



If failure is not
an option why
do **FMCG** brands
still make these
7 mistakes?

So you lead an **FMCG** brand ? That's amazing!

1

Are you a next-gen entrepreneur who wants to expand his business?

2

Have you tasted success in D2C and want to dive into general retail now?

3

Are you a start-up that wants to create a tech-infused sales culture right from the start?

4

Do you feel that you need a digital transformation, but don't know where to start?

Saying YES to any of those questions is the easy part. But planting your flag on the peak of 'Retail Success' - that is literally an uphill task!

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There are countless examples of when CPG companies and even global **FMCG** giants failed because *they made the mistake of assuming that **kirana retail** is just like any other channel of distribution.*

It isn't!

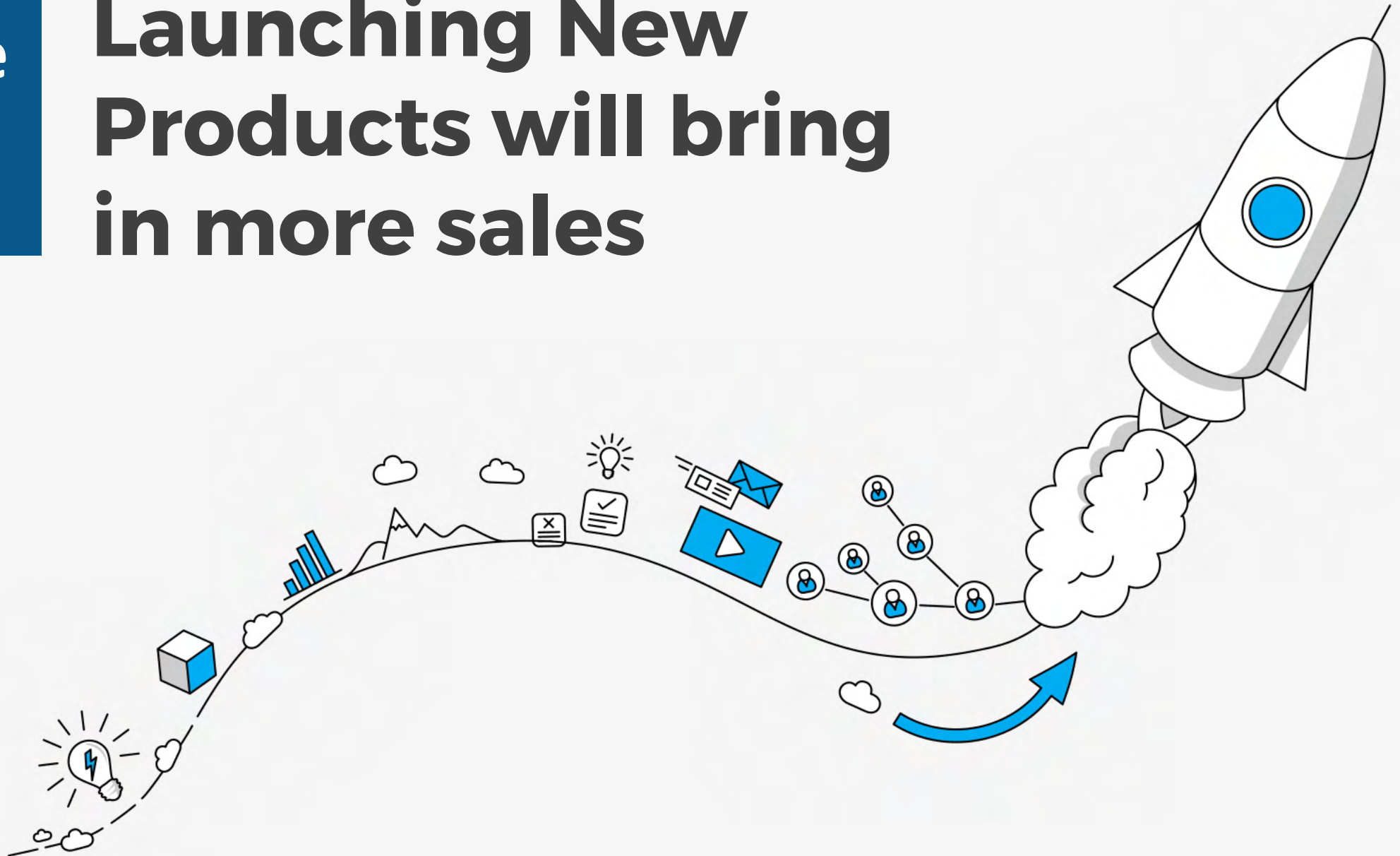
Today, the CPG retail game is on hyper drive. Customers are more aware, distribution partners are more demanding than ever and competition treats this like an Olympian sport! So even one mistake can push you back many steps and undo the work you have done in the market.

