

Major Manufacturer Gains Field Productivity and Increases Profitability

OVERVIEW

Our client, a major manufacturer, was struggling with low productivity in the field with their incumbent provider. Territories were not balanced between urban and rural areas, so no consideration was given to distance between stores. Instead, territories were divided equally by size and all carried the same quarterly store visit goal. Additionally, there was little monitoring of activity cadence or productivity, and salaried reps were consistently self-reporting close to 50-hour workweeks.

ACTIONS

MarketSource immediately began optimizing the territories by re-tiering the stores and assigning specific requirements based on volume and performance opportunity. Territories were then analyzed and customized according to retailer makeup, resulting in a territory strategy to drive for results.

Next, we assessed the workload of full-time reps based on a 40-hour workweek, incorporating drive time, training time, and in-store time. We found that the reps were being utilized at 122% of capacity, meaning they could not effectively accomplish their work within a normal workweek. Using our proprietary process, the territories were aligned so reps were scheduled to 92% capacity, allowing them some flexibility in responding to market needs and reducing administrative task time.

Additionally, rep store visits are now scheduled for them, ensuring that stores are hit on a priority basis and allowing quality time in stores. Traffic patterns have been worked into the schedule to ensure reps are able to maintain 8-hour workdays.

RESULTS

Results have been significant. The average number of hours the reps spend in stores each week has improved by 20% and the average length of a store call has increased by more than 18%. Our client reports exceeding their sales goals with the increased productivity. Their calculation of profitability improvement from these changes is close to 45%.

