



Cervejas de Mozambique Increases Call Compliance to More Than 95% With the Support of JustEnough Mobile Sales Force Automation

Industry

Beverage Distributor

Challenges

The Republic of Mozambique lacks infrastructure and its labor resource pool is limited. Cervejas de Mozambique, the country's bottler and distributor of SABMiller beer products, sought a solution that could help it continue to grow and meet its business objectives despite these challenges.

Solution

- JustEnough Mobile Sales Force Automation

Results

- Increased call compliance to more than 95 percent
- Improved its ability to measure and analyze sales drivers
- Increased visibility into on-shelf availability of products
- Enhanced sales and increased its insight into price-change impacts
- Improved customer-service levels

Cervejas de Mozambique is a subsidiary of South African Breweries. Established in 1995, the company bottles and distributes SABMiller beer products, including Manica, Castle Milk Stout, Castle Lager and Barons, to more than 2,000 restaurants, grocery outlets and convenience stores located throughout the Republic of Mozambique. In addition, Cervejas de Mozambique operates three of its own breweries and one bottling plant.

Facing Challenges in an Emerging Market

For Cervejas de Mozambique, the challenges it faces as an adult beverage distributor in Mozambique are significant: A 20-year, on-and-off-again civil war has left the country with poor infrastructure for businesses, as well as citizens who often lack skills and education.

“Our skills and labor resource pool is quite limited,” said Fernando Madeira, head of new business development, Cervejas de Mozambique. “This is compounded by the fact that Mozambique’s gross domestic product is one of the lowest in Africa, which serves as an indicator of the standard of living here. While the opportunity to grow is ripe in Mozambique, these are our most pressing challenges as a company that’s working to become more efficient in an emerging market.”

Gaining Visibility and Real-Time Access to Mobile Sales Data

While Mozambique is not an extraordinarily large country, its oddly shaped borders, diverse geography and sparse population make it necessary for Cervejas de Mozambique to rely on its mobile workforce to deliver beer products to customers located throughout the country.

In order to grow market share and better compete, Cervejas de Mozambique needed to improve sales and enhance its customer-service levels, according to Madeira. Access to real-time, accurate data from the field was crucial, which meant investing in advanced technology to help the company gain a higher level of visibility into its mobile workforce.

As such, Cervejas de Mozambique set the following objectives it wanted to satisfy with the support of new technology:

- Improve the ability to measure and analyze sales drivers
- Better understand on-shelf availability of products across channels
- Gain insight into how price changes impact sales
- Re-structure the mobile sales teams to drive efficiencies and improve performance
- Significantly improve customer-service levels
- Make more strategic management decisions based on data from the field
- Gain knowledge of competitive positioning and strategies while keeping informed about competitor tactics in the marketplace

Looking to JustEnough Mobile SFA to Achieve Business Goals

To help it achieve its business goals, Cervejas de Mozambique’s parent company, SABMiller, suggested that it look into JustEnough Software’s

Mobile Sales Force Automation (Mobile SFA) solution.

“SAB Miller’s success using JustEnough Mobile SFA in other countries gave us the confidence that it would work for us, too,” Madeira explained. “We learned that through the use of the solution, companies like ours are able to increase sales and improve customer service dramatically. This is because JustEnough Mobile SFA is proven to help better manage mobile sales teams, enhance customer-call planning and performance, as well as improve mobile sales-order placement and execution of marketing plans in the field.”



Achieving User Acceptance and Improving Call Compliance in Phase 1

Cervejas de Mozambique opted for a phased approach to implementing the JustEnough Mobile SFA solution across its business. The first part of the project focused on rolling out the software and hardware to approximately 20 mobile sales representatives located in the southern region of Mozambique, which took approximately six months to complete.

“For the first phase of the implementation, we really wanted to focus on improving our call scheduling capabilities with the goal of increasing customer-service levels,” Madeira said, adding that the company’s mobile workforce took to the solution almost immediately.

“Our field-based sales associates have embraced the solution as an opportunity to shine and excel. In the past, their performance was based on subjective measurements. Now, they are evaluated

based on transparent and data-driven results. We also use the JustEnough solution to drive incentive programs to keep our mobile workforce motivated to improve service to existing clients and to engage with prospects," he said.

Cervejas de Mozambique was impressed with the role JustEnough played throughout the solution implementation.

"Phase one of the mobile technology rollout was thoroughly planned and scoped in advance," Madeira noted. "The JustEnough team that supported us was enthusiastic and extremely helpful along the way. Since going live, we've experienced nothing but stability and reliability using the JustEnough Mobile SFA system."

Increasing Call Compliance By More Than 95% With New Technology

JustEnough Mobile SFA gives the company's mobile workforce a more structured approach to customer calls. It emphasizes the steps necessary to complete a perfect call and also educates Cervejas de Mozambique's mobile workforce about sales drivers and how they impact trade.

"Prior to use of advanced mobile technology, our call compliance was very poor," Madeira explained. "Today, our call compliance is at more than 95 percent. This is a huge improvement and we could not have achieved this goal without the support of JustEnough Mobile SFA."

Leveraging the Call Scheduling functionality of JustEnough's solution has enabled Cervejas de Mozambique's mobile workforce to plan their days, weeks and months – taking into account call cycle profiles, route plans and required sales activities. The solution automatically links to the best route on a map, thus minimizing sales representatives' travel time. And, JustEnough Mobile SFA learns from actual call behavior and provides Cervejas de Mozambique's management team with feedback and suggested refinements to further improve sales.

Gaining a Competitive Advantage; Planning for Phase 2

Phase two of the JustEnough Mobile SFA solution is currently underway. Cervejas de Mozambique plans to roll the solution out to its remaining 20 mobile sales representatives in the northern region of the country. It also plans to capitalize on its use of the solution by acquiring some of the additional functionality already available within the mobile solution.

"The second phase of the JustEnough Mobile SFA rollout will focus on improving sales-order generation at the point of purchase, as well as enabling us to track product consumption and stock levels in the on-premise segment," Madeira said.

Putting a greater emphasis on the most profitable opportunities and building sales force skill sets while identifying performance gaps are areas that Cervejas de Mozambique plans to tackle during the second phase of the JustEnough rollout. But for now, the company is pleased with the results it has achieved to date.

"JustEnough Mobile SFA truly gives us a competitive advantage," Madeira concluded. "We now understand the extent of our competitors' penetration in the market. Knowing how they price their products and what their on-shelf availability is enables us to formulate a counter strategy to influence our presence in certain retail outlets. In addition to growing our market share, we can also reformulate our route-to-market to these customers. This wasn't possible before we installed new mobile technology."



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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.