Selling your brand through kirana retail is lucrative, it is glamorous, it is hugely profitable. But it is also uniquely challenging. So there are a lot of things that can- and do go wrong.

So we identified the **top 7 mistakes that FMCG companies** make, so you can stay sharp, avoid these mistakes, and march confidently ahead in your retail journey.

Mistake 1

Launching New Products will bring in more sales



Most FMCG Sales Directors will tell you this- adding a product line is not a problem. The problem is managing it, and ensuring proper placement of these product lines. Just because you enjoy a good brand name does not necessarily mean it will bring success to your new products.

Is your pricing /margin competitive? Are you incentivizing your sales team to sell these new products? Once the placement is done, do you have the right data to replenish them in time? Because even though your products are great, you need the right strategy and the right tools to succeed.

For example, these features from **FieldAssist GT App** can help you drive the **Go-to-Market strategy** on your new products:



Must-Sell

Define geography-wise or even SO-wise products that are mandatory for your salesmen to sell. Must-Sell capability helps your company revive slow running SKUs with attractive and personalized schemes for retailers, and drives your new product launches intelligently.



Focus Products

Spotlight your new launches or products that require a little push to sell. Your mid-managers can select products to create a Focus Group. On their GT field app, your salesmen can see which products they need to promote when booking orders.



Market Intelligence

With more than 15 types of pre-built surveys in the FA GT app, you can capture the pulse of the market, evaluate retailer health, and even gauge what your competition is doing in real time.

Mistake 2

Assume execution of strategy happens at the bottom of the pyramid alone.



“ Imagine this scenario. A new salesman joins your organization in Faridabad and from the first month onwards brings in impressive sales numbers. You naturally think highly of him, till your ASM joins him in the field and realizes that the salesman is largely punching orders that are coming in on their own because Faridabad is a rapidly growing market. And that he isn't an effective salesman at all.

Had the ASM not accompanied him in the field, he would have never known the real reason why sales numbers are high. **The mistake that FMCG brands make is to think that the efficiency of sales comes from the bottom of the sales pyramid alone.** That is far from the truth.

Governance comes from the top. For any GTM strategies you plan, the main contributors are your mid-managers who must cascade this down to the lower rungs.

So how do you ensure your mid-managers are driving efficiency down to the lower levels? With transparency in the system coupled with hard data.

With **FieldAssist's** next-gen SaaS based sales and distribution and technology platform, you can institutionalize a practice where cadence of responsibility is established.

Joint Manager Working: allows you to make your Middle Management more accountable by setting their specific KPIs, and measure their actual performance as well the impact they bring. By accompanying SOs in the field, they can do a spot analysis of the skill gap-will gap, and take commensurate action to make the team more efficient.

FA Analytics: Managers can act in real time by getting daily visibility of their team's on-ground performance based on 40+ pre-defined KPIs. They can do mid-day reviews wherever and whenever to be proactive rather than reactive and derive faster results.

Mistake
3

Think that salespeople are driven by incentives alone and that value-volume targets are good enough for an incentive plan.



Being a Salesperson is not a glamorous job - he gets shooed away by retailers, tolerated by distributors and admonished by his seniors. These people have low self-esteem, and confidence. Money does help but their persona, by design, craves for respect and recognition in any form.

As an FMCG leader you need to be mindful of their needs. You need to lift their spirit. Because incentives won't make them stay.

You need to keep your people excited and motivated.

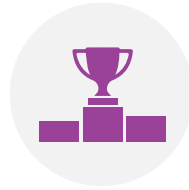
They need to feel connected with your company to want to go the extra mile.

So your incentive program needs to be scientific, and it must be input driven because incentives by themselves will not yield results. e.g. if 70% of your sales come in the last 10 days, then it's a problem. Your current incentive program does not have a lever which ensures that at least 50% sales come in the first half of the month. So break down their incentives across KPIs e.g. How many unique outlets are they billing every month?

With FA's gamification module, Battleground, you can:



Celebrate achievements of high performers by giving winners **company-wide visibility and social recognition.**



Excite and motivate your team with contests. Give them visibility of monetary rewards and send **target based alerts like 'Distance to Reward'.**



Evaluate every salesman against KPIs like Daily Target, Focus Product selling, % of monthly billing, Daily LPC, % outlets covered etc.



