

Solution Design & Delivery of a Secondary Sales Data Management Tool for a Global Supply Chain Network



SITUATION

Lack of insight into secondary sales performance, and challenges in capturing, reporting and leveraging downstream channel sales data.

IMPACT

Dependability on Channel Partner for sales information; multiple systems throw varied reports without proper insights; lack of uniformity leading to slower business decision making.

RESOLUTION

Design, development and implementation of a robust Secondary Sales Information tool. This tool acts as a one stop shop for all Sales and Inventory related reports and dashboards which helps the middle and top management to take strategic decision by giving insightful business information.

The Customer

Our client is one amongst the global Fortune 50 companies with a portfolio of iconic brands in biscuits, snack foods, confectionery, beverages, cheese, grocery products and convenient meals categories operating in more than 150 countries, with a revenue exceeding \$50 billion.

Challenges

- Poor visibility of secondary sales information
- Disparate systems and formats which would not give any meaningful insights with the available data
- Lack of in-time visibility into distributor stock status leading to inventory hold of more than 50 days
- Difficulty in aggregating and analyzing sales data to measure performance
- Lag in information flow leading to difficulties in identifying the True Demand



Solution: Designing of Innovative Sales Data Collection Tool

Capturing and leveraging downstream channel data is a vital for consumer and packaged goods organizations. Our client due to their multi-tier distribution markets and rapidly growing presence in developing and emerging markets needed a tool that would collect secondary sales data from disparate systems like distributor, ERP and other systems and analyze this data to improve supply chain processes and improve overall sales management.

ITC Infotech's business consulting team partnered with the client to develop a unique distributor management reporting system for improved forecasting and intelligent analysis of secondary sales data. Dashboards and reports were created to provide business users with business insights and a decision support system for both executive and operational level workforce.

Driven by the business consulting enterprise performance management "dashboard design" methodology, a three-step strategy involving solution design, design-development-testing, and user acceptability testing (UAT) was deployed.

We worked closely with the client to identify key metrics along with the embedded metrics to bring out the right business insights. The dashboards and reports that were created brought out right and timely business insights such as:

- Near Real Time Secondary Sales Information and Analysis
- Order fulfillment excellence
- Distributor Working Capital Health Check
- Sales force effectiveness

Our solution provided accurate secondary sales information, better insight into distributor working capital and secondary sales force effectiveness delivering order fulfillment excellence and identifying the TRUE DEMAND. We also created a user manual for the sales team to access various reports and understand the underlying business insights.

On completion of go-live, the executive team and sales managers had real time access to valuable insights such as:

- Channel-wise business contribution
- Category-wise and SKU-wise reach in the outlets
- Route-wise activity report
- SKU velocity report.

This helped them in making strategic decisions and in taking corrective actions/replicate best practices.

Highlights

- Quick view into business health through dashboards
- Detailed reports on business performance
- Detailed view of business contribution at various hierarchical levels in terms of channel and products
- ITC Infotech's library of sales metrics for the consumer goods industry applied for metrics finalization
- Combination of ITC Infotech's competencies:
 - Domain competency – experience with sales and distribution processes in multi-tier models
 - Consulting capability–business consulting exposure with the industry in areas such as reporting, analytics and business intelligence
 - Technology capability – expertise in customer centric technical practices, best of breed technology and ERP implementations for global companies

Benefits

- Real Time Secondary Sales Information and Analysis
- Demand and supply alignment
- Regular distributor financial health check
- Increased accuracy in planning and supply chain management
- Improved distributor inventory management and ROI
- Excellence in order fulfillment
- Route optimization and service pack optimization
- Visibility into market dynamics

ITC Infotech's Business Consulting Practice

The Business Consulting Group (BCG) at ITC Infotech is a converging point for business & IT solutions. We aim to transform business performance, bringing a strategic perspective on process improvement and IT enablement. Our team blends domain experts and consultants, bringing unique capabilities to discover and resolve business concerns of the day.

Our expertise spans Consumer Goods, Retail, Process Industry, Logistics & Transportation, across key business functions such as product development, production, supply chain management, sales and marketing management, field force management, and customer relationship management.

For more information, please write to:
contact.us@itcinfotech.com

www.itcinfotech.com