

Wine & Spirits Producer Automates US-Based Sales & Trade Marketing Processes with GreatVines



Rémy-Cointreau USA, Inc.
New York, NY

CASE STUDY

Client Profile

Founded in 1981 and is headquartered in New York, NY, Rémy-Cointreau USA, Inc. (Rémy-Cointreau) operates as a wine and spirits company. They offer a portfolio of super-premium spirits.

Business Challenge

Rémy-Cointreau drives almost half of the more than \$1 billion in annual revenue produced by the global Rémy-Cointreau organization. The Americas' operations employ over 250 people, with approximately 150 in US-based sales roles. Prior to adopting GreatVines, Rémy-Cointreau had been managing and tracking all its trade sales execution activities manually, including critical processes involved with key account development, brand activation and visibility, trade marketing and retail survey analytics.

With no automation technology solution in place for tracking activities, the abovementioned processes were massively inefficient and exceedingly labor intensive for the sales team and sales management. Rémy-Cointreau sells through the 3-tier system in the US and its sales team liaises with distributors as well as directly with key retail outlets. Every week, a portion of the sales team submitted hand-written recaps of their weekly trade marketing and sales execution metrics (such as number of drink menus, bar promotions and point of sale displays) to the US headquarters via fax machine. This weekly information was manually tallied by sales leadership, to track important sales metrics. Regular surveys of accounts were performed in a similarly manual fashion.

Not surprisingly, these manual processes were prone to inaccuracy when capturing critical information. Moreover, they did not allow for planning of timely strategic initiatives or easy rectification or reconciliation of data when late changes or updates to sales and marketing activities occurred. Without a centralized and easily accessible location for all users to access, enter, update and review data, Rémy-Cointreau wasn't realizing the full potential of their sprawling sales team and already profitable sales and trade marketing operations.

HIGHLIGHTS

Customer

Rémy-Cointreau USA,
New York, NY

Challenge

- No existing automation solution
- Sales team members faxed details of trade marketing and sales metrics to HQ
- Manual compilation and data entry into spreadsheets was time consuming and inefficient/prone to error
- Limited data visibility hampered sales' direct contact and engagement with accounts
- Reduced accuracy of metrics used to calculate sales incentive-based compensation impacted morale
- Manual action surveys not conducive to strategic planning or opportunity identification

Solution

- Implemented platform to manage sales and marketing across 3-tier system in US
- Platform enabled central repository for all sales data from the field
- Desktop and mobile interface for field sales teams made data transmission easy and standardized
- Sales management afforded exceptional visibility and control for improved strategic planning
- Accurate data used to produce effective sales incentives and accurately track sales team member's results
- Pricing Survey functionality automated survey process and supported more strategic KPIs for pricing
- Field sales teams equipped with custom configured Salesforce 1 mobile app

Results

- Dramatic reduction in business cycle time
- Significant improvement in quality of decision-making supported by data visibility
- Management greatly empowered to make more effective and precise pricing decisions
- Increased execution against strategic initiatives
- Improved presence within key accounts
- Improved employee satisfaction
- Reduced administrative burden

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Beyond the time-consuming task of corralling information from across Rémy-Cointreau's wide U.S. footprint, reduced visibility into execution data made it difficult to track sales' direct contact and engagements with accounts. With sales teams' compensation tied to success metrics, the capture of less-than-detailed information reduced the accuracy of the incentive calculations yielding a predictably negative impact on morale and job satisfaction among sales team members.

The manual approach to account surveys was similarly impeded by the lack of any automated means for designing strategic questions assigned to specific account segments, administering the surveys and analyzing the results. In addition, there was no workflow to facilitate the activity required to improve issues and opportunities identified by the surveys at the account level.

Rémy-Cointreau realized they could improve upon their existing levels of success and enjoy efficiency and operational benefits by applying automation tools to streamline their processes and standardize best practices. For example, compiling National Account pricing required days of email circulation and hours of manual data manipulation to compile. In spite of the efforts involved, this proved inefficient.

Solution

Rémy-Cointreau selected the GreatVines Beverage Selling Platform for implementation beginning in 2010. This decision occurred in large part because GreatVines was the one provider of sales automation solutions that "spoke the metaphorical language" of the beverage alcohol industry. Built specifically for selling in the 3-tier system, internal champions at Rémy-Cointreau favored GreatVines' usage of, and attention to, beverage industry-specific use cases, workflows and data architecture and integration.

Rémy-Cointreau first implemented the sales execution and trade marketing solutions offered by GreatVines. The platform provided a central repository for sales and trade marketing activity as well as for the reporting of depletions through integration with distributor data. Using the browser-based version of the application, Rémy-Cointreau sales users across the U.S. were able to enter their weekly trade marketing and key account sales activities via an easy-to-navigate, user friendly and industry-specific user interface. Sales management was able to review the information in real time each week and had plenty of time to focus on the underlying strategies and how to improve sales performance now that they were no longer bogged down with transcription and manual data entry.

Over time, sales management leveraged GreatVines' dual expertise (both in beverage industry sales and enterprise software) to work towards strategic sales execution processes. They developed stronger planning of execution priorities and more accurately tracked incentives built around leading indicators

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rather than lagging indicators for improved profitability. Similarly, trade marketing activities were improved using the GreatVines solution to establish, monitor and analyze the results of the highly targeted brand activation and visibility activities the technology supported.

After several years of success using the GreatVines solution, Rémy-Cointreau asked GreatVines to activate the Account Survey solution for both competitive information and pricing information gathering as well as KPI “Path to Perfection” Surveys. The creation of more strategic surveys and their easily automated execution led Rémy to completely change its sales activation model. The new model was informed by Rémy-Cointreau’s newfound ability to focus on specific strategic activities by brand and account segment which more effectively focused the field sales team on executing against true KPI’s. The GreatVines survey functionality enables users to create actionable objectives from survey results to close the gaps on execution performance.

Rémy-Cointreau was an early adopter of mobile devices for their sales team and opted to outfit its whole U.S. sales force with iPad tablets in the field, embracing GreatVines’ intuitive offline-capable mobile app. This purpose built mobile application and its simple user interface provided Rémy-Cointreau sales agents increased operational efficiency, flexibility and mobility in the field. Rémy-Cointreau has also collaborated with GreatVines to specially configure the Salesforce 1 application for use by its Brand Ambassadors on their handheld iOS devices.

Currently, Rémy-Cointreau is using nearly 90% of the entire GreatVines platform to support its North American operations.

Results

Both business-cycle speed and quality of decision making have increased tremendously using GreatVines, as management can view, respond and react in near real-time.

The survey module allows greater visibility to competitive activity and empowers management to make more precise pricing decisions, saving time and sales support funds. More importantly, execution against their strategic initiatives has also increased, and their presence in key accounts has improved.

Employee satisfaction has increased as well due to efficiency gained using this state of the art technology tool , reducing the administrative burden or after-hours data entry.

Overall the GreatVines partnership equips Rémy-Cointreau to achieve their long term goal to become the “leader in exceptional spirits” (\$50+) which will account for 60%-65% of group sales by 2020.