

# Case Study

## PPG Deco Polska



PPG Deco Polska increased its sales volumes and improved the productivity of its sales representatives by deploying an integrated mSFA/mCRM solution based on Emigo and Integra by Sagra Technology. The solution is based on mobile, server and integration technologies from Microsoft®.

„We wanted a solution allowing us to record the activities of representatives, distributors, stores and competitors. We believed that only this data will provide our sales department with a reliable view of the situation that helps making strategic decisions. Until now, we relied on sales staff’s knowledge and experience, and on our own forecasts. This, however, was not enough in the context of increased market competition.”

In 2005 and 2006, PPG Deco Polska was preparing itself for the essential reorganization and digitization of sales and customer support processes. Several solutions originating from various industries were available on the market at that time. When getting involved in a project of key importance for sales results and for operating efficiency of its sales force, PPG Deco Polska did not want to do so by half measures.

“We were not interested in customizing an off-the-shelf solution. However, we also did not consider creating anything from scratch. We were looking for a solution able to reflect our processes as closely as possible while evolving with them without generating high costs,” Marek Urbańczyk, Sales Projects Manager at PPG Deco Polska, summarizes the reasoning of his company’s key managers.

The issue was not only about the characteristics of the processes but also about the functional scope. PPG Deco Polska was looking for a solution to combine all needs of mobile employees

and of their superiors. Almost all systems analyzed by the company during preliminary preparations for the deployment fell below its expectations and were not fully adjusted to the pre-established business model.

Only Emigo, a platform by Sagra Technology from Szczecin, allowed PPG Deco Polska to find the appropriate functional scope and the expected flexibility. “Emigo enabled the standardization of sales force work by assigning tasks and targets, specifying visit plans and defining any course for each visit per specific user groups.

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- Marek Urbańczyk, Sales Projects Manage



**Country:** Poland

**Industry:** paint and coatings manufacturing and distribution

**Implementation:** 2005

**Customer information:**

PPG Deco Polska is a leading manufacturer of paint and coatings on the Polish market. It was the first company to create and promote a uniform brand, Dekoral, for the entire product range. Today, PPG Deco Polska is owned by PPG, a multinational company and one of the world-leading manufacturers of paint and coatings.

**Business status:**

PPG Deco Polska sells through representatives employed by the company itself or by regional distributors. Until now, at the end of the day, orders collected from retail customers were sent by fax to the local distributor who could handle them only the next day. In anticipation of increased competition, the management wanted to significantly improve the efficiency of its sales force by introducing an IT solution to support the entire process of collecting and handling orders.

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We were interested in it because our new strategy assumed that active sales, customer support, merchandising and any sales support activities would be performed by dedicated sales teams,” says Marek Urbańczyk.

Emigo also allowed the sales management to supervise off-site tasks of salespersons. “From the perspective of operating efficiency, market knowledge and reactivity, the control over the course of visits is actually invaluable,” emphasizes Marek Urbańczyk.

Not only did PPG Deco Polska perform its strategic plans

says Marek Urbańczyk.

### Situation

PPG Deco Polska is a leading manufacturer of paint and coatings on the Polish market. It was the first company in Poland to create and promote a uniform brand, Dekoral, for the entire range of paint and coating products. Other well known brands include Drewnochron with e.g. decorative impregnating liquids, and Domalux with varnishes created specifically to protect and emphasize the decorative nature of wood.

In 2005, PPG Deco Polska started its preparations for the essential reorganization and digitization of sales and customer support processes. For a company of this scale, it was a strategic venture. In order to understand the sophistication level of this project, one needs to know the sales model implemented by PPG Deco Polska and the key requirements to be met by the new solution.

In PPG Deco Polska, sales operations are split into several areas. The traditional market, referred to as Retail, includes warehouses and retail stores. Sales representatives of PPG Deco Polska and pre-sellers employed by local distributors operate on that market.

Sales representatives of PPG Deco Polska mainly handle the largest retail customers while orders from other customers are generally collected by salespersons employed by distributors.

DIY stores represent another sales area. While the Retail department handles active sales, salespersons from the DIY section are focused on monitoring the performance of arrangements made with DIY networks. The task of representatives from this section includes activating sales through store shelf management. Therefore, they are responsible for product availability and display as well as for the performance of promotions in terms of selected items and quantities.

A separate category of representatives is dedicated to the

professional market: investors, architects and construction companies. This primarily involves information and marketing activities. In that segment, sales are handled through regional Decoration Centers, i.e. outlets dedicated to paint, varnish and construction materials.

### Solution - basic assumptions

Simultaneous automation of sales support in several models was a very ambitious plan, bearing in mind the company's extended requirements as to merchandising and customer support. However, when getting involved in a project of significant importance for financial results and for its operating efficiency, PPG Deco Polska did not want to do so by half measures. „We were not interested in customizing an off-the-shelf solution. However, we also did not consider creating anything from scratch. We were looking for a solution able to reflect our processes as closely as possible while evolving with them without generating high costs,” Marek Urbańczyk, Sales Projects Manager at PPG Deco Polska, summarizes the reasoning of his company's key managers.

Then, the company became deeply interested in Emigo, a system by Sagra Technology from Szczecin. In comparison to other solutions available on the market at that time, it featured flexibility combined with a large scope of out-of-the-box functionalities.

“Emigo enabled the standardization of sales force work by assigning tasks and targets, specifying visit plans and defining any course for each visit per specific user groups. We were interested in it because our new strategy assumed that active sales, customer support, merchandising and any sales support activities would be performed by dedicated sales teams,” says Marek Urbańczyk.

### Deployment objectives

The deployment of the SFA IT system was supposed to

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– Piotr Majewski IT Business Support Manager CEDC

but it also turned them into measurable financial and operating results. “The activities performed in this way support both the sales process itself and the work system of our sales force. Therefore, they significantly contribute to the growth of our business. We really had many reasons to develop and expand what we had already deployed,”

accelerate organizational changes throughout the sales area. "Current sales activities are based on fast access to information. Therefore, as an absolute minimum, we wanted the deployment to provide all participants of sales and customer support processes with the fastest possible access to information necessary for reasonable action," says Marek Urbańczyk.

For sales representatives, this meant e.g. features allowing to check the availability of goods or to perform a quick transfer of the order. The new tool was also required to provide them with real-time data on current performance of sales plans or of promotion activities. From the point of view of sales management, the system also needed to enable quick collection of market data. It was supposed to be a barometer of demand and a tool for analyzing

surveys on competition as well as for supporting the entire spectrum of sales-related issues.

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Besides providing information, the system was supposed to significantly accelerate key processes. The actual objective of the deployment was to recover the part of representatives' working time which had not been spent

for real sales until now. "We expected the new solution to eliminate the delays occurring in the sales process which finally resulted in a reduced volume of orders. These delays were caused, on one hand, by the lack of data coordination and access and, on the other, by the fact that each activity involved a human. Automation and integration were supposed to save our time in many ways at various stages of the order handling process," explains Marek Urbańczyk.

The company also expected the deployment to result in a long-term reduction of order handling expenses, both for PPG Deco Polska and for its distributors. Lower expenses were supposed to result from the decreased costs of phone calls or of business trips and from the transfer of orders.