



Field Sales Optimisation

The problem

- Field Sales is often regarded as a cost rather than an investment
- Poor retailer disciplines mean that manufacturers regard outlet calls as an insurance against non compliance – calls are made indiscriminately to the biggest stores ‘just in case’ something goes wrong
- The effect of sales actions on revenue & market share is unclear
- It is therefore rather difficult to calculate the ROI of the field sales effort
- Whilst compliance is an issue, not all stores require or justify a call
- When outlet level calls are outsourced to an agency the picture is even less clear - & as they are paid by the hour they have no motivation to reduce the call file
- Reports provided by Field Marketing agencies focus on activities rather than outcomes inhibiting financial analysis by the manufacturer

The consequences

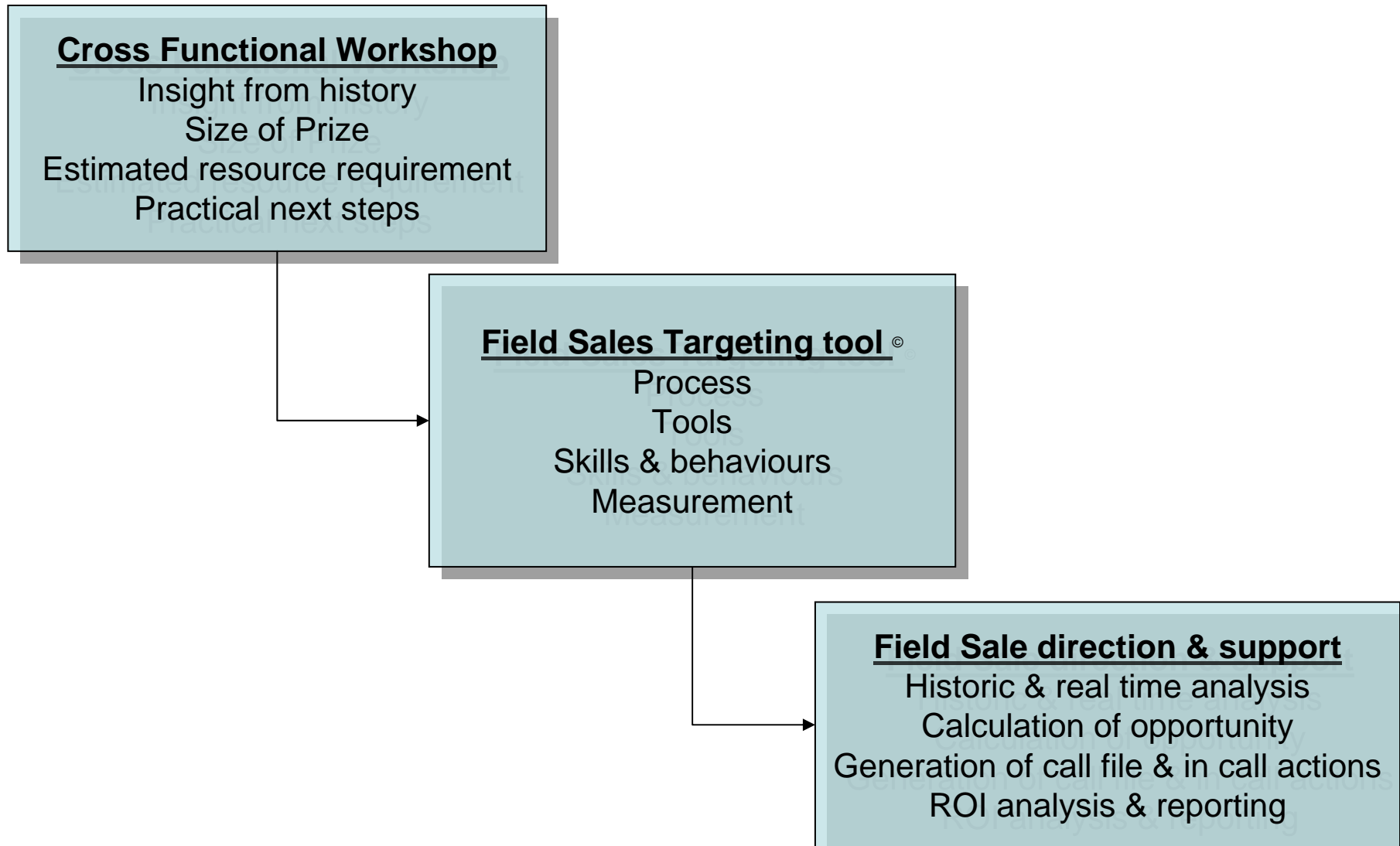
- All the highest selling stores are covered rather than those with the biggest opportunity to improve
- Concern that competitors' field teams are calling add to the pressure to cover a wider call universe
- Companies therefore tend to overspend on Field Marketing agencies
- High costs lead to pressure on Field Marketing agencies to cut hourly rates – reducing the quality and impact of the salesperson
- As a result of the capability deterioration strike rates worsen & problems remain unresolved
- Very little value is added – the benefit is limited to auditing retailers and providing information (which is often not valued by Account Managers)
- ROI on outlet calls is diluted to a point where it is almost immeasurable
- Neither the retailer nor the manufacturer perceive a benefit from calling at store level

