

Leading Spirits Supplier Boosts Sales Productivity and Drives Brand Growth

Campari America

New York, NY



CASE STUDY

Client Profile

Campari America is a wholly owned subsidiary of the Campari Group, the sixth-largest spirits company in the world. Campari America boasts a rich, comprehensive portfolio of more than 20 brands, including award-winning vodkas, whiskies, cordials, liqueurs, and rums.

Business Challenge

Campari America faced challenges in pursuit of strategic, on-premise account activation in the United States. Like most suppliers in the industry, their go-to-market strategy relied on a relatively small salesforce which was focused on managing distributors to execute at retail and on-premise trade accounts. While having success with this strategy over the years, Campari realized the absence of several critical success factors were impeding their growth. These included sufficient direct **key account engagement processes**, effective **goaling strategies** and **performance metrics**, and appropriate **technologies and tools** to measure and ensure success.

In terms of key account engagement, Campari's existing process relied on disconnected spreadsheets to target accounts and track programming, which was largely left to distributors to execute. Even within key accounts, performance against KPIs and strategic activities was largely unknown and left unmeasured. Moreover, promotional activity performed by an external agency in conjunction with Campari's distributors left little visibility into sales results and ROI targets.

When it came to the establishment of strategic goals, volume was the primary metric. Campari reps would meet with distributors to deliver volume goals and convey broad strategic guidelines that the distributor was to pursue when executing in accounts for each brand. With only volume reporting available, a lagging indicator of success, distributors' performance was measured in terms of the extent to which they met their volume goal. This often-opaque metric provided little insight into strategic execution at the account level. Even agency promotional event goals were devised around the number of events executed and numbers of consumers sampled and without any sales data to validate success.

HIGHLIGHTS

Customer

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Challenge

- Lack of direct key account engagement processes
- Depletions (lagging indicator) oriented goaling strategies weren't moving the needle
- No reporting or analysis of strategic KPIs like menu placements and other leading indicators of success
- General lack of technologies and tools to help sales and trade marketing teams execute at a high performing level

Solution

- GreatVines solution including integrated sales data, mobile applications and embedded analytics rolled out quickly to the new on-premise team, trade marketing and agency partner.
- Strategic goals for all users focused on KPI execution at key accounts at the center of the solution
- One solution for all stakeholders includes configuration for each user profile from Executives to Brand Ambassadors.
- Embedded dashboards provide visibility to performance, actionable account level opportunity and sales data and other critical metrics for greater accountability and efficient operation

Results

- Saw immediate results from a highly focused, organized and motivated on-premise team
- Improved performance through ability to plan, execute and measure against their KPIs down to the key account level
- 2018 results of 9.3% growth compared to the same period the prior year
- 2019 Q1 trend continues with 11.2% growth compared to the same period the prior year
- Increased intelligence of sales and trade marketing organization driving more effective strategic programming
- Emboldened position with distributors and trade to elevate Campari to best in class supplier

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From a technological perspective, Campari employed a loosely-integrated mix of disconnected, home-built tools in Excel, and third-party applications. Using Diver software for sales volume reporting, Campari operated without any CRM tool or goaling solution. A largely underutilized TDLinx solution provided limited account segmentation capabilities prompting Campari to rely more heavily on distributors to self-report on qualitative execution activities such as cocktail menu features. The internal event management solutions utilized by Campari's agency resource captured event details but was not able to tie their data to account sales, or provide real-time visibility into what was being executed at the account level. Lastly, Campari used a spreadsheet-driven process to track on-premise national account authorizations and promotions without critical compliance and sales data at the outlet level. All of these processes were time-consuming and prone to error and didn't deliver the detailed analysis the company needed to grow strategically in the on-premise.

The decision to source a better, end-to-end platform for Campari's on-premise sales and trade marketing management came into acute focus upon the hire of 35 new, on-premise strategic account specialists who were hired to actively engage specific target independent accounts and drive execution of strategic programs and activities, as well as an increased focus on strategic on-premise national accounts.

Campari Sales Management understood that they would need to achieve better account segmentation and targeting, goal-setting focused on strategic KPIs with metrics against the leading indicators of success, and improved visibility into all activities for their strategy to succeed. They sought a solution to improve planning, execution and management of all their activities without the need for each field sales person to plough hours of each work-week into spreadsheet management. They wanted the ability to derive metrics, reporting and analytics which could be efficiently shared between their teams, executives and corporate/distribution partners all from a single-centralized, web-accessible platform.

Solution

After determining that the CRM provided by their accounting ERP provider was not fully up to the industry-specific needs of a leading beverage alcohol supplier, and lacked the integration of distributor account level sales data, Campari America selected and implemented GreatVines Sales Execution Platform in 2017. With GreatVines deployed for desktop and mobile use, Campari was quickly able to establish and manage a robust methodology to drive their on-premise initiatives including strategic goals for each member of its on-premise strategic accounts team. The automation of these processes enabled salespersons to plan, execute and measure against their KPI goals by account and product.

The powerful tech from GreatVines delivered convenient dashboards configured for each user's role. The dashboards delivered recaps of performance against stated goals, specific and actionable account

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opportunity information, sales results versus activity and other critical metrics needed to enforce KPIs all within the application.

Results

The GreatVines solution delivered the tools needed to execute their on-premise strategy with precision and scale. The solution provided immediate visibility to all stakeholders and improved Campari America's ability to not only set brand building, leading-indicator-based goals for sales and promotions activities, but drive the execution and measure the results in real-time. This yielded substantial positive results for Campari America.

As has been widely reported in industry media, Campari America has reaped the benefits of more strategic, managed brand building efforts using their GreatVines solution. Shanken News Daily wrote on November 6, 2018, "Campari posted a 4.3% organic increase in its U.S. sales in the nine months through September, representing the first three quarters of the company's fiscal year." Campari's own press release noted that the Americas accounted for 43% of all sales in 2018 which represented the biggest region of growth for the brand, jumping 9.3% over the same period the previous year.

2019 has shown the same trend with the company reporting their largest market, the US, up 11.2%. The company noted double-digit increases in the country for the Grand Marnier, Wild Turkey, Aperol and Campari brands.

Campari sales leadership reports much more effective utilization of salesforce time thanks to the process automation and easy access for all system users to centralized data which helps account for the greater levels of sales productivity and overall market growth of the brands. The improved way of working has impressed distributor partners and given Campari preferred supplier status and more meaningful relationships across the trade. In addition, they plan for further collaboration and extending their key account execution programming across their entire distribution network.

"As we achieve objectives, we are able to see the velocity for an Account, what Compliance looks like, and make sure we have the right product in the right place at the right time."

— Rick Monkarsh, General Sales Manager On-Premise