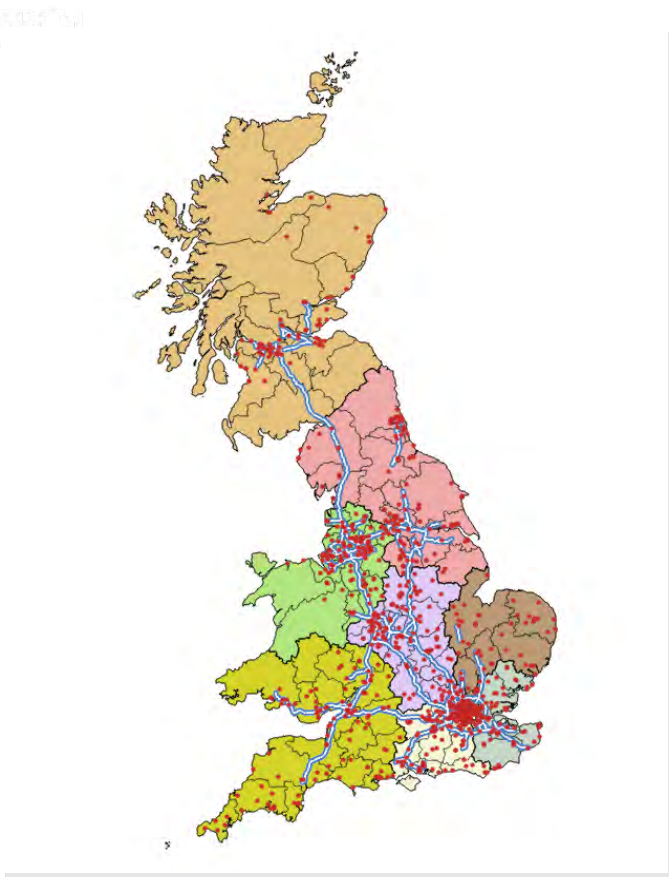
Creating territories using manual methods and simple  
postcode allocations is:

**SUBJECTIVE**

**TIME  
CONSUMING**

**DOESN'T  
UTILISE THE  
ROAD  
NETWORK**

# In the Right Place



A territory structure that has been created manually will probably have:

**REPS LIVING  
IN THE  
WRONG  
LOCATION**

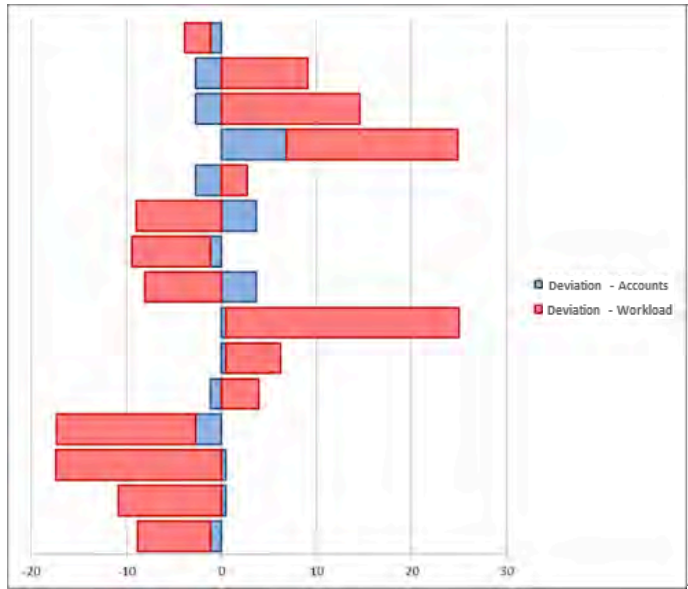
**25% MORE  
DRIVING  
THAN IS  
NECESSARY**