The solution

- Meridian's Field Sales Targeting Tool[©]
 - Highlights all the issues to the stakeholders
 - Shows where the problems are
 - Quantifies the value of getting it right
 - Estimates to revised costs of sending resource only to stores with identified opportunities (normally with a significant cost saving)
 - Identifies the tools and ways of working that are required to improve performance
 - Develops a pragmatic action plan to improve excellence of execution
 - Provides ongoing direction of the Field Sales team & real time reporting of impact and ROI

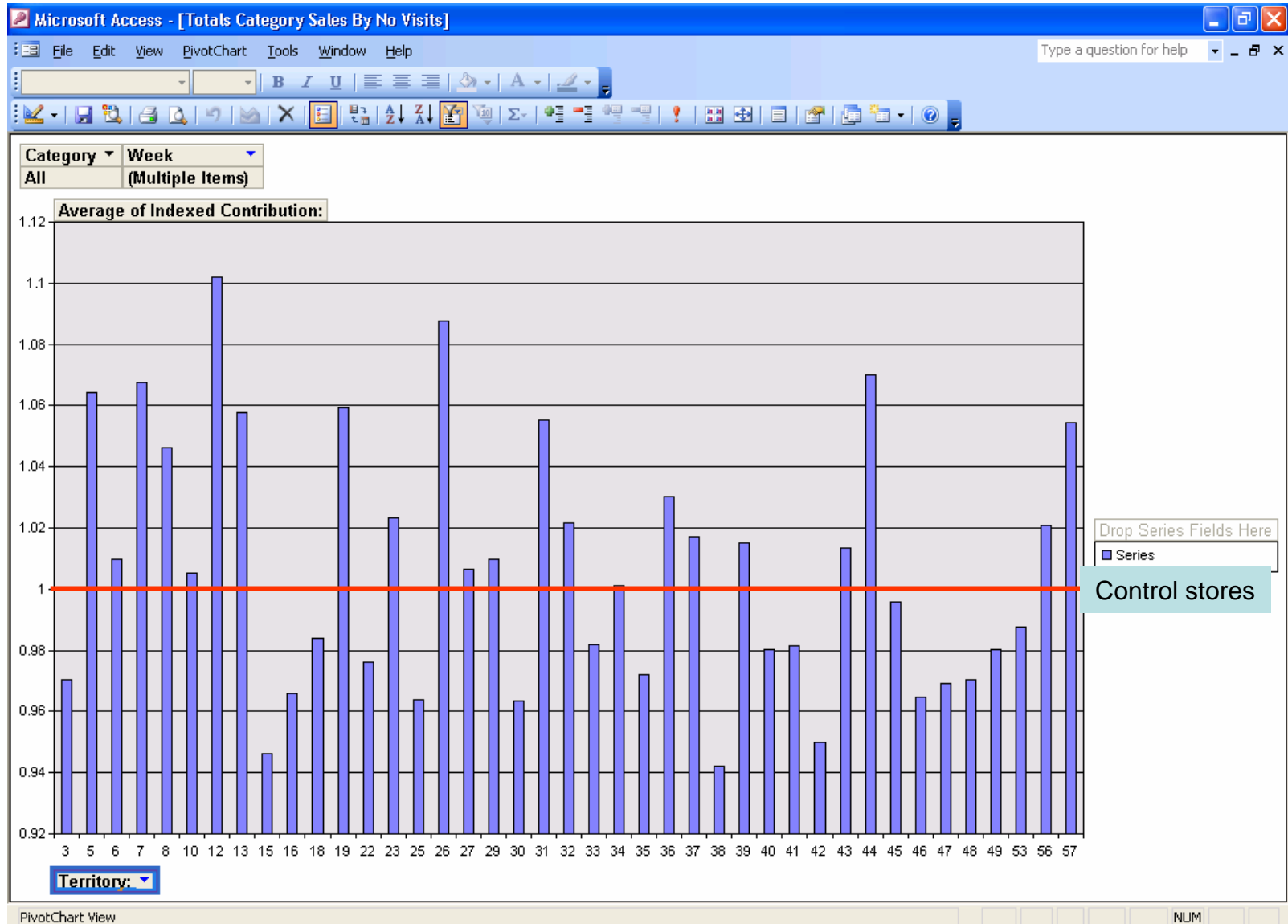
Field Sales ROI is transparent & measurable – an investment not a cost!

