

WHITEPAPER

Navigate the changing landscape with RTM 2.0

Help your CPG company identify
the missing pieces



fractal

RTM solutions for CPGs have traditionally been focused on four key elements:

- Driving penetration
- Enabling better field sales
- Enhancing the in-store experience
- Transforming the B2B value chain through e-commerce

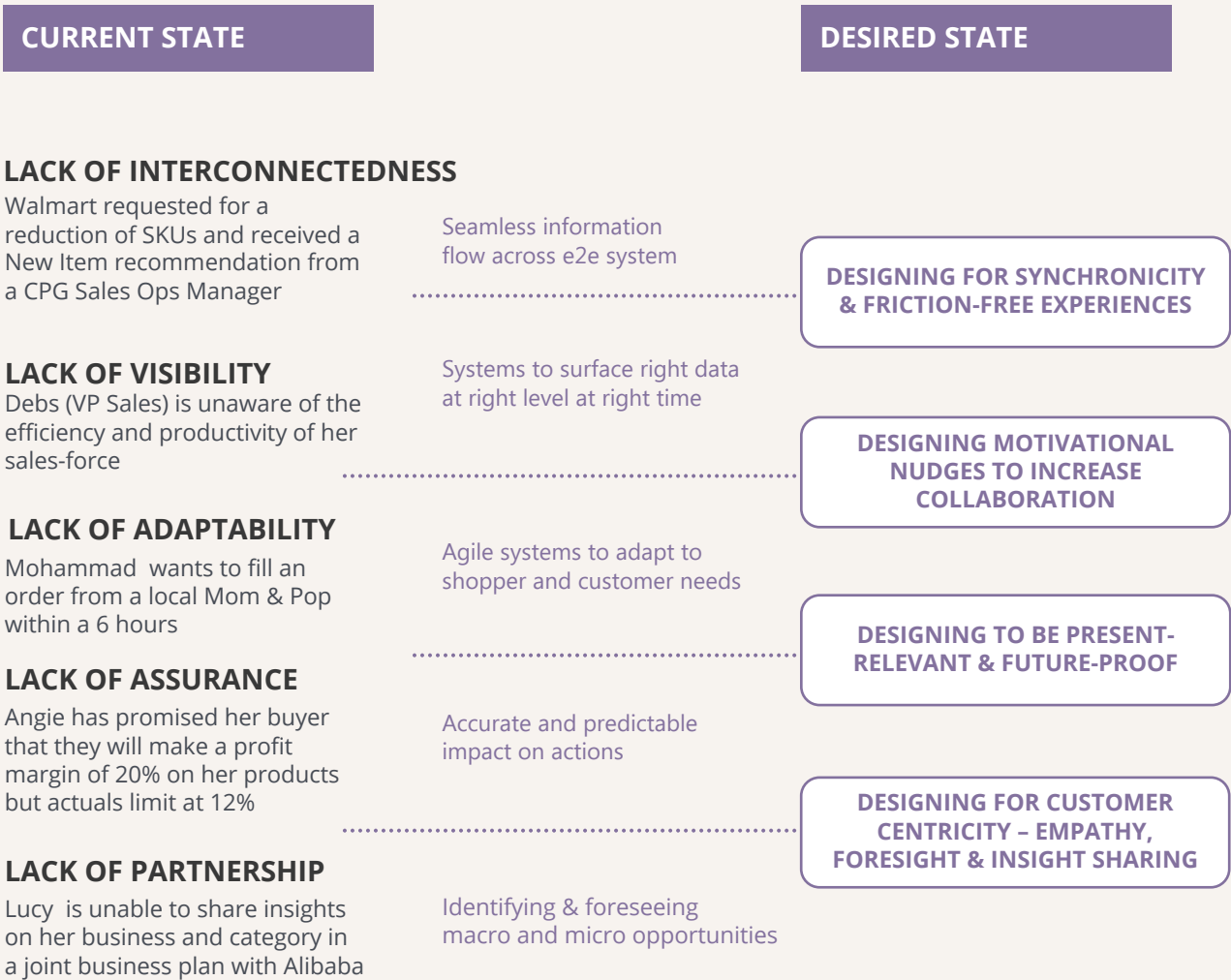
While these remain fundamental, the COVID-19 pandemic has accelerated digital transformation, bringing a variety of new opportunities. The rapid digital adoption represents an ideal window for Consumer Packaged Goods companies (CPGs) to penetrate emerging markets, which despite being promising, have traditionally been a high cost-to-serve space.

