

Trade Promotion planning in a Traditional Retail setup

Index

1 Abstract	2
2 Traditional Retail Setup in India	3
3 What is Trade Promotion Management?	3
4 Trade Promotion - Process Steps.....	4
5. Company under Study: A CPG Company based out of India	6
6. Trade Promotion Processes at the company and Industry Best Practices.....	8
7. As-Is Vs To-Be Process Summary:.....	17
8. Concluding Comments:	18

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Abstract

CPG companies today need various innovative ways to track data in an efficient and reliable manner. In this paper, we suggest diverse data tracking ideas and also provide case study of a CPG company from India which is currently implementing these ideas to increase its ROI. But, before we deep dive into that, we would also present our views on Trade Promotions Planning in a traditional retail setup.



Traditional Retail Setup in India

...Key Features...

Organized Retail: The sale of goods through a coordinated structure

Typically these are chain stores and are managed by Corporate or Cooperatives. For Example, Big Bazaar in India

There is generally a standard format of presentation of goods. Such chain stores may span across multiple locations.

Unorganized Retail: The sale of goods at has no coordinated structure.

The administration is typically at the store level. These are referred to as "Mom and Pop" stores.

These are typically stand alone stores with no specific format. In some cases, they also may have multiple stores at various locations.

The percentage of un-organized retailing in the form of typical mom & pop stores are considerably higher. Organized retailing is often less than 20% in most of the SAARC countries.

- Tertiary or Point of Sale Data (POS) is not available to the manufacturers either directly or through syndicated data sources like IRI or ACNielsen.
- Most of the planning happens on the basis of secondary sale data as the tertiary sale information is not available.
- Stocks pass through multiple hands including a stockiest, distributor, retailer etc, before it reaches the final consumer. India doesn't have distributors who have a national reach and is dominated by the local players.

What is Trade Promotion Management?

...Market to your Trader too...

Trade Promotion is the practice of offering business incentive to trade or channel partners to provide impetus to sales.

The ability to measure consumer lift, associated cost and the resulting impact on consumer, retailer and channel partner relationships encompasses management of "Trade Promotion".



Being the second largest expense component after cost of goods sold, trade promotion presents a huge opportunity for companies to manage cost and hence improve their working capital and shore up profitability. Growing retailer sophistication, new regulatory compliance and an increased demand for consumer value adds further intensity to the already complex trade promotions.

- Source: Wipro TPM CoE

over the buying decisions of consumer is very high. More than 80% of the consumers still purchase goods over the counter where the retailer physically picks up the product and then gives it to the consumer.

A retailer can easily influence a consumer to buy a given product. The manufacturers realize the hold of these retailers as opinion leaders or influencers. Thus to woo them, trade promotions are given more focus.

Trade promotion spending is typically higher than the consumer promotion spending even in the emerging markets.

Relevance of TPM in a traditional Retail Setup

TPM is equally relevant in countries like India as these have a traditional retail setup where the influence of the retailer

Why TPM?

- § Trade spending is the second largest expense next to cost of goods sold representing on an average 15 to 25% of revenue
- § Over 70% of CPG companies do not capture the data to measure the effectiveness of Trade Promotions
- § 53% of marketing spend constitutes of Trade Promotion

- Source: HPM Survey, AMR Research, Cannondale Survey

Trade Promotion - Process Steps

4.1 Pre-Analysis Process:

Focuses on analyzing the promotions and the sales forecasts for the promotional period.

Analysis of sales trends in conjunction with the promotional activity over the previous years is also carried out.

Also involves prediction of uplift for the promotions planned. Uplift predicted by various plans are compared and a set of promotion plan is chosen for execution.

4.2 Planning & Budgeting Process:

During the planning stage, sales volume and spending levels are set. Typically, the number



and type of promotions are decided in the previous phase and a plan for execution is put in place during this stage. This information is created and delivered to the sales managers to facilitate specific event planning. Budgets are determined at brand level.

4.3 Execution & Tracking

The sales men receive the promotion plan from their respective sales managers and plans the store visits. During these visits, the field sales representative presents the promotions to the retailer and attempts to sell additional stock, banners, displays and coupons to support the promotion.

Once the promotion is executed, the sales men also checks if the promotion material is in place as per plan. In case of any deviation, he brings it to the notice of the retailer. Sales men also assist the sales managers by gathering information on the competitive activity happening in the market.

