

Case Study

Reckitt Benckiser



Common-Sense results

Managing mobile sales and marketing can be tailored both to company's goals and its culture. Example: Reckitt Benckiser, which has been using the Emigo system developed by Sagra Technology for five years now. The company focused on streamlining the work of its representatives and automating back-office processes, avoiding prioritizing the planning and control functions. The results of this strategy have proven more than satisfactory.

Reckitt Benckiser is one of the companies which have a long-standing experience in automating sales and marketing

processes. It has been five years now since the company deployed an end-to-end solution for collecting orders, supervising distribution, and managing relations within two product departments: household chemicals and pharmaceutical. After such a long period of using and developing any given solution, one can easily evaluate every aspect of its operation. Also, conclusions can be drawn as for the quality of the operational strategy which such solution was developed to support.

Priorities first

At the end of 2005 Reckitt Benckiser decided to deploy Emigo, an SFA/CRM system developed by Szczecin based

Sagra Technology. For many years of its operation on the household chemicals market (leading brands: Vanish, Finish, Airwick) the company has consistently applied the 4P strategy, i.e. product, placement, promotion, price. While planning the deployment, the company focused on these four areas. The project covered ca. 100 sales representatives and regional managers from the department responsible for the household chemicals market. This team's daily duties include supporting the sales and marketing of ca. 1 thousand product items. The Emigo deployment also covered ca. 60 Reckitt Benckiser representatives in Ukraine as well as several distributors operating in that country. "We chose Emigo because it provided us with considerable flexibility in many important aspects. One of these aspects was that we did not have to implement functionalities we were not interested in. We did not want to computerize every possible aspect of representatives' work, even if the software enabled this" says Krzysztof Gajownik, Sales Support System Manager, Reckitt Benckiser Poland.

The driving force behind the deployment in the traditional sector was the first "P". Through Emigo the company wanted to

„We chose Emigo because it provided us with considerable flexibility in many important aspects. One of these aspects was that we did not have to implement functionalities we were not interested in. We did not want to computerize every possible aspect of representatives' work, even if the software enabled this”

– says Krzysztof Gajownik, Sales Support System Manager, Reckitt Benckiser Poland.

Country: Poland
Industry: FMCG
Implementation: 2005

Customer information:

Reckitt Benckiser is a leading and expansive producer of detergents and cleaning products in Poland and abroad. On the international market does business in several countries. Products such as Air Wick, Calgon, Vanish, Veet, Harpic, Cillit, Quanto, Calgonit, Woolite, Pearl, Colon, Dosia Breeze for many years is one of the most popular brands in their categories.

Software and services:

Windows Server 2003
SQL Server 2005 Standard Edition
SQL Server 2005 Compact Edition
.NET Framework, 2.0
.NET Compact Framework 2.0
Windows Mobile 5

©2014, Sagra Technology

make sure that the products were actually available in the distribution channel. The company also wanted customer orders to reach wholesalers immediately rather than in the evening, or on the following day, which obviously affected the availability of products in stores.

“Prior to deployment of Emigo, our representatives were equipped with laptops. Collecting orders in an electronic form during a visit was inconvenient, so the representatives left their laptops at home and went to customers with printed forms. As a result, the data reached distributors

„On the traditional market, the key issue is the continuous availability of products in the distribution network and undisrupted supplies to stores – and these are our primary focus. In chain stores the distribution is more certain, but the key issues are display and prices. Thanks to shelf images provided via Emigo after each visit, account managers and brand managers are up to date with the current situation in every chain store, whereas sales representatives spend more time with customers”

– says Krzysztof Gajownik Sales Support System Manager, Reckitt Benckiser Poland

in the evening. Now, as Emigo can be supported by smartphones, the distributor receives the order right after the end of the visit” explains Krzysztof Gajownik.

In the “display” area in the traditional sector the

deployment aimed at improving the flow of information on the quality of distribution between representatives and headquarters. As far as the remaining areas are concerned, it was important whether the shelf price complied with arrangements, or whether a given store observed the general terms of promotion. In the chain store sector, it was essential to speed up the flow of information on shelf appearance, shelf shares, prices, and promotional campaigns.