The methodology

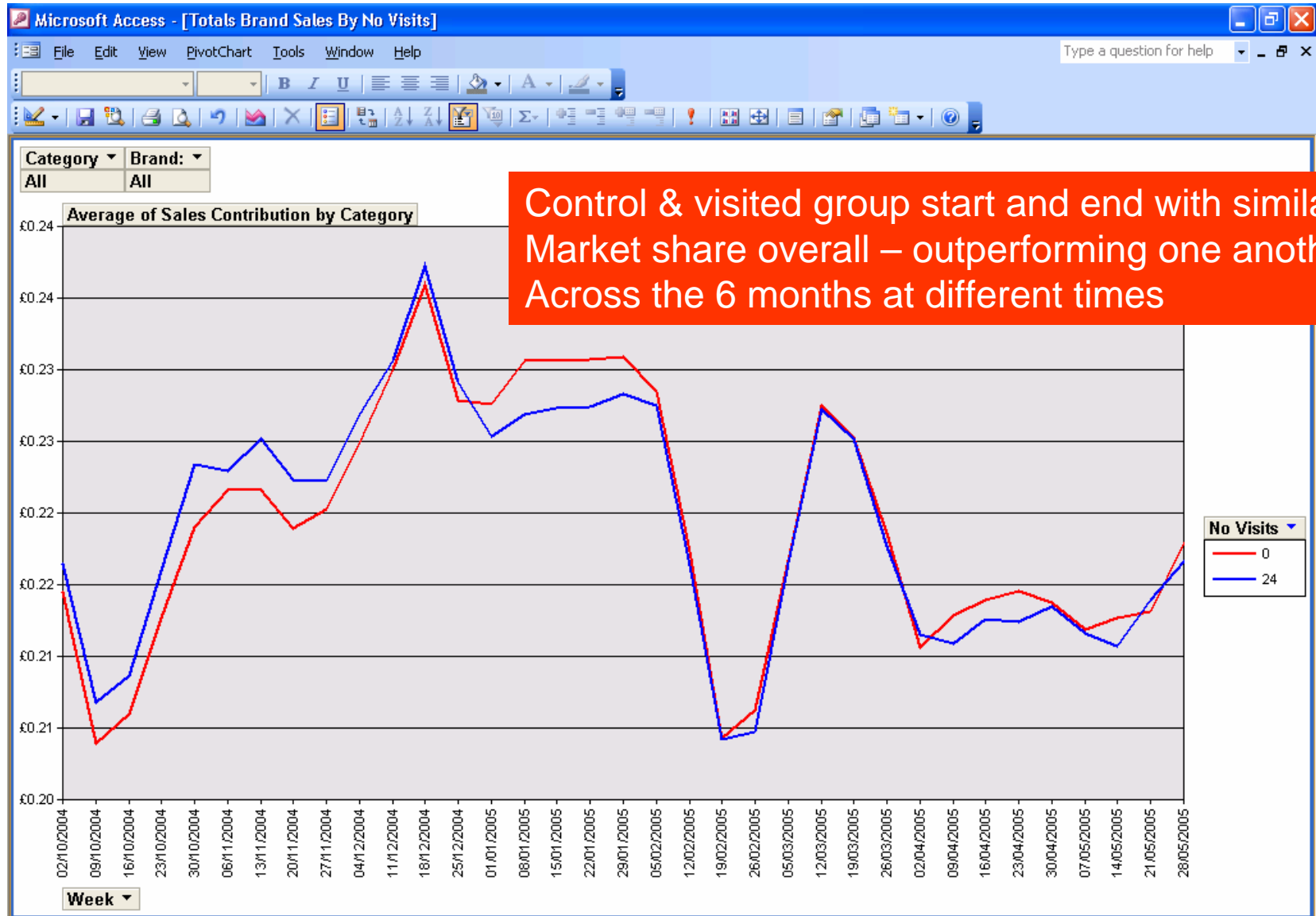


Example workshop output

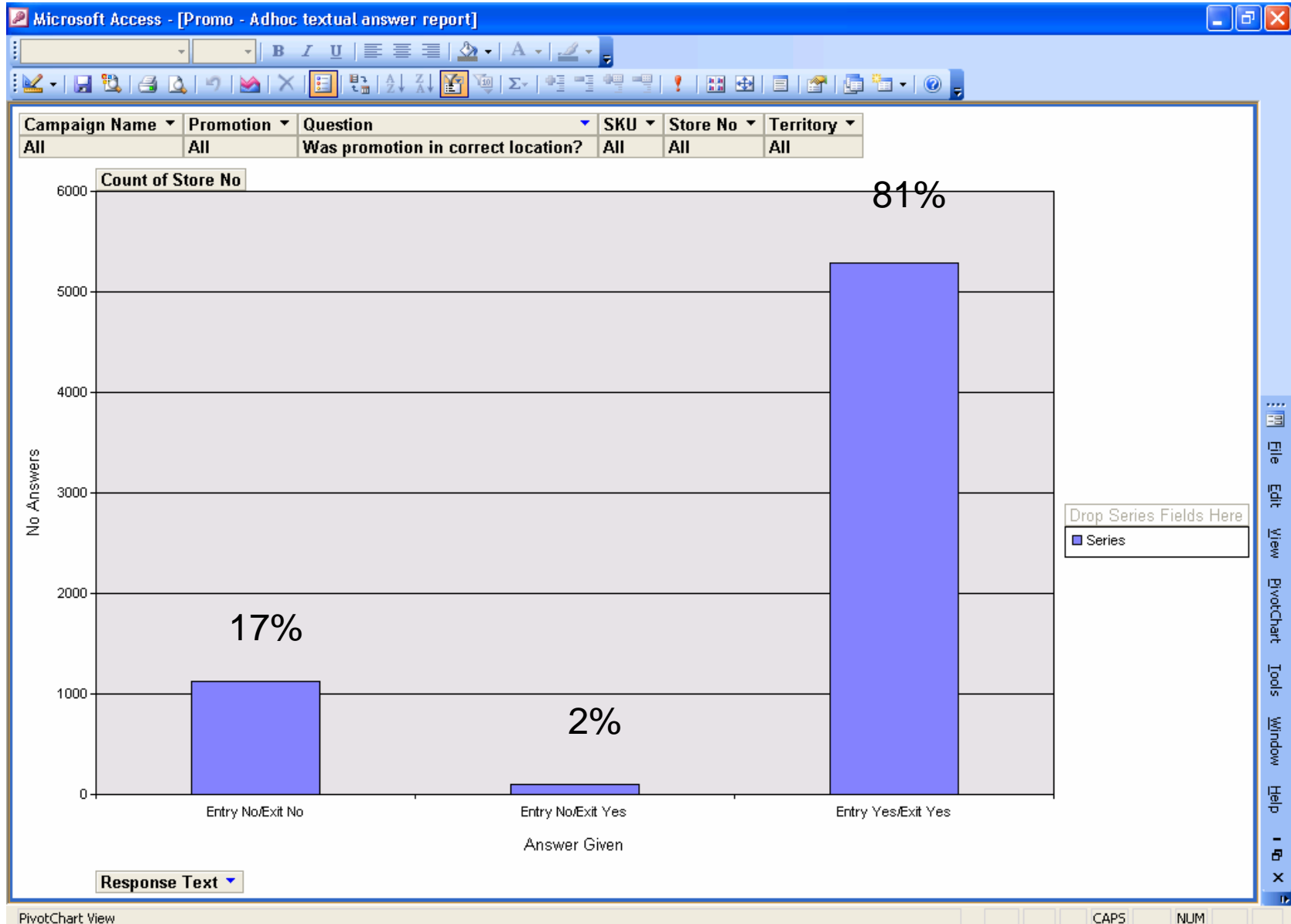
Sales increase – territories indexing over 1 have increased market share in their stores in the period studied– only 21/40 have improved versus the control group