**IMBALANCED  
TERRITORIES**

# In the Right Place – when balanced territories aren't really balanced?

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## Number of Accounts



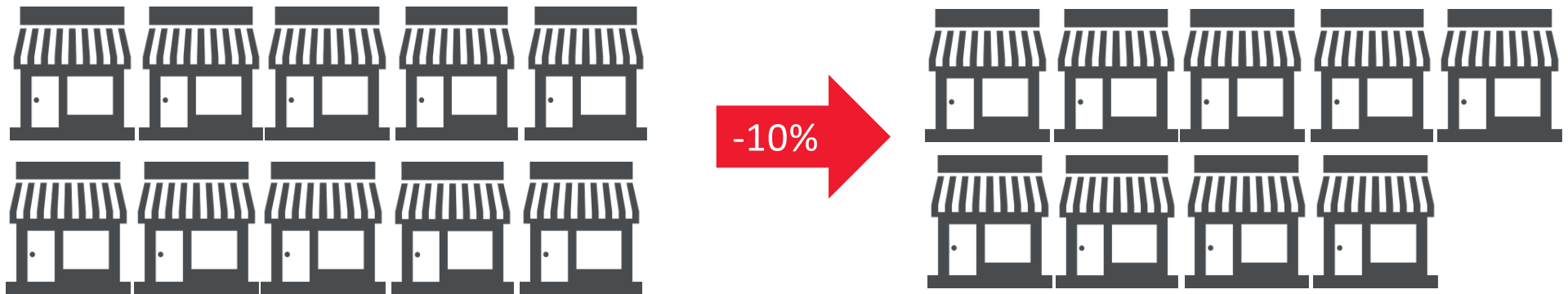
## Workload

**ONLY 38% OF CONSUMER GOODS COMPANIES HAVE WORKLOAD IMBALANCES LESS THAN +/-15%. THIS CAN COST UP TO 2-7% IN LOST SALES**

Zoltners and Lorimer

# In the Right Place

What's the impact of excessive driving on call rates?





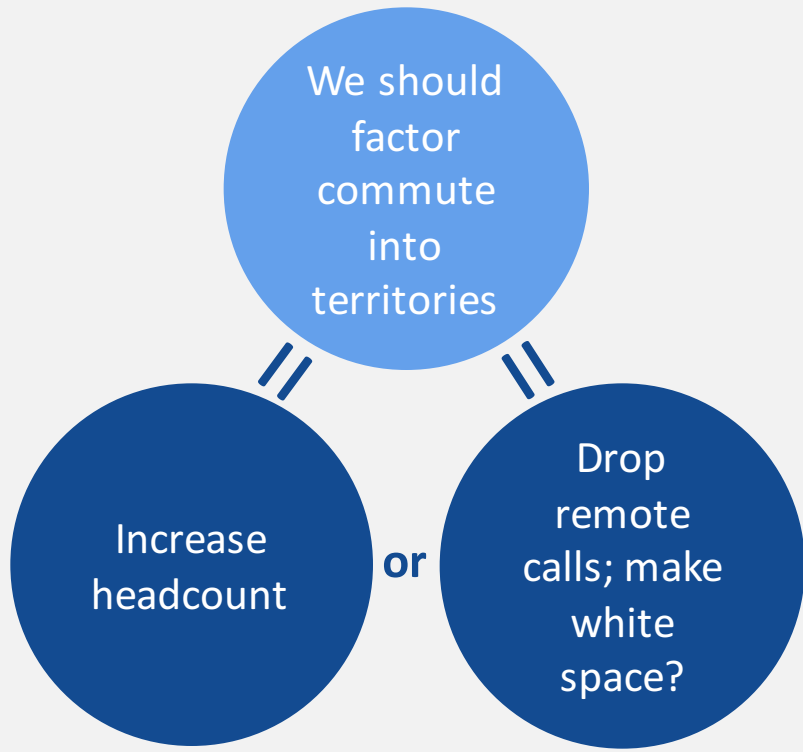


# In the Right Place – easy and quick

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# In the Right Place – work-life balance



Court of Justice of the European Union  
PRESS RELEASE  
Luxembourg, September 2015  
Working time directive and commute driving

“Time spent travelling to and from first and last appointments by workers without a fixed office should be regarded as working time”



## In the Right Place – B.A.T. Benelux

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- Some Reps overworked
- Some Reps underworked
- Too Much Driving
- Low call rates
- Vacant territories
- Failed manual re-organisation
- Lack of credibility creating uncertainty





## In the Right Place – B.A.T. Benelux

- Results delivered in 1 week
- Interactive workshop
- Balanced territories incl. travel time
- Ideal recruitment locations identified
- Met local language constraints





## Challenge 3 – At the Right Time



## At the Right Time

How difficult can manual route planning really be?



3,628,800

possible route sequences

## At the Right Time

### Implications of manual route planning:

Days spent routing  
each cycle... could  
be selling

Mileage bills and  
CO<sub>2</sub> will be  
significantly higher

Discrepancy  
between corporate  
and personal goals

Call rates (and  
revenues) will be  
lower than possible

# Be Greener

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**REDUCING CO<sub>2</sub>**







## Sustainability in Field Sales at Nestlé Australia

- Corporate target to reduce GHG emissions by 35%
- Focus on raw materials, production & supply chain
- Fear of negative impact on sales
- Do more with same



Nestlé Australia estimated this to be worth.....

POI

1.7 million kilometres less driving per year

42 laps of the world

90 million fewer balloons of CO<sub>2</sub> being emitted



## Challenge 4 – The Right Activity



## Prioritising Activity – Focus on the right things

### Implications of ineffective retail execution:

**\$93 billion annual sales lost due to unavailability<sup>1</sup>**

**1 in 13 items out of stock<sup>2</sup>**

**70-90 % of stockouts due to operations at retailer<sup>3</sup>**

**Late activation or installations = major lost opportunity (59% of the time)<sup>4</sup>**



# Technology can help or hinder

## The causes of poor field execution:

Multiple tools that  
are complex to use

Poor adherence to  
sales process

Hard to read or the  
wrong or KPIs

Reliance on  
intuition instead  
of fact based  
argumentation

# StayinFront - Consumer Goods Module

StayinFront **Touch**CG



**For Field Users**

Easy to use app  
smartphone or tablet

StayinFront **edge**CG®



**For Management**

Retail execution, analytics, reporting  
laptop or desktop



## Case Studies

- Major Food & Snack Manufacturer:
  - 28+ countries live in 2015
  - 14.7 million visits competed according to plan
  - 173 million store audits
  - 6.3 million orders to a value of \$6.5 billion

# Case Studies



## Customer Profile

**Company:** Arla Foods UK

**Industry:** Consumer Goods

Arla Foods is a dairy company and co-operative owned by dairy farmers, circa 3,000 of whom are British. As the UK's #1 supplier of fresh liquid milk, butter, spreads and cream and cheese, Arla is home to such leading dairy brands as Anchor, Cravendale and Lactofree.





# Case Studies



## Objective

Arla Foods UK sought to optimize retail activities and deliver world-class service.

## Challenges

- ✓ Limited access to or communication with field reps
- ✓ Limited access to data which allows analysis and effective use in store
- ✓ Limited flexibility to adapt to the changing needs of the business
- ✓ Limited ability to directly analyze data

# Case Studies



## Results

- ✓ Impact of Actions on Sales +39%
- ✓ Actual Return on Investment +69%
- ✓ Internal Customer Satisfaction Ratings 98.8%



# How are CPG Companies benefiting from Efficiency and Effectiveness

**REDUCE Field Force Costs & INCREASE Revenue**

**EFFICIENT**

**+**

**EFFECTIVE**

**INCREASE**  
In Call Time by 10%\*

**PRIORITISE**  
Activity

**REDUCE**  
CO<sub>2</sub> Emissions

**+**

**MAXIMISE**  
Trade Spend

**REDUCE**  
Mileage and Fuel Costs

**INCREASE**  
Distribution

**REDUCE**  
Drive Time by 15 -25%\*

**INCREASE**  
Conversion Rates

**REDUCE**  
Planning time by 70%

**ACHIEVE MORE**  
In Call



## What You Should Think About



- Look at how many systems are used in the field
- Are you using guided workflows/mobile KPIs?
- Are managers communicating priorities to the field, if so how?
- How are routes determined now? – what's the criteria to ensure balanced workloads?
- Are you benchmarking and tracking progress consistently and exhaustively?

THANK YOU



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