“On the traditional market, the key issue is the continuous availability of products in the distribution network and undisrupted supplies to stores – and these are our primary focus. In chain stores the distribution is more certain, but the key issues are display and prices. Thanks to shelf images provided via Emigo after each visit, account managers and brand managers are up to date with the current situation in every chain store, whereas sales representatives spend more time with customers” says Krzysztof Gajownik.

High sampling data

The second pillar of Reckitt Benckiser’s business is the pharmaceutical market (leading brands: Strepsils, Nurofen). The company has been operating on this market since the acquisition of Boots in 2006. Compared to the household chemicals department, the mobile team is smaller in this case, i.e. ca. 50 people involved in collecting orders from pharmacies and maintaining relations with physicians. The product range is smaller as well – ca. 40 items. The department generates the majority of the turnover through the traditional channel, i.e. wholesalers. “Thanks to Emigo, order forms are filled in during conversation with the customer, and may be forwarded to a wholesaler on the very same day. Order picking is therefore performed on an ongoing basis. Also, we entirely eliminated sales reporting, which had previously taken a lot of time” says Krzysztof Gajownik.

Moreover, the Emigo functionalities that allow to manage drug samples provided to physicians had a great appeal

at Reckitt Benckiser. The system independently observes formal limits by tracking distribution by type of drugs, specific items, physicians, periods, calendar years etc. “Samples are a very complex issue carrying legal risks. Emigo provides full transparency of warehouse settlements in this domain, while preventing the possibility of exceeding the limits” emphasizes Krzysztof Gajownik.

Similar Emigo functionalities allow for managing the

„Thanks to Emigo, order forms are filled in during conversation with the customer, and may be forwarded to a wholesaler on the very same day. Order picking is therefore performed on an ongoing basis. Also, we entirely eliminated sales reporting, which had previously taken a lot of time”

– says Krzysztof Gajownik. Sales Support System Manager, Reckitt Benckiser Poland

inventory and the distribution of POS materials, leaflets for patients, free gifts etc. “On a country-wide scale, POS materials make up substantial numbers and amounts. Transparency in this domain ensures that materials are available. It also provides for flexibility in transferring materials between regions, which is useful e.g. with local promotional campaigns” says Krzysztof Gajownik.

Reckitt Benckiser often uses surveys in relations with physicians. As the surveys are in electronic form, they

enable to collect market data and to analyze it on an ongoing basis. The tools for self-defining and distributing surveys to the representatives were in fact one of the key arguments in favour of the deployment of the Emigo system at Reckitt Benckiser. "The surveys enable us to verify hypotheses and market gossip. There are many sources of market information, and we do use them, but still surveys are the reliable and very fast source. What's more, the collected data does not have to be manually summed – they are aggregated and made available in the form of dedicated reports" says Krzysztof Gajownik.

Motivation first

Reckitt Benckiser focused on deploying only those functionalities of the Emigo system which support its strategic business and operational goals. The company

refrained from detailed, top-down planning of routes and order of activities performed during visits. Only general assumptions as to the number and frequency of visits to customers of different categories have been made. Independence and trust are values that are deeply rooted in Reckitt Benckiser's corporate culture. The company insisted that the deployment did not disrupt the existing order.

"The scope and 'depth' of deployment depends on a given company's needs. Our approach to this issue resulted from the fact that at Reckitt Benckiser the people perform their duties independently, and the evaluation of their work is based primarily on the results. Detailed, central planning would surely have a negative impact on their motivation and enthusiasm, which are the key factors determining the results of their work" explains Krzysztof

Gajownik.

The focus on priorities is also reflected in improvements in key business areas.

"We are now trying to increase the number of distributors, who provide us with automatic reports on daily sales.

We have also started to use surveys to improve accuracy of sales forecasts in weekly cycles as well as assessment of performance of promotional campaigns in modern commerce chain stores. These are real challenges, and solving them brings tangible benefits to the company." summarizes Krzysztof Gajownik.