CPGs have been adapting their Route to Market (RTM) strategy to thrive in the “new normal” – but this is just the beginning. Although a few CPGs have been taking strong steps to adapt to the changing landscape, many have highlighted serious concerns around the lack of connectedness and assurance within their RTM ecosystem.

Discover how Fractal's RTM 2.0 approach can help your business through a cross-functional approach that aims to solve key moments across the selling chain.

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An RTM 2.0 Enterprise platform is the need of the day



Example scenarios

When convenience is compromised

Challenges with distributors continue to disturb and inflate “last-mile” costs. This could be for multiple reasons.

For example, the distributor doesn’t:

- Appreciate the strategy.
- Have enough visibility into active outlets in the territory.
- Provide associated data.
- Consider changing customer preference and relaying the information back along the channel.
- Take into account whether multiple distributors overlap within territories.

The result is a frustrated consumer. When the very convenience that is supposed to be the catalyst of going digital, is compromised.

Black spots and blind spots

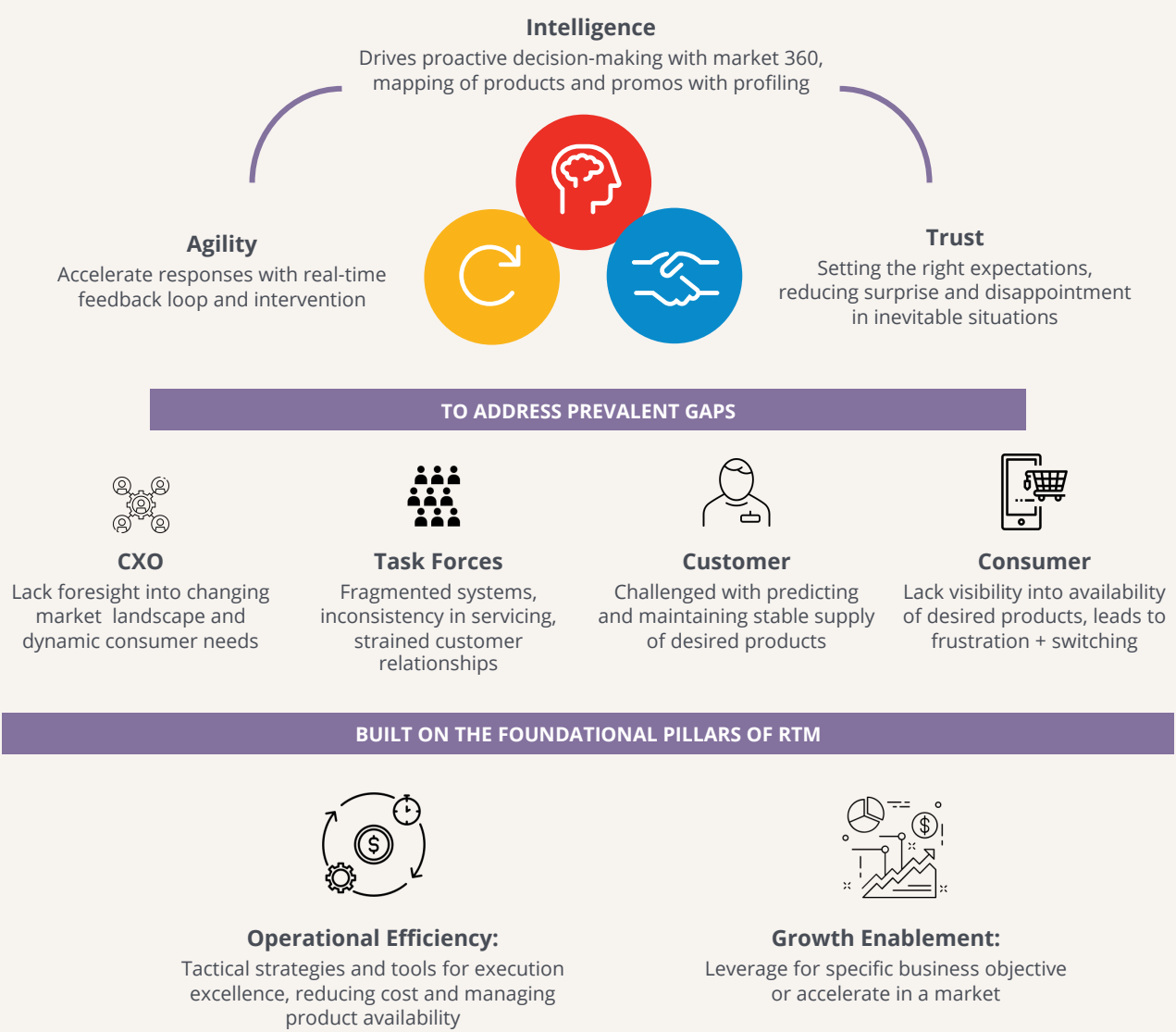
The foundational problem lies in the synchronicity among the various elements of the RTM ecosystem. RTM solutions are fragmented due to how they address the needs of stakeholders across functions they serve in the sales organization. The outcome is a cumulation of several moments of friction that result in **black spots** (obvious revenue and consumer leakages), as well as less apparent **blind spots** (depleted motivation, severed distributor relationships, under-leveraged opportunities).