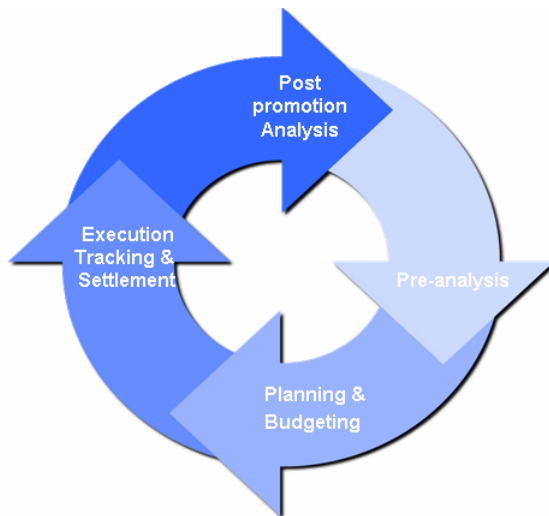


Figure 1: Trade Promotion Planning Process

4.4 Post Promotion Analysis

Post promotion analysis forms the foundation of all the performance analysis that is linked to all TPM functions and even external data sources. It is the central repository for all intelligence gathering about trade promotion. Post-evaluation understanding gets directly incorporated into promotional planning; creating a beneficial feedback loop which, over time, should improve decision-making.

Trade Promotion Process in a traditional setup

The Trade promotion process in a traditional retail setup is very different from the standard process explained above. This is mainly due to the lack of quality data for analysis.

We have studied a leading consumer based company in India to understand their planning and promotion management process. This paper would detail out the difficulties faced and steps that can be taken to overcome these difficulties. The following are the key differences observed:



- Large Manufacturers have embraced the concepts like ERP applications, CRM systems to capture and analyze data. The smaller players have to do a lot of catching up. This makes planning and execution of promotions very difficult.
- The systems that are in place are tightly integrated. Thus data is present in various application silos making it very difficult to analyze. Analyzing promotion effectiveness would entail data from various systems and is almost impossible with the current IT setup.
- The retail format is very primitive and unorganized where many companies still measure the effectiveness of promotions by using the supply data to their distributors not even retailers.
- Most of the sales information capturing tools is manual hence assimilation and manipulation of this data becomes a humongous task.

5. Company under Study: A CPG Company based out of India

The CPG Company under study has a significant and profitable presence in the branded retail market of toilet soaps, hair care soaps and baby care products.

5.1 Traditional Retail Channel

The analysis presented in this paper pertains to the toilet soap category of CPG Company that is based out of India. There are five factories that produce popular soap for the Company which is based in the Southern part of India. The stocks from these factories are routed to the distribution hubs across the country. For example, there are four such hubs in the state of Andhra Pradesh. These hubs carry the bulk of the stocks for the CPG Company. The stock is then moved to smaller depots typically located in various zones based on the primary sales from these depots. On sale (primary), stocks are transferred to the area stockiest, who then sells to the retailers (secondary sales).

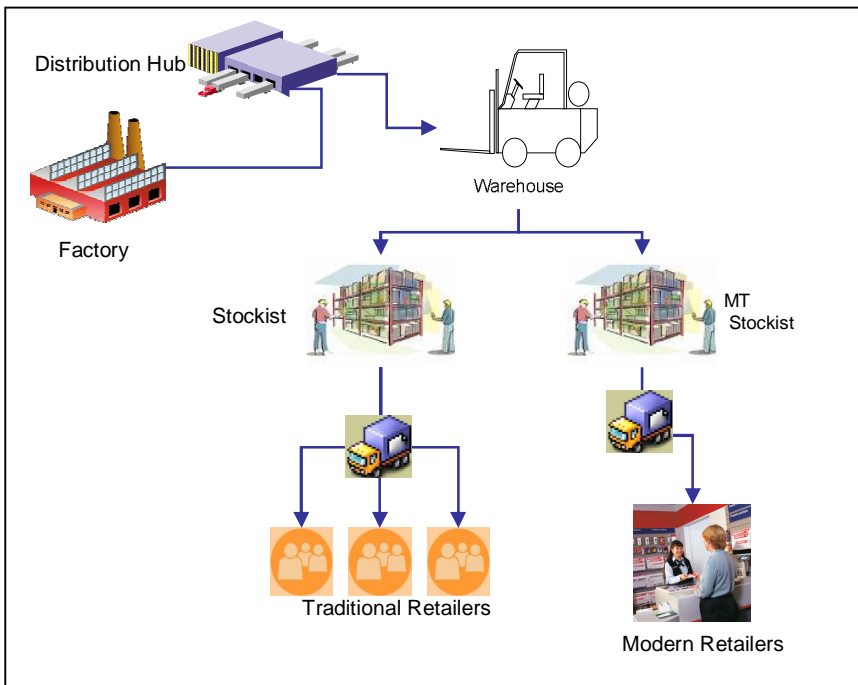


Figure 2: Stock Movement at the CPG Company

5.2 Modern Trade Channel:

Modern trade as the name indicates refers to the modern day retailing. Modern trade as opposed to traditional retail refers to a full range of sales methods based on marketing techniques, for e.g. The customer can touch the articles and compare features of different brands having access to shelves before making a purchase. Typically, a few articles will be offered at rock bottom prices with much publicity in order to attract as many customers as possible.