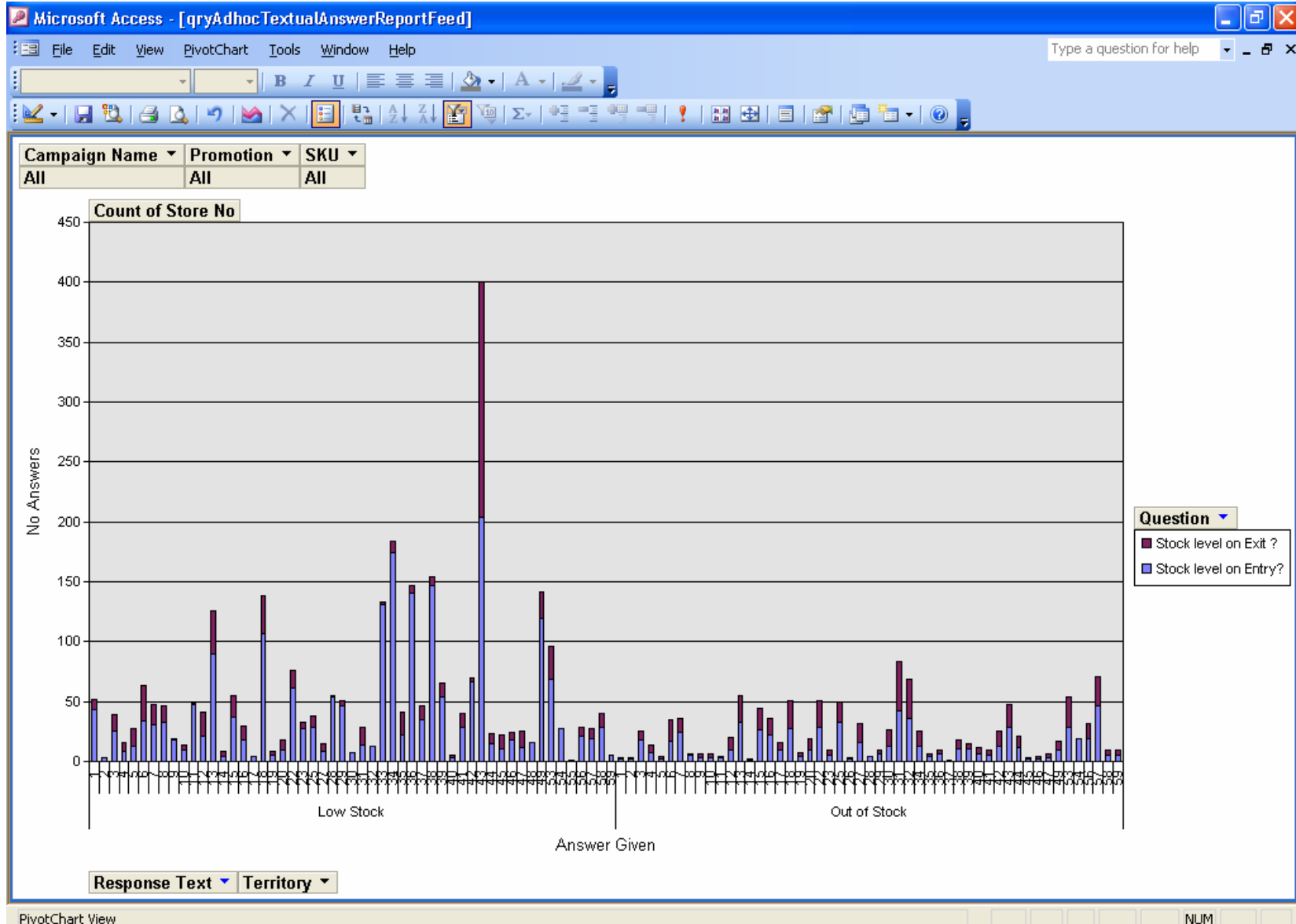
Stores receiving 24 visits compared to control (0 visits)– little difference!



All brands, all promotions – 81% compliance, but only 8% fix it rate



Stock level fix it rates vary hugely by territory



PivotChart View

NUM

The next steps

- Talk to us about running the workshop
 - Lasts half a day
 - Brings Customer Management and Customer insight together with Field Sales Management
 - Identifies real opportunities to improve

“We will identify a minimum of a 10:1 ROI opportunity for an ongoing service. If we can’t we won’t propose developing the Meridian Field Sales Targeting tool[©] for you!!!”