Synchronicity would imply a sales organization with the same objective, shared values, a unified plan, and cohesive execution. Just as the instruments from an orchestra could produce noise when played incorrectly, solutions in the sales organization can underperform if executed asynchronously, without interconnection.

And while efficiency and growth enablement remain fundamental outcomes to RTM, we believe a truly Synchronous Decision-Action Engine can be achieved through the dimensions of **Intelligence, Agility, and Trust.**

Synchronous RTM: A Decision-Action Engine



Intelligence

When information is captured, harmonized, synthesized and presented contextually without data gaps – it is **Intelligence** delivered. This means stakeholders are making informed decisions by consuming complex information – with ease.

The medium of consumption influences the message. Therefore, to enable on-time, proactive decision-making at every level, we propose a centralized information hub, with designed dissemination for optimal utility.

Agility

Agility doesn't simply mean faster decisions and actions but reducing the information gap between them. Think captured real-time actions that feed into micro and macro decision-making. Plus, strategies, tactics and plans made accessible to the necessary user – without delay.

Trust

Distance between stakeholders inevitably results in a trust-gap that stems from both lack of empathy and visibility. Sales office managers see the outcomes, but not the process behind missed targets.

Similarly, field sales teams that lack inspiration and clarity about what to do, why it needs to be done and how to manage unplanned outcomes, are likely to feel demotivated.

Trust also extends beyond the sales organization to the customer and shopper, who are likely to switch if they lose trust. So, it's vital to identify and solve accidental break-points across the system to enable **Trust**.

Promoting trust through visibility is key, especially when at times in emerging markets, the field sales force is not even employed by the CPG, but rather, a third-party

Sales Execution vision aims to deliver five strategic outcomes

SALES EXECUTION OUTCOMES

Illustrative

Higher salesforce efficacy through EMPOWERMENT

7. Guided selling
8. Suggested in-store actions
9. In-store execution compliance
10. Sales & Ops performance

Better Opportunities through right EVALUATION

1. Optimizing Channel ROI
2. Improved geographical coverage
3. Store Optimization
4. Territory Planning & Route Optimization
5. Product portfolio recommendation

Enhanced Customer & Shopper relationships through Superior EXPERIENCE

11. Shelf Planning & Optimization
12. On Shelf Availability (OSA)
13. Key Zone Analytics
14. Display Optimization

SALES ENABLEMENT OUTCOMES

Leading the way through a culture of INNOVATION

1. AI Assistants
2. Virtual Reality Shelf (Planogram)
3. AR powered In-store asset placement
4. IoT devices for Display tracking communication

Better & faster value realization through MEASUREMENT SCIENCE

1. Viability, Utility, Usability journey
2. Value Derivation framework
3. Ongoing Scale & Governance

Innovation & Measurement Science will support the Sales Org. in achieving the above 3 outcomes

Making an impact

4-6% NR sales uplift

due to Suggested Order (Determining assortment plan and order quantity), impacting more than 1m stores in the AMEA region for a Fortune 500 confectionary giant.

Introduced Crux intelligence

(your personal AI sales analyst) to a client sales org and incorporated new KPIs which saw sales increase by 5% across the board.

Generated 2m USD cost savings

for a CPG Major based in Europe. We were instrumental in providing optimal call planning, frequency and detailing time for their stores.

10-12% sales force cost-to-serve savings

due to efficient routing for a major consumer healthcare giant. We also increased their store coverage by 30% and call plan by 20%.




7000+ new leads were generated

in Mexico for a Fortune 500 CPG major through the use of Geo spatial store analytics leveraging data and technology. This led to a 15% conversion from new leads in the on-field testing.

Identifying the key moments that matter

The gaps we mentioned earlier are across stakeholders in the RTM value chain. And to solve them, we need to realize an ideal state for the players once we embed the ecosystem with the dimensions of **Intelligence, Agility, and Trust**.

We need to identify the key moments that matter during the stakeholder journey and enable a smooth, seamless, and enhanced experience. After segmenting the stakeholders into three main archetypes, we explain how the three dimensions of a synchronous RTM program would manifest through their key moments – taking them from their current state to the envisioned one.

Enabling stakeholders across the chain by infusing AIT into moments that matter			
	VP Sales/Sales Dir.	Field Ops. Mgr./Key Account Mgr.	Field Sales reps, Merchandizers
Moment	Sales Operations planning	Target setting across levels & Workforce allocation	Route planning & Productivity enablement
Needs	Maximize ROI from Salesforce, optimal target setting & resource planning across channels & key accounts	Target disaggregation models, workforce planning support	Daily task planning & beat optimization, contingency support
Solution Dimension			
Envisioned State	<ul style="list-style-type: none">• AI-driven resource allocation with Scenario planning• Dynamic visibility into inventory levels across key customers/ accounts	<ul style="list-style-type: none">• Inputs from AI assistant & field sales to set challenging yet achievable targets• Optimal workforce allocation with dynamic macro & micro inputs to revise allocation plan	<ul style="list-style-type: none">• Interactive recommendation systems to support during the task/activity• Visibility & inputs into target setting process



At Fractal, we've enabled the synchronicity goal across the selling chain for Fortune 100 CPG retailers. Through integrating solutions across stakeholders, we provide a shared vision and cohesive execution.

We believe complex problems need to be looked at through multiple lenses at once to be grasped. With the new lens, fresh dimensions emerge, making complexity more evident and solvable.

By identifying complex and unstructured problem themes in the industry, we invest in building expertise with a dimensionalized point-of-view around it. Whether it's engaging clients via slow-thinking workshops or co-creation jams, we're invested in architecting an end-to-end state-change program.

We partner with Client Teams at Fractal to deploy cross-functional solutions and support them in helping clients realize value ROI.



Want to find out more on how Fractal's RTM 2.0 approach can help your business? Reach out today at dimension@fractal.ai

Our experts



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Enable better decisions with Fractal

Fractal is one of the most prominent players in the Artificial Intelligence space. Fractal's mission is to power every human decision in the enterprise and bring AI, engineering, and design to help the world's most admired Fortune 500® companies.

Fractal product companies include Qure.ai, Crux Intelligence, Theremin.ai, Eugenie.ai & Samya.ai.

Fractal has more than 2,300 employees across 16 global locations, including United States, UK, Ukraine, India, and Australia. Fractal has consistently been rated as India's best company to work for, by The Great Place to Work® Institute, a 'Leader' by Forrester Research in its Wave™ on Specialized Insights Services, Computer Vision & Customer Analytics and as an "Honorable Vendor" in 2021 Magic Quadrant™ for data & analytics by Gartner.



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