There are 2 segments in Modern Trade:

- B2B (Business to Business) segment: In this case the supply is directly from depot to Store. There is no Distributor. For Example, METRO
- B2C (Business to Customer) segment: In this case the supply is through Dedicated Distributor. Example: Big Bazaar, Reliance Store, Spencer's

Generally, larger pack SKU's are promoted in Modern Trade, e.g. discounts offered to a Pack of 4 soaps wrapped together. Other methods used at Modern Trade are that of Gondola Branding¹ and Floor Stacking Space² with Merchandiser or sales promoter being chipped in some places. In the case of a B2B customer, stocks are dispatched directly to the customer warehouses thereby eliminating the role of a distributor.

5.3 Key Stake-holders on the field:

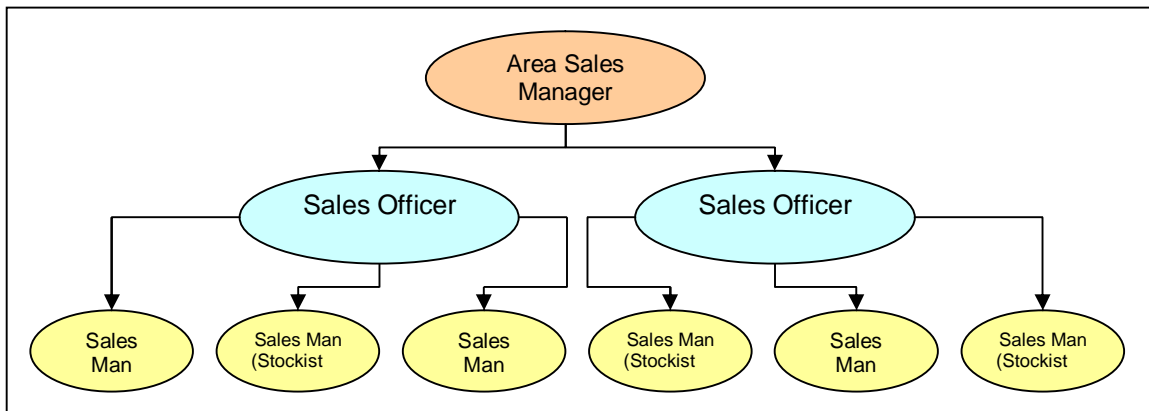


Figure 3: Sales Hierarchy at Company

Every state is divided into many sales areas. Every sales area is headed by an Area Sales Manager - ASM. Typically, major districts of the state are considered as a Sales Area. Wherever, the modern trade is prevalent, we also have an additional ASM exclusively working for Modern channel. He has a set of Sales officers to liaison with the Stockiest. Every sales officer has a set of sales men to carry out the day-to-day sales. Stockiest also has his own set of sales men whose salaries are reimbursed by the CPG Company. On a typical

¹ Gondola Branding: A free-standing shelving unit forming an island for displaying goods in a supermarket or other self-service shops. They are the most profitable shelves for the supermarket.

² Floor Stacking Space: Pre designated areas for stacking products on the floor. These are also created as islands on the retail floors to gather attention of the shoppers. Usually products under Consumer promotion are stacked this way. The manufacturer has to pass on some benefit to the retailer as well to hire this area.



sales beat (route taken by the sales men), two sales men (one from The CPG Company and other from stockist) reach out to all the retailers in their regions with a load of the best selling soap.

5.4 Promotion Types:

The company practices both consumer promotion and trade promotion. Let us look at the variants of the each of the types being executed.