Get auto-suggested SO-performance monitoring to easily identify strengths & improvement areas of every team member.

Mistake
4

**Think that enough
width of
distribution has
been achieved**



“ A customer, who is an industry leader in its category, reached out to us, “We’ve already got such a vast reach across India that there’s not much ground left to cover. Let’s expand our depth of distribution now.” However, when we comprehensively sanitized their outlet data, the actual number of outlets was only 55% of what they thought they had !

If you don’t have accurate data, you won’t be able to get your strategy right. **Automation of sales flows can help your brand avoid the mistake of overestimating your retail universe.**



Capture outlet level data, **authenticate every single outlet** and get complete visibility on every outlet.



Increase the Serviceability factor, for e.g. depending on the business from each retailer you can tailor your frequency of visits for outlets with ticket size of > Rs 10,000 vs outlets with a ticket size of < Rs 2000.



FA Analytics app allows you to devise very granular schemes for different categories of retailers to grab higher order volume.



With **FieldAssist Beat-o-meter**, you can smartly segment your outlet categories into active, dormant, to-be-dormant, inactive etc. and maximize your outlet potential.

Mistake 5

Assume that urban market share is glamorous but rural sales isn't.



Did you know that the per capita sales of paint is the highest in Kerala? Because people from Kerala go to the Gulf countries to work, save money and come back to their villages and build a house. Many of them paint their houses twice a year to show everyone how well off they are.

The real India lives in its villages and towns. Look at the bigger FMCG companies, and you will notice one common theme - all of them gained scale and volume only when they went to the rural markets.

The uptick in growth is expected to come from rural India, because urban markets are nearing saturation. For some companies this is what their present looks like, and for some, this is the future.

But keep in mind that the rural playbook is very different, even from a technology standpoint. So **FieldAssist has solutions that are custom-built for driving your Rural GTM strategy.**



In Rural Markets, it becomes really difficult to deploy a team and get real time visibility on sales. Technology infrastructure is negligible, and retailers are highly dispersed.

Our Rural SFA app supports offline order-booking to empower your salesmen wherever they are. With Van Sales, you can capture demand, dispatch & collection, all in one go!

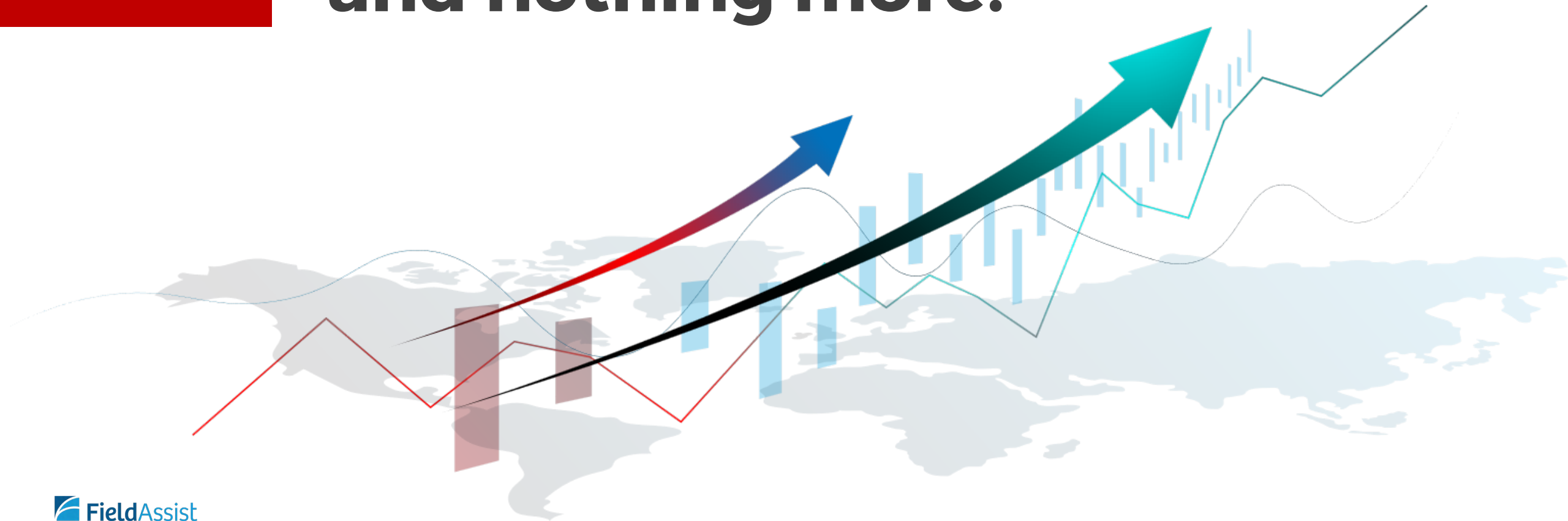


In rural areas, when business size is not that big, deploying a full fledged DMS may not be a viable option.

FieldAssist Mobile DMS gives your sub-stockists key modules right on their mobile, like Goods Receipt, Inventory Management, Van Booking, Billing & Purchase Order request, so they can get the job done in a simple yet efficient manner.

**Mistake
6**

**Trade Marketing is
considered a necessary evil
and nothing more.**





You have a Trade Marketing budget. You identify 5000 stores where you want to run your campaigns. You pass on the budget to your distributor to get the campaigns executed at the ground level. How do you know if they covered the correct 5000 outlets? How much money has the distributor actually shared with the retailers?

With no automation, the average pilferage and lack of visibility on such campaigns is as high as 70% and measuring the ROI of such activities is difficult. Because if you can't measure anything, you can't measure its ROI.

FieldAssist Safalta app is an invite-only program for retailers that offers them convenience, data visibility and a connect with your brand. With it you can:



Technology can play a vital role in helping you quantify ROI, institute transparency and avoid pilferage.

Mistake
7

Make technology Investments based on affordability rather than capability



In India labour is cheap, and therefore, technology is typically seen as a cost centre. The mistake that companies make is to go with the software that's within their budget, rather than the one which offers long term gains.

You too may take the decision to go with the more affordable vendor. But how sure are you that he will not fail? How do you know that your account will be serviced properly? It is quite possible that you may have to keep chasing your technology partner for him to innovate his product, because he may not be

invested enough to keep pace with your growth. In a 10 year horizon, your costs might end up being much higher than your returns.

However, **if you go with a technology company that has a partner mindset, both parties become invested in your future growth.** Both take collective responsibility to make it work, specially in a SaaS-based, perpetual buying model, where the ownership is always with the technology partner.



To be successful, a salesforce automation solution needs to offer 3 things.

Adoption

1

Only 30% of transformations are believed to succeed in achieving their objectives, because companies are unable to align their people towards change management.

A strong pre-implementation execution team must understand the biggest pain points of the customers for them to appreciate the frustrations and challenges of the users, so that they know how to pitch their features for better adoption.

Return on Investment

2

Don't overlook long term gains for short term profit. Look for a solution where the technology partner's leadership is committed to developing innovative, easy-to-integrate, scalable products.

Speak to their existing customers, understand their ROI patterns. Wouldn't you rather spend a little more today to reap maybe 5x returns in the next few years?

Implementation

3

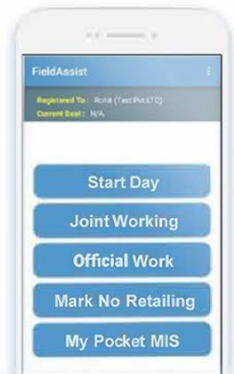
Unless users are motivated to make the change, they won't. A good technology partner will have a skilled training team that first creates excitement and acceptability for their product. Explore a POC, do a pilot project to understand how the product actually works.

Have the pilot users share their feedback with the rest and then implement it across other cities to get better adoption rates.

Conclusion

As an **FMCG Founder** or a member of the Sales Leadership team, you can create a huge footprint for your brand if you stay clear of these 7 mistakes. For that, you need to build transparency and accountability in your sales culture. You need to adopt automation at an early stage of expansion to achieve better ROIs than others who deployed it much later.

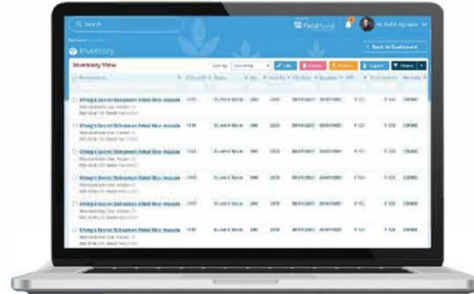
FieldAssist solutions are right here to fuel your transformation into a powerful, future-ready FMCG brand, that's excited and prepped to take on the future!



GT App



FAAnalytics & Dashboard



Online DMS



MT App



FA Flo

**Take Control
Of your Growth!**



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