Selling more and better across EMEA multifaceted markets: the BIC ® Journey

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About BIC®

BIC is a family owned company, entrepreneurial, with a long term view…
Our Ambition, to always offer the best to our consumers and to our customers

1950

Marcel Bich launches the BIC® Cristal® ballpoint pen in France : the 1st high quality ballpoint pen at an affordable price

1962

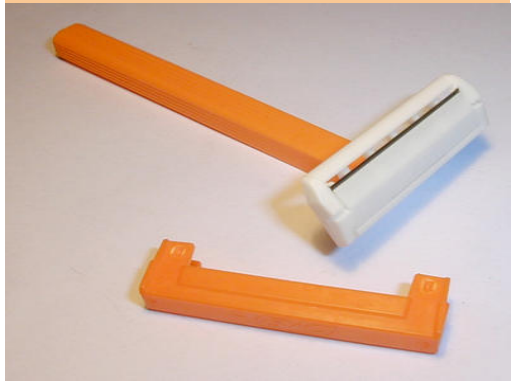
1st BIC® Logo created as we know it today

1973

Launch of BIC® Lighter

1975

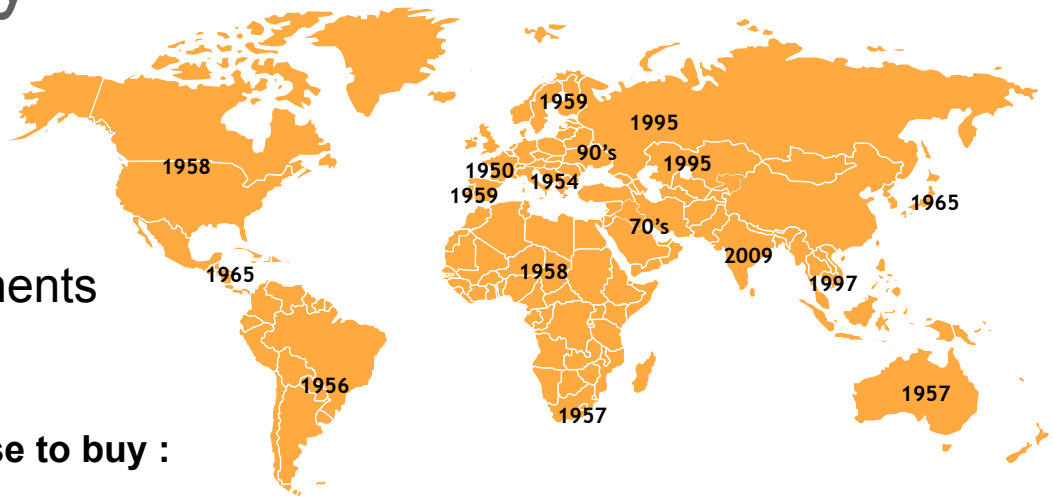
Launch of BIC® Shaver : the 1st disposable shaver in the world



BIC® Today

14,934 employees

24 factories on **4** continents



Every day(1), consumers choose to buy :

20.3 million BIC® stationery products

4.4 million BIC® lighters

7.3 million BIC® shavers

in **160** countries

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Who is everis?

everis an **NTT DATA Company** is a multinational consultancy that offers business solutions, strategy, digital transformation, development and maintenance of technological applications and outsourcing.

More than
23.000
professionals

Operating in
17
countries

Billing
1.317
millions of euros

ANDORRA - ARGENTINA - BELGIUM - BRAZIL - CHILE - COLOMBIA - ITALY - LUXEMBOURG - MEXICO – MOROCCO – NETHERLANDS - PERU - PORTUGAL - SPAIN – SWITZERLAND - UK - USA

Who is NTT group?

NTT GROUP is one of the largest ICT companies in the world. The NTT group has a select global group of IT and telecommunications services in the company.

NTT is the leading telecommunications and technology multinational in the Japanese market. The NTT Group consists of 6 large corporations - NTT WEST, NTT EAST, NTT Communications, docomo, dimension data and **NTT DATA** (which everis belongs).

NTT

$105
thousand millions
annual revenue

275.000
professionals

operating in
88 countries

TELECOMMUNICATION

NTT EAST | NTT WEST | docomo

B2B SERVICES

NTT DATA Global IT Innovator | DELL Services | everis an NTT DATA Company | dimension data | NTT Communications

KANTAR | BIC | everis an NTT DATA Company

Our partnership with Kantar

everis and Kantar have built a **strategic partnership** that has grown since the last **5 years** enabling global deployment capabilities over a best in class solution for the FMCG market

2014	2015	2016	2017	2018	2019
Collaboration with Kantar (XTEL) begins	Kantar & everis **Partnership Foundation**	everis **EMEA CoE consolidation** and LATAM CoE startup	**Focus on capabilities** in EMEA and LATAM region	Kantar and everis **Global partnership foundation**	**Kantar & everis Global Strategic Partnership**
1 Consultant from 1 country, 2 spoken languages	>**10 Consultant** from 2 countries, 3 spoken languages	>**35 Consultant** from 4 countries, 3 spoken languages	>**50 Consultant** from 4 countries, 4 spoken languages	>**70 Consultant** from 6 countries, 6 spoken languages	>**100 Consultants** from 8 countries, 6 spoken languages
1 active customer	2 active customer	5 active customers	6 active customers	8 active customers	11 active customers
Italy	**EMEA**	**EMEA, LATAM**	**EMEA, LATAM**	**EMEA, APAC, LATAM**	**EMEA, APAC, AMERICAS**
Tactical collaboration	Global Retail Execution	Our entry point in TPM, Van Sales	Maturity on TPx Regional TPM and SFA Projects	APAC capabilities enabled	US enablement EMEA consolidation **Our first participation to POI**

Context

Project Context

Users not satisfied
Unattractive

Old Solution
Complex Maintenance
No longer supported
Compatibility issue

New Business Needs

Objectives

Bring Mobility
Avoid Homework
Make info always available

Increase efficiency at POS
Facilitate Daily Work

Simple solution to ease adoption
A Common Platform and Harmonized Processes
Ease deployment for future rollouts

Project Scope

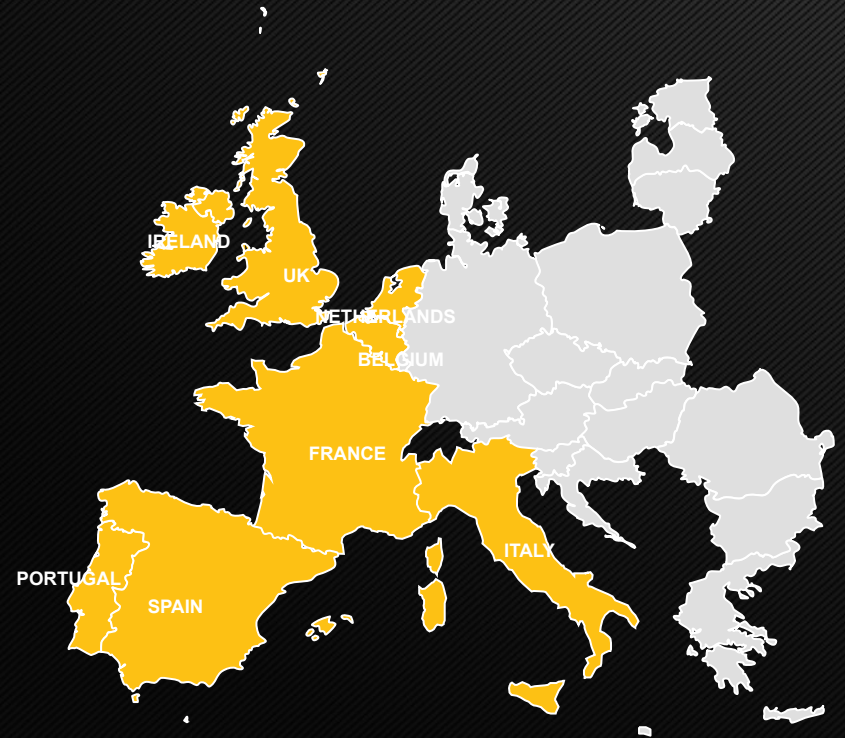
CRM Project for BIC Europe

200+ Users

45K+ Customers

100K+ Visits

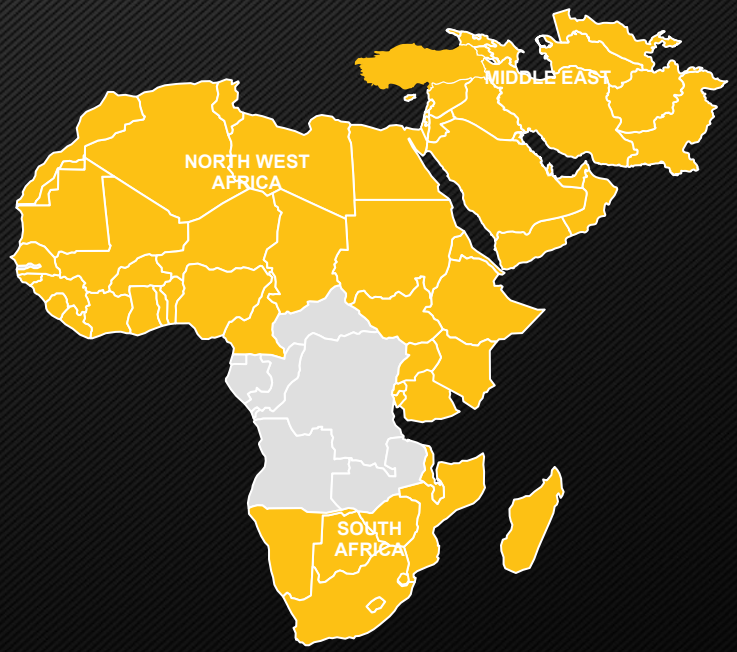
35K+ Orders



B2B Distributors Project For Africa & Middle East

50+ Distributors

300+ Orders



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Functional Scope

RETAIL EXECUTION

- Visits Management
- Activities execution
- Field Users agenda
- Dashboards

PRICING & ORDER MANAGEMENT

- Order Placing
- Order Pricing
- Advanced Pricing

CASH COLLECTION MANAGEMENT

- Open Invoices
- Encashment Management

MASTER DATA

- Customers
- Products

Make the Right Choice

The Selection - RFP

Vendor Selection

IT

Advisory Board to Analyze Answers

IT & Business

Short List

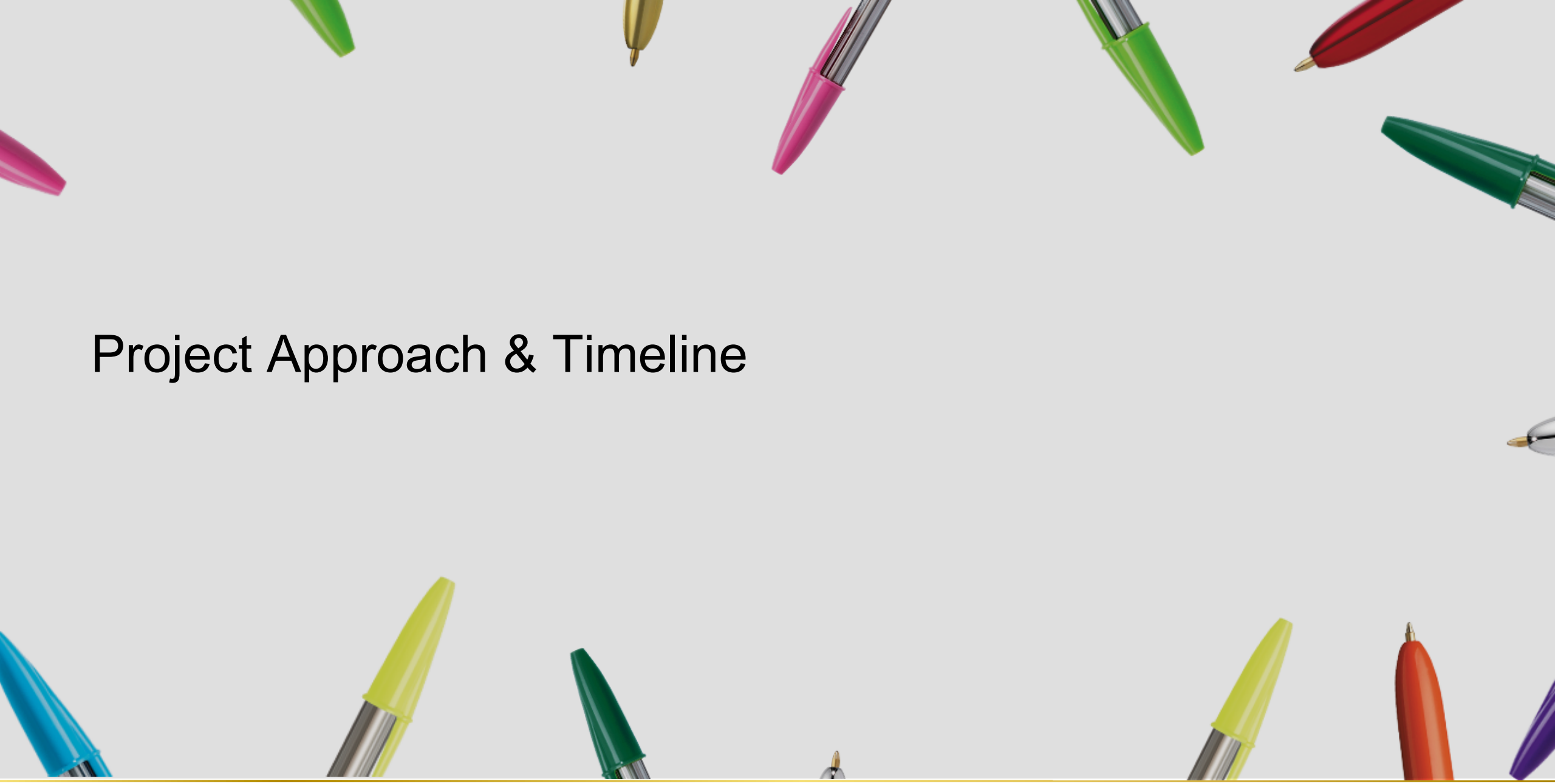
Business

The Grand Oral

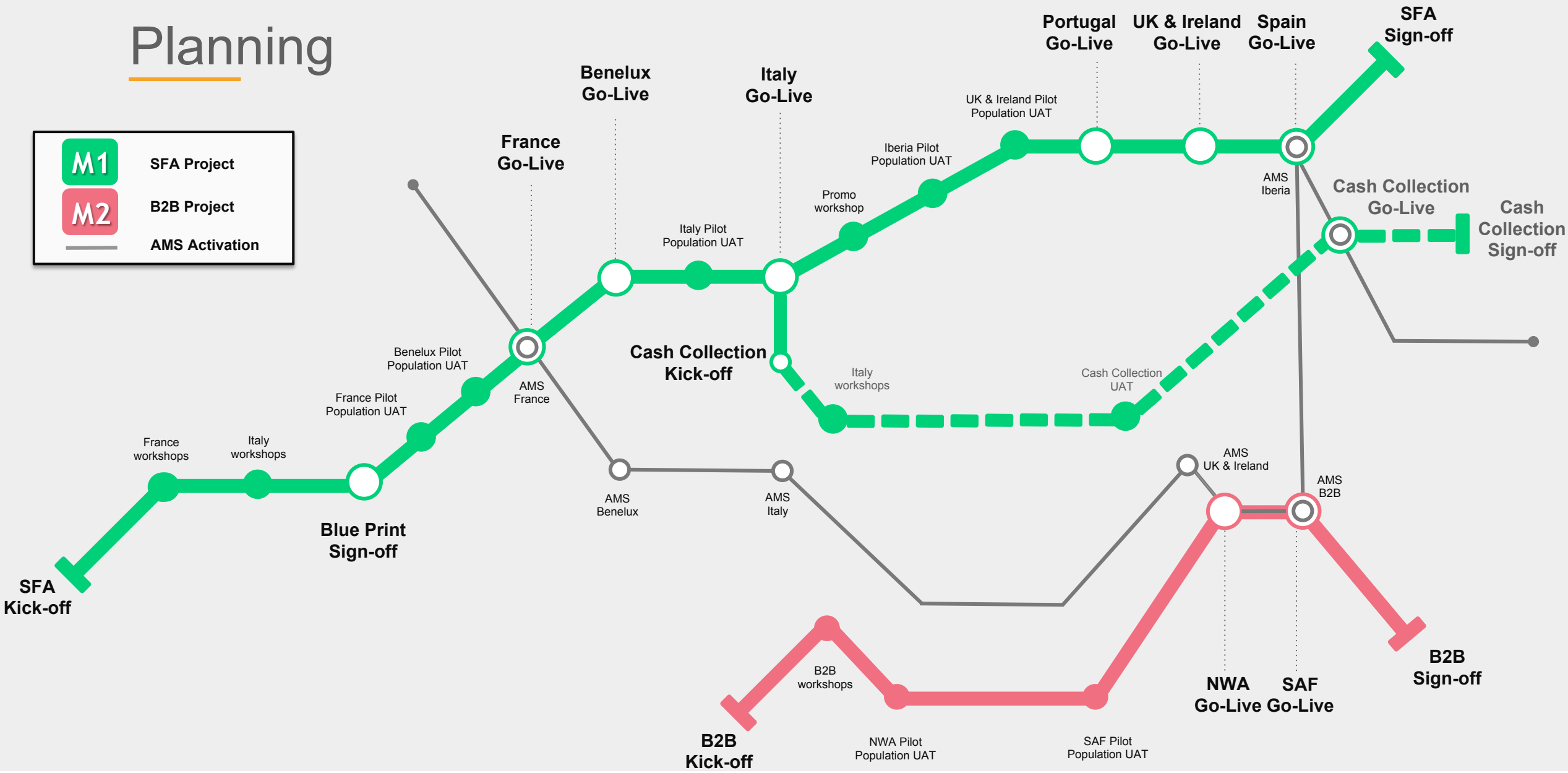
Presentation / Demo
All Stakeholders

Business Common Decision

Project Approach & Timeline



Planning


M1
SFA Project
M2
B2B Project
AMS Activation
Portugal Go-Live
UK & Ireland Go-Live
Spain Go-Live
SFA Sign-off
Benelux Go-Live
Italy Go-Live
France Go-Live
UK & Ireland Pilot Population UAT
Iberia Pilot Population UAT
Promo workshop
Italy Pilot Population UAT
AMS Iberia
Cash Collection Go-Live
Cash Collection Sign-off
Benelux Pilot Population UAT
AMS France
Cash Collection Kick-off
Italy workshops
Cash Collection UAT
France Pilot Population UAT
France workshops
Italy workshops
Blue Print Sign-off
AMS Benelux
AMS Italy
AMS UK & Ireland
AMS B2B
SFA Kick-off
B2B workshops
B2B Sign-off
NWA Go-Live
SAF Go-Live
B2B Kick-off
NWA Pilot Population UAT
SAF Pilot Population UAT

Project is a long journey with dedicated people

PROJECT SPONSOR

- Ultimately responsible for the project success
- Decides and arbitrates, sets objectives and priorities to the project
- Contributes to a smooth running of the project
- Deals with all relational aspects between the project teams
- Escalates any issues to the Management Board
- Endorses the project cost

USER PROJECT MANAGER

- Validates the specifications and proposes priorities
- Identifies the resources required on the project
- Validates the way the solution should work
- Provides test data and defines the User Acceptance Test details
- Indicates the user constraints
- Drives the User training plan

KEY USERS

- Take ownership of the solution
- Have the business know-how
- Actively participate in the user acceptance tests
- Validate that the result is in accordance with the solution

MIS PROJECT MANAGER

- Estimates and pilots the risks
- Identifies all tasks to complete
- Identifies the competencies required
- Organises and drives the project (resources, planning, budget)
- Defines the monitoring system and attends the supervision reviews
- Defines the User Acceptance Test details with the client

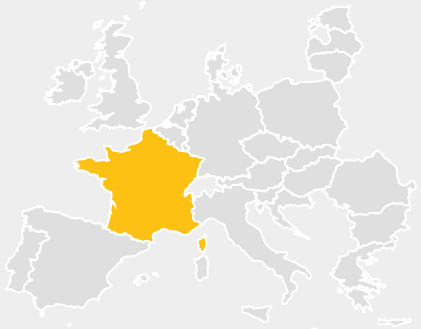
MIS EXPERTS

- Provide competencies in product expertise and supports the Key users
- Are responsible for designing and creating the solution
- Ensure the result is in accordance with the scope defined
- Synchronize all Go-Live preparation tasks and execute them

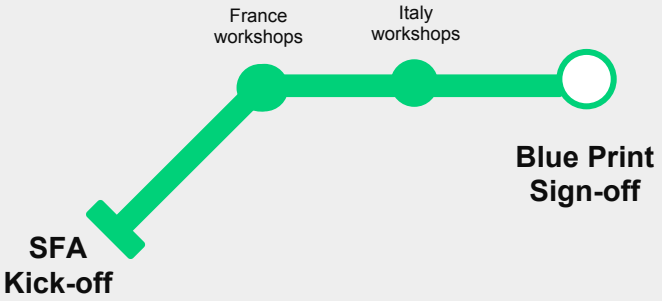
Core Template Definition – From Kick-Off to Blue Print Sign Off

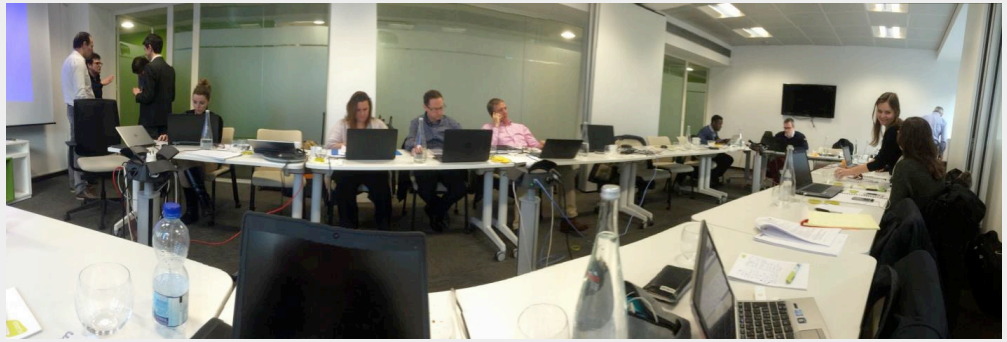
- Blue print approach with 2 Milestones and 2 leading Countries

Retail Execution

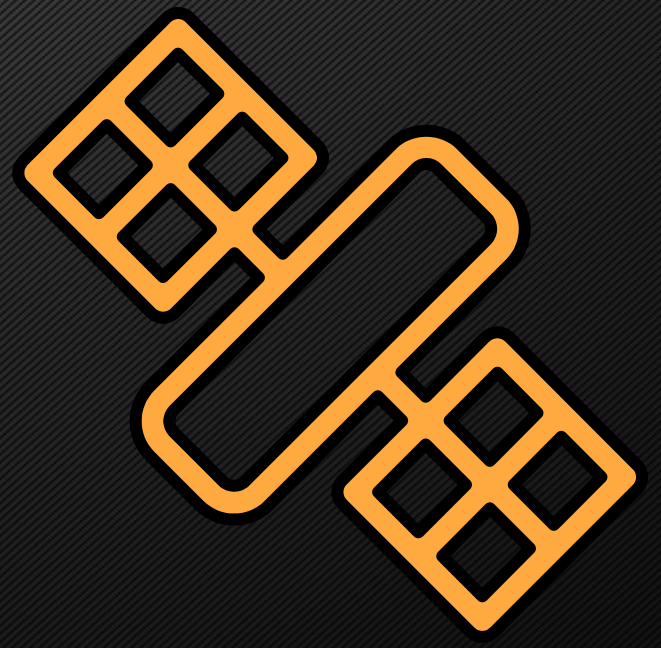


Pricing & Order Management





Needs & Expectations



Let Them Design the Solution

While avoiding Complexity

Retail Execution

- **Visits Management:** customer visits organization and routes management.

- **Activities execution:**
  - Retail Audit activities structured by Products Category (Stationery, Lighters, Shavers, ZIP) including information about pre-built set of KPIs on Retail Audit (e.g.: ND, SoS, RC, OOS, etc.).
  - Questionnaires activities.
  - Sales Check activities.
  - Merchandising activities.
  - Promo Negotiation and Promo Check activities.

- **Field Users agenda:** users extra activities organization such as training, show room, etc.

- **Dashboards:** providing the Sales Reps immediate visibility of his/her KPIs based on Visits.

Pricing & Order Management

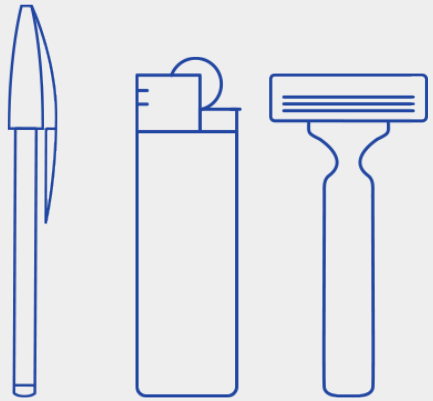
- **Order Placing:** management of different order types tailored to countries needs (Sales Order, Back-to-School, Indirect Orders, etc.).
- **Order Pricing:** integration with ERP Price Lists and Adjustments to be applied during the order placing.
- **Advanced Pricing:** complex pricing rules applied during the Order Placing (specific for BIC Italy and Iberia).

Cash Collection Management

- **Open Invoices:** ERP Open Invoices integration available for field users based on responsibility (specific for BIC Italy).

- **Encashment Management:** cash collection from customers and bank deposits (specific for BIC Italy).

Master Data



Customers

ERP Customer integration available for field users based on responsibility.

Products

ERP Products integration available for field users based on availability.

Back-Office Functionalities

AGENDA MANAGEMENT

- **Visits:** visibility of field users visits and routes status.
- **Activities generation:**
  - Management of missions sent to field users to be executed within a limited period of time (Retail Audit, Questionnaires, Sales Check, Merchandising, Promo activities).
  - Visibility of missions results executed by field users.
- **Field Users agenda:** agenda visibility on user hierarchy.
- **Dashboards:** providing the Sales Reps immediate visibility of his/her KPIs based on Visits.

CASH COLLECTION MANAGEMENT

- **Open Invoices:** ERP Open Invoices integration available based on country (specific for BIC Italy).
- **Encashment Management:** cash collection from customers and bank deposits (specific for BIC Italy).

MASTER DATA

- **Customers:** ERP Customer integration available based on country.
- **Products:** ERP Products integration available based on country to manage in XTEL Clusters and Assortments.
- **Users:** ERP field users Integration available and management of back-office users.

ORDER MANAGEMENT

- **Orders:** ERP and XTEL Orders available based on country.
- **Order Pricing:** ERP Price Lists and Adjustments integration available based on country.
- **Advanced Pricing:** management of complex pricing rules applied during the Order Placing (specific for BIC Italy and Iberia).

Blue Print Sign Off

Countries Settings

Each country to define its application design based on core template

Flows Definition

List of flows to set between systems

Communication

Weekly Project Status

weekly status shared with all the project team

Monthly Project Newsletter

shared with all project team and users

Go-Live

- **A Two Steps Go-Live**
  - First Go-Live for Pilots only, 4 Months before first country Go-Live
  - Progressive involvement of Pilots

- **Description of a typical Go-Live**
  - Project Team Presence
  - 1-Day of Training in Local Language
  - New Device Presentation
  - SFA Training
  - Vital Signs to follow user adoption and track issue

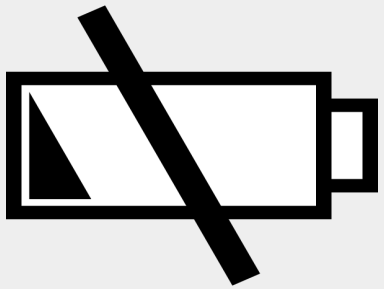
- *"The application is easy to use"*
- *"User friendly and intuitive, useful having the Web and Touch layout and very satisfied of having pricing updated, assortment and promo nego activities"*
- *"Place orders is fast and easy"*
- *"Visit executions is easy to manage"*
- *"Pricing always updated with Adjustments and Promotions and Orders easy to place"*

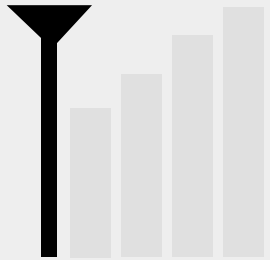
Two Years After First Go-Live

Statistics

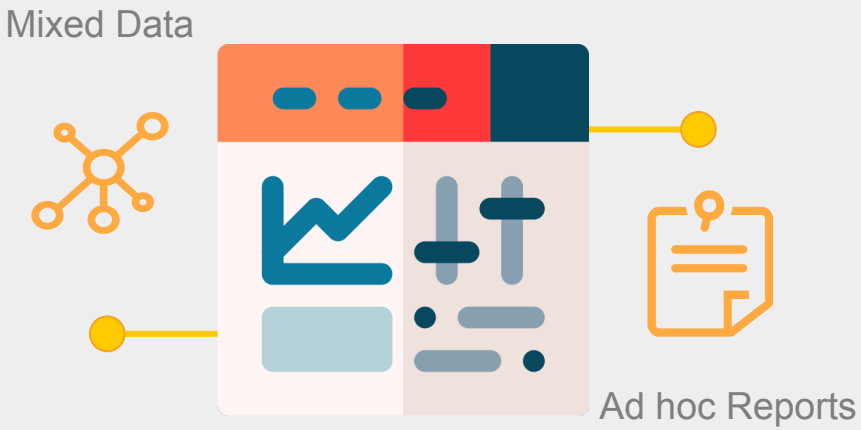
- 265 Users
- 110K+ Visits
- 70K+ Activities
- 15K+ Sales Check
- 15K+ Merchandising Activities
- 10K+ Questionnaires
- 40K+ Orders
- 10K+ Invoices Matched

User Feedbacks





What's Next



Power BI Dashboard

Upgrade to 6.4

Key Learnings

Lessons learned: Repeat vs Improve

- Communication
- Global designed for Local
- Activation of the system
- Progressive involvement of Key Users

- Better user documentation to drive adoption
- Stress test
- Invest on reporting
- Fight the FOBO
- Browser Cache Management