■ Consumer Promotion:

Only two consumer promotions are executed every year. One is executed during April-May and other during Nov-Dec timeframe. These have been historically executed every year and have proved successful for the company. They are:

- 15g extra on every 100g SKU
- Free pen for every 2 nos of 100g SKU

■ Trade Promotion:

All the trade promotions are executed in a tight budgetary control with fixed expenditures on a per-case basis. The type of promotions may vary but the total outgo at per case level is always constant ('x'% of MRP). Sales Managers are allowed to choose any type of promotion as long as they are within those limits. A few prominent types of trade promotions that are executed are the following:

- "Dream House" scheme: A bungalow is gifted to the retailer with highest sale. (Wholesale not included)
- Star Nights – Retailers are invited for a party night with movie stars
- Fun Trips for Retailers – Retailers are taken to popular tourist destinations like Goa
- STAR scheme for selected outlets – Display promotions are executed for select STAR outlets. A quarterly sum is paid to the retailers for the display space.
- Lucky Draw coupons
- BLITZ programs – Gold/ silver coins are given to retailers for booking every sale order containing 'x' number of cases
- Dealer Display contests

6. Trade Promotion Processes at the company and Industry Best Practices

6.1 Pre-Analysis at Indian CPG Company:

The previous section of this paper explained the types of promotions in the company. The same types of promotions are executed year on year. So, there is not much of analysis that goes on as to which type of promotion yields better results. Most of the promotions are repeated at pre-fixed intervals; generally every year.

Hence pre-analysis in the truest sense is not carried out.



Best Practices for Pre-Analysis:

- Use Retailer Cards: Ideally, forecasts based on previous period's tertiary sales data should be used for pre-promotion analysis. In a relatively un-organized retail setup, in the absence of third party syndicated data providers, tertiary sales data can be gathered with the help of "Retailer Cards". (Retailer Cards are explained later as a part of Best Practices for Execution & Tracking)
- Decide on analysis of Key figures: Key figures should be pre-decided to select promotions from the list of possible options. For example, Return on Investment (ROI) could be one key figure that can be used for selection. For example, all promotions with predicted returns of more than 40 % would be selected for planning.
- Discounts for Data Sharing: Also when dealing with Modern Trade, Data Sharing Agreements (illustrated ahead) could be signed with the retailers. Special discounts can be offered to modern trade channel for providing the POS data. These discounts should be structured on a periodic basis so that they do not end up being offered as guaranteed discounts to the retailers. The idea is to pay for performance and to do away with all guaranteed payments.
- Get Frontline Estimate: A good method can be to develop a general plan for executing promotions for the year and then taking the frontline's expectation of sales based on the promotion type for that SKU outlet wise. A well maintained "Retailer Card" can be a good tool for the same. e.g. "TSI to do outlet wise" "ASM to do TSI wise" "RSM to ASM Wise" "NSM to do RSM Wise" and then calculate the ROI for a promotion.
- Key figures for new product promotions: Typically for new product introductions, most profitable product/ SKU / category, ROI may not be an appropriate selection criterion. In such cases, appropriate brand visibility measures can be devised. Even predicted sales could be a simple key figure for selection.
- Insights from analysis: Key points from the post-promotion analysis conducted during the previous period could give valuable insights into what type of promotions are working for a given product. That could end up being a key criteria based on which the promotions are selected for budgeting.

6.2 Promotion Planning (As-Is)

The main (in fact, only) objective of all promotions for this CPG Company is to provide a quick blip in secondary sales by pushing the stocks out to Retailer. The thought is that if retailer is sitting on huge stocks, he is always motivated to sell more. The following are the key planning aspects for promotions that are carried out by the company.

- "Dream House" scheme: Plan for eligibility criteria for the scheme and choose the property based on the budget planned
- Star Nights: Selection of stars based on the preference and planning for the timing of the show
- Jolly Trips: Plan for eligibility criteria for the scheme and choose the location and travel arrangements based on the budget planned
- Lucky Draw coupons: Timing and area where the lucky draw should be executed

In all the above schemes, tertiary data should be the measurement criteria for performance



evaluation.

Budgeting for BLITZ Promotions:

- Two movie tickets for a purchase of 'X' cases in a week.
 - Cost of 2 tickets = $X * (N\% \text{ of MRP})$
- 5g Gold/Silver coin for a purchase of 'Y' cases in a week.
 - Cost of gold/silver coin = $Y * (N\% \text{ of MRP})$
- Typically these gold/silver coins are given as a part of BLITZ campaigns executed nationwide.

Display promotions

- Region-wise budgets are allocated for display promotions. ASM (Area Sales Manager) in discussion with SO (Sales Officer) decide on the outlets where these promotions need to be executed.
- Display promotions are also carried out in select outlets (classified as STAR outlets). A sum of Rs 200 – 400 per quarter is offered to STAR retailers for shelf space with promotional display.

Region	Hyderabad
Product Category	XYZ

Zone	Outlets	Budget
Zone 1	200	300000
Zone 1	220	400000
Zone 1	322	500000
Total	742	1200000

Figure 4: Sample zone-wise budget allocation

Best Practices for Planning & Budgeting:

- Top-Down Planning: A strategic group should operate out of company's head quarters, which does a top-down planning at the country – product category level.
 - Strategic Plan: This strategic plan would talk about the overall growth plans taking into account various factors like GDP, inflation, monsoon etc.,
 - Brand Growth Plan: Brand managers work on this plan and dis-aggregate the category level information to brand level. In order to achieve the overall growth projection of the category, every brand manager is given a growth target. Brand manager decides on the types of promotions that need to be executed to achieve the target.
 - Sustainable profitability: Apart from the top line growth, a sustainable profitability

should also be criteria that should flow down the system to all the managers.

- Final Dis-aggregation: Trade marketing managers dis-aggregate the plan to the customer – Channel level. In a developing economy like India, the Modern trade would be one of the prospective growth channels. Whereas, in developed economies, online sales could be the growth engine. Similarly account manager plans for regions and accounts.
- Avoid Repetition: Variety always excites the market. The same kind of promotions year after year would result in predictive behavior. Promotions should be given with a definite objective and not because retailers or consumers are used to getting a particular type of promotions year on year. This stands true for all kinds of promotions including rebates, displays, gondolas, consumer promotions etc.
- Differentiate Traditional Vs Modern: Modern retail and traditional retail are to be handled differently for promotions. Traditional retail is more volume based whereas modern trade is more display and data sharing based. Usually consumer promotions are very successful with modern trade if accompanied by proper promotion communication.
- Standardize for all: Trade promotions should be more standardized to prevent undercutting across different channels.

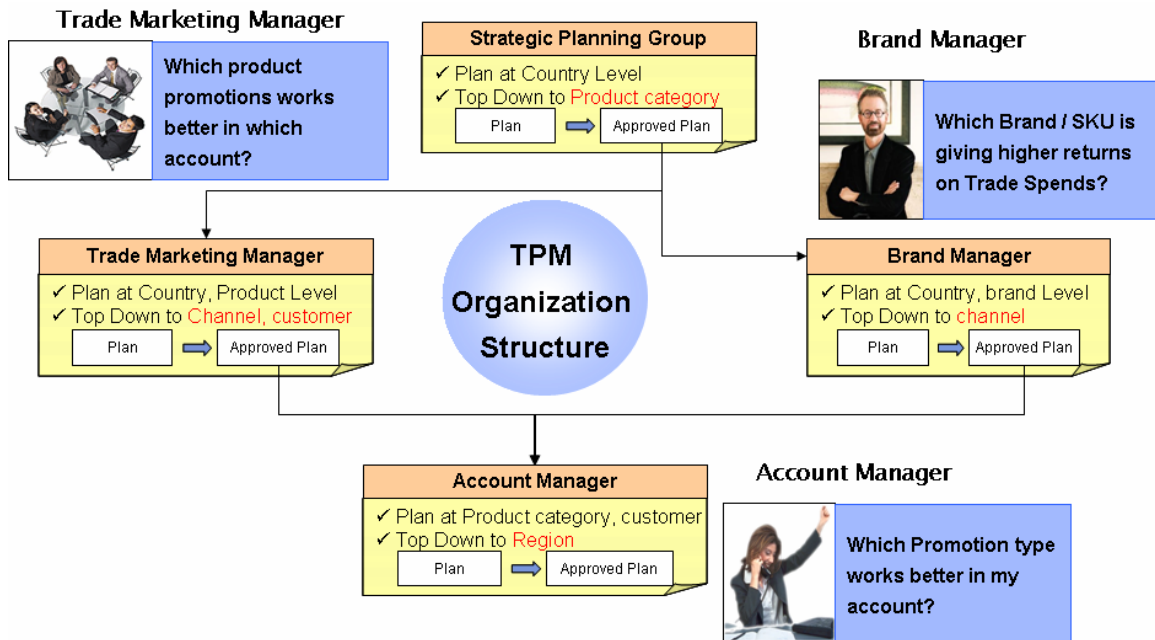


Figure 5: Top-down planning

6.3 Promotion Execution (As-Is):

- Sales officer accompanied by Sales Men visit the retail outlets on a periodic basis to replenish the inventory.
- Retailer and sales men negotiate on the quantity to be bought based on various factors including average sales, promotions etc.,



- Sale is made and the stock is transferred to RO.
- Stockist gives a credit of up to 15 days for the sale.
- Sales Officer during his visit the outlets also checks the following:
 - Disbursement of Gold/Silver coins whenever these schemes are executed.
 - Ensures that the cheques are handed over to retailer for the shelf place on promotion.
 - Verifies if the display promotions are executed as per plