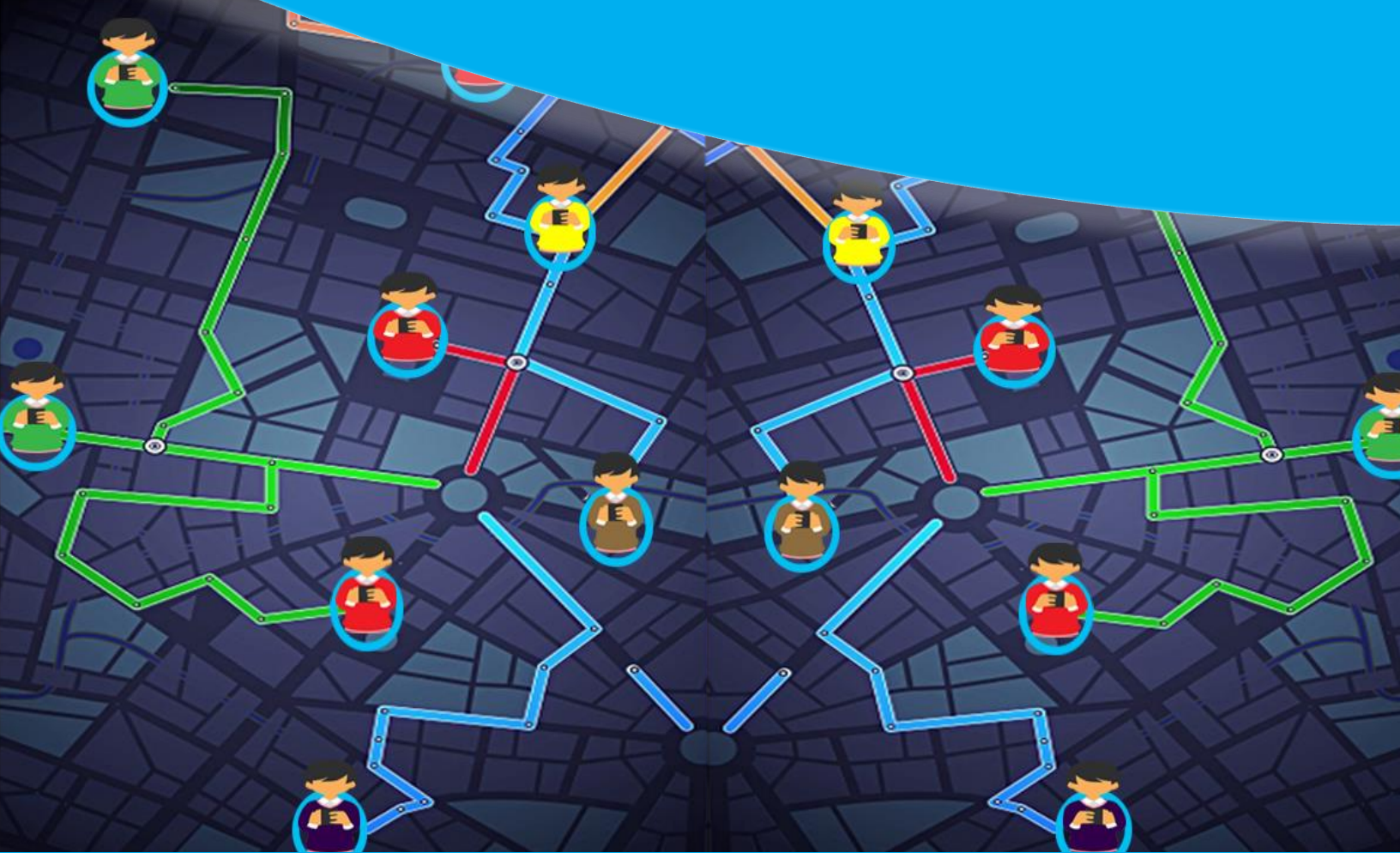


Case Study

KP Factors

Perform Bigger, Better, Faster



KJS Cement achieves 30% improvement in field workforce productivity and 15% cost savings in field operations

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CHALLENGE

KJS Cement is a new entrant brand in cement with market spread over large geographical area. KJS Cement manages its vast market via a spread-out field workforce over 4 large states of India. The nature of business, which is highly decentralized and not digitized, requires empowered workforce carrying out a variety of functions in field for its success. A distributed sales & marketing team spread over vast geographical area in a completely non-digitized operating environment, required careful coordination and management of field operations. This posed several challenges:

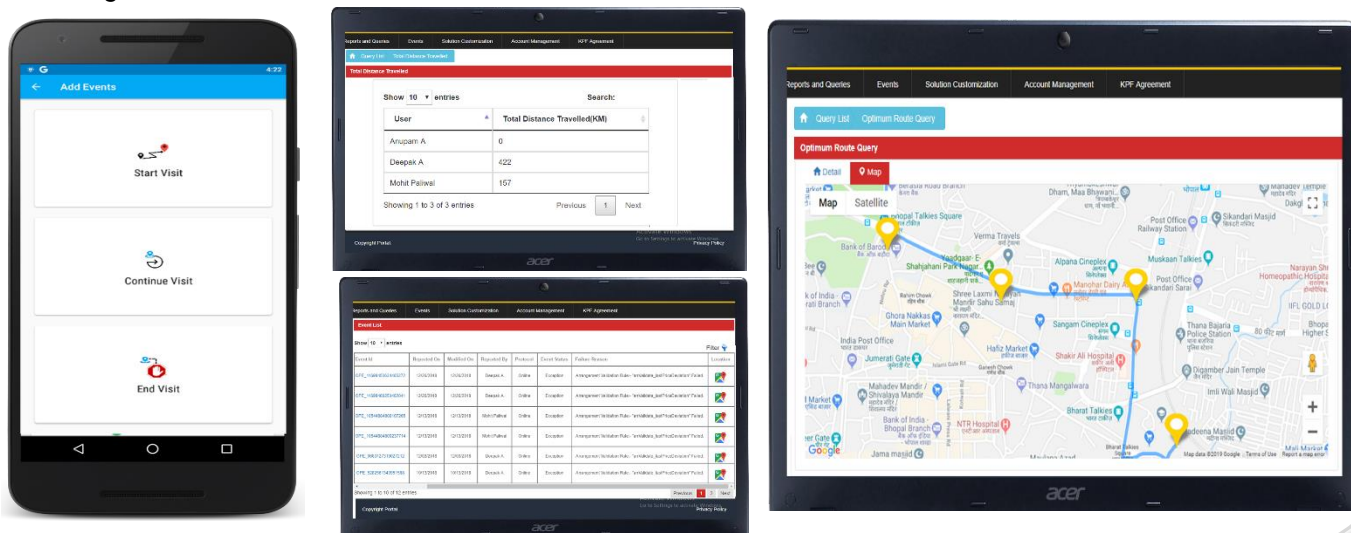
- Often lack of real time information hampered ability to control field operations. This resulted in lack of proactive control.
- The supervision costs were high, and it usually relied on retrospective information served via manual feedback in form of unstructured data such as messages, calls.
- Though structured data formats were used via pre-defined excel reports, it was a challenge to collate information, spot missing or erroneous information. This led to loss of productive hours.
- A large amount of time which managers would otherwise spend on strategic issues was spent on operational aspects. This was a considerable productivity concern.
- The veracity of data was often a concern, it could not be guaranteed that field visits actually took place. This led to further costs of supervision as processes had to be established to verify the authenticity of data and verify that visits actually took place.
- Additionally, non-quantifiable issues included: managers felt overwhelmed with vast amount of data thrown at them, audit history was not easily accessible, lack of compliance monitoring led to general lowering of standards in reporting.

BENEFITS

- Estimated 24 hours per day of supervision hours were saved per day in verifying that visits took place in itself from a pool of 16 region managers, thus delivering about 480 hours of supervision hours saving per month.
- With ability to view real time event reporting status of their staff, middle managers were able to improve speed of operational decisions (for ex, by knowledge of where a person visited today, raise relevant questions/decisions for that region).
- With summary data access available to management at various levels, the communication quality between layers of management improved, no longer it focused on taking operational status as it was readily accessible, instead communication focus moved to strategic issues.
- Knowledge of the fact that robust monitoring systems were in place, compliance of field personnel in visits and timely information reporting improved by 40%. More number of error free and timely reports were now available by self-regulated & compliant work force.
- Immediate access to audit history, reports online such as KYC for customers improved customer satisfaction- now any employee could access past records of a particular customer quickly even if new, since audit records of past history was readily accessible for past visits by other field personnel.
- Employee satisfaction improved besides compliance too. Management could now recognize employees providing high number of productive visits by accessing audit history on demand.
- This addressed a significant pain point of senior managers who could now focus their attention on strategic decisions rather than operational issues such as using other measures to encourage field users to diligently report timely, accurate and regular data.

SOLUTION

KP Factors provided Outreach - The comprehensive market intelligence and field automation/compliance tracking solution which comes with BizFactors mobile app to automate all aspects of consumer surveying, B2B opportunities/sites and lead tracking in real time.





About Customer

KJS Cement is a leading cement brand in central India which has been expanding its footprint in market via an expanding distributor network, new sales regions and, with it, a growing field workforce. This required establishing a robust, easy to use and scalable process to manage field force operations. Additionally, it needed a mechanism to ensure process is self-regulating so far as possible to ensure valuable management time is not wasted on operational monitoring issues.



Mr. Sunil Gupta
CEO, KJS Cements Limited

“Our field operations have displayed tremendous gains in productivity. In no small measure, we acknowledge, it is down to us implementing robust but very easy to use automated processes powered by KP Factors provided Outreach solution. They have been a responsive partner, listening to us carefully and aligning solution to our needs with dedicated support.”



Mr. Rajesh Khanna
President- Marketing & Logistics

“The amount of time my managers had to spend following up with field staff before we implemented field automation with Outreach, was energy sapping. It was leaving ever reducing bandwidth for matters that really needed their attention. This is not even including the supervision resources we had to allocate to ensure our field processes are regularly monitored and function like a well-oiled machine.”

How it all started

KJS Cement has been constantly expanding its distribution network and growing into new sales regions. This required significant dynamism in the field processes since new field work force had to be allocated, enabled, while existing field personnel would have new reporting lines and allocations. This constant state of flux had to be balanced with need to ensure productivity from field operations is not compromised. This in turn meant robust compliance monitoring and managing limited resources who would be best utilized in customer facing activities rather than supervising internal field workforce. The field operations for a geographically spread field workforce is a critical success factor for a distribution centric sales operation like KJS Cements. This was recognized by KJS Cements management who keenly sponsored process automation, resulting in self-service centric field processes at all levels.

Problem Solving Approach

KJS Cement defined priorities for field operations including functions, monitoring metrics, integration to SAP system etc. Following defines the key areas addressed:

- The approach was function driven, i.e. first the priority functions to be automated were rolled out.
- Once functions were automated, veracity and validation related criteria were defined so as to ensure the data being reported is reliable for decision making.
- Once these measures were in place, emphasis was laid on aligning user experience via mobile apps to the field workforce expectations.
- With basic ingredients of adoption in place, compliance monitoring functionalities which were implicit and did not require any changes in user experience were introduced. Thus, ensuring compliance monitoring becomes a seamless addition to the automated processes.

Who was involved?

The project required involvement of marketing and sales teams at all levels. With geographically spread field workforce, with management sponsorship and KP Factors support, change management could be effectively done.

Customer experience officers from KP Factors were involved in close working relationship with field coordinators from KJS Cements who constantly fed requirements and change requests for solution alignment to KP Factors.

As approach details, the solution adoption itself was a process with compliance monitoring a fall out of the automated functions.

The monitoring functions by itself were defined by working in close coordination with KJSC management appointed project coordinators who ensured compliance monitoring is aligned to KJSC needs.

What was done?

KP Factors Outreach solution was aligned by introducing several reports which provided information like, distance travelled by a field staff in a date range, actual positions relative map via geo tagging, route taken event viewing screens etc.

In addition to customer facing reports and queries, new platform features were introduced that helped customer view an employee functions in an entire day with route information, covered distribution areas, functions performed, successful events reported etc.

Future implications

The compliance monitoring functions have already served a key purpose- establishing a self-regulating and monitoring culture amongst field employees. However, implications for wider applications are significant- expense auditing is being supported via automated reports available in the platform, employee performance assessment related processes are being evaluated to further enable integration to HR modules within the company. Perhaps most significantly, it has unleashed a belief system that any number of sales functions can be automated via the Outreach solution confidently with the knowledge that compliance monitoring processes are robust, scalable and can easily be extended to any such new sales & marketing field functions.

KEY COMPONENTS

Outreach- Market Intelligence and field automation

KP Factors Business Solution Pvt Ltd.

We are a product development organization, disrupting business solution space by delivering ready to use business applications for our customer's Field Automation & Intelligence problems.