



## Cadbury South Africa Leads the Charge on Mobile Sales Force Automation and Receives Global Recognition for the Project's Success

### Industry

Confectionery Distribution

### Challenges

Cadbury South Africa knew it needed to drastically change the way its mobile sales force operated. Lacking visibility into real-time information from the field, the company realized that providing a better way to manage call planning and compliance, improve mobile sales ordering, invoice processing and promotions, enhance cash van sales and ensure retail execution standards, would significantly increase sales and improve performance by its mobile workforce. It would also help the company gain a much-needed competitive advantage.

### Solution

JustEnough Mobile Sales Force Automation

### Results

- Voted as one of Cadbury International's top five most successful IT projects
- 450 percent improvement in top-up sales force results, within six months of implementation
- Nearly halved the time required to complete a structured sales call
- Decreased the time needed to process promotion-linked sales orders from 45 minutes to 45 seconds
- Achieved a significant improvement in sales force capabilities

When people get a craving for chocolate, Cadbury almost immediately comes to mind. The South African division of the confectionery company distributes recognizable candy brands like Cadbury Lunch Bar and Dairy Milk, as well as international gum brands such as Stimorol and Dentyne. Cadbury South Africa relies on a large mobile workforce to meet its sales targets and distribute these treats to the most remote retail locations across the country.

With almost 1,400 sales and merchandise associates in the field, Cadbury South Africa knew mobile technology could significantly change

how this aspect of the business operated. In the field, the company's workforce needed a more immediate way to sell and receive payment for products. Back at the office, Cadbury South Africa's management team needed a better way to manage sales performance and drive excellence in retail execution.

Although the confectionery giant spent 15 years continuously refining its performance management process, Cadbury South Africa realized its approach was far too manual. Not only did it lack automation and real-time visibility into data, but

the results were slow to materialize and often times questionable. In addition, Cadbury South Africa needed a solution that could integrate with its SAP enterprise resource planning (ERP) system to deliver real-time, order-to-invoice processing.

### JustEnough Hits the Sweet Spot

The majority of Cadbury South Africa's sales team is located in rural areas throughout the country. Before bringing on new mobile technology, the

### Planning for the Road Ahead

JustEnough kicked the project off by designing a capability development roadmap for Cadbury South Africa. The roadmap outlined incremental stages of maturity with respect to the company's adoption and use of new mobile technologies. The plan started with deployment to the company's cash van sales division in order to monitor transactions from the field. A second phase of the roadmap took an incremental approach to improving effectiveness of Cadbury South Africa's pre-sales workforce,

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Deon Maritz, Cadbury South Africa's sales capability manager



company struggled with getting information from the field through the call center to support and process a sale. Field-based sales staff did not have access to up-to-date information, such as available inventory and up-to-the-minute pricing for products and customers.

“Our sales representatives are not necessarily dedicated to Cadbury,” said Gary Whittock, Cadbury South Africa's national sales manager. “They could be representing 10 principals on any given day. As such, they don't have time to phone and gather information.”

Cadbury South Africa turned to JustEnough Mobile to help resolve these business challenges. JustEnough Mobile proved to the company that it had a deep understanding of the industry and substantial experience in helping businesses like Cadbury South Africa improve mobile sales performance.

starting with call planning, then retail execution and ultimately focusing on promotions and brand activation in the stores.

“We knew that introducing a new way of working would be a major challenge for our mobile sales force,” said Deon Maritz, Cadbury South Africa's sales capability manager. “Integrating information from the various sales and retail marketing roles would take a carefully conceived plan. JustEnough's capability development roadmap is what convinced us that we could achieve our business goals and help us get a leg up on the competition. We have received a lot of recognition from Cadbury International for our work. In fact, the maturity roadmap approach has been adopted as a best-in-class approach for other Cadbury projects.”

### Improving Cash Van Sales

In rural areas of South Africa, it's commonplace for suppliers to sell products to their vendors out of vans. Within six months after deploying JustEnough Mobile SFA, Cadbury South Africa's van sales team had a stable solution that was fully integrated with the back office. As a result, sales representatives could check inventory in real time, process orders

and print invoices at the customer site instead of days later. At the time, this was revolutionary: no other mobile technology provider could offer this unique capability – either online or offline – to businesses like Cadbury South Africa.

The company's van sales team saw immediate results, including elimination of deductions. Within the first six months of operation, Cadbury South Africa's van sales figures increased an incredible 450 percent over the prior period. Additionally, the solution helped van sales representatives stock the vehicles with the optimal mix and quantity of inventory based on their routes. The solution also provided them with basic route accounting, using start- and end-of-day reconciliations.

substitute items immediately if something is out of stock. Order placing has improved and sales representatives can get an idea of how they are tracking for the month."

## Automating Sales Force Management

During phase two of the solution rollout, JustEnough Mobile SFA provided an automated and real-time solution to help Cadbury South Africa process transactions, measure performance and better manage its field-based workforce.

Since completing the solution rollout, the confectionery company has realized the following bottom-line benefits:



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Deon Maritz, Cadbury South Africa's sales capability manager

### Putting a Mobile Order-to-Invoice Process in Place

To ensure optimal inventory levels at every store, JustEnough Mobile built a sales order-to-invoice process that automatically considers customers key portfolios, targeted promotions, customer specific pricing and stock on hand. Real-time integration with Cadbury South Africa's ERP system provides immediate confirmation of inventory availability and pricing for sales orders and helps sales representatives track and trace deliveries.

“We feel the interaction between our sales representatives and customers is much more professional today than it was before. This is because the information our sales team delivers when dealing with retail customers is comprehensive and accurate. As a result, they're being viewed as knowledgeable and reliable,” Maritz said. “Order fulfillment is better and our sales associates can

- Optimized sales force calling: JustEnough Mobile SFA's call cycle planning capabilities translate service level plans into day planners for sales representatives. To monitor actual compliance to the plans, Cadbury South Africa leverages the solution's call compliance features to get immediate feedback on customer service levels, as well as insight into company-related activities that might distract from scheduled sales call plans.
- Increased mobile sales order processing efficiency: Within six months, a significant percent of Cadbury South Africa's sales orders originated from the JustEnough Mobile SFA tool. The distributor realized significant gains in speed and accuracy during the sales ordering process as a result, including a reduction in the time required to complete a call.
- Improved sales execution standards: The company leverages JustEnough Mobile SFA's retail execution standards capability to plan

and design effective store management. Managers also receive immediate retail execution standards feedback via dashboards and scorecards.

- Activation of brands at the point of sale: Before using JustEnough Mobile SFA, Cadbury South Africa's traditional promotion cycle methods resulted in manual briefing processes during sales meetings. After deploying JustEnough Mobile SFA, Cadbury South Africa reduced the time needed to process promotion-linked sales orders from 45 minutes to 45 seconds. Today, new promotions are immediately visible to sales associates in the field and are automatically included in every sales order, ensuring accuracy and reducing claims.

Cadbury South Africa also uses JustEnough Mobile SFA's capability development module to combine mentoring and performance reviews in a single process for immediate feedback. In-depth mentoring provided the company's sales management team with the opportunity to develop their sales force's skills on an ongoing basis. In fact, the company achieved a significant year-over-year improvement in its sales force skills and capabilities in 2010.

## Receiving International Recognition

Cadbury South Africa has achieved a significant competitive advantage, increased revenue and reduced overall costs with the support of JustEnough Mobile SFA. And the success hasn't gone unnoticed. The year after JustEnough Mobile SFA was rolled out, Cadbury International selected the implementation as one of the organization's top five most successful projects of the year. It was also nominated as one of Cadbury's Top 10 Global Best Practice Standards.

"JustEnough Mobile SFA has truly transformed our business," Maritz said. "It's not just the use of the solution, but the way in which JustEnough Mobile helped us create a manageable way to make our mobile workforce more effective. Receiving recognition from other divisions within Cadbury International has been very exciting. It is rewarding to know that we've helped create an effective process that will serve as a benchmark to implementing IT projects."



[www.JustEnough.com](http://www.JustEnough.com)

[info@JustEnough.com](mailto:info@JustEnough.com)

+27 (21) 552-4008

### About JustEnough

Founded in 1994, JustEnough is a global leader in Demand Management solutions. JustEnough services more than 500 of the world's leading brands including Allocation and Replenishment of inventory at **Kenneth Cole**, Merchandise and Assortment Planning at **Levi Strauss**, Sales Forecasting at **Kraft Foods**, Inventory Planning for **IDS Group (Li & Fung)** and **Nissan**, and Mobile Sales Force Automation at **SAB Miller**, **Cadbury** and **Heineken**.

**OnCloud**, **OnSite** and **OnMobile**, JustEnough's Demand Management solutions help retailers, distributors and brand owners to forecast their customer demand, plan their assortments, allocations and inventory, shape their demand and then execute on those plans. JustEnough is headquartered in the United States with offices worldwide. Learn more at [www.justenough.com](http://www.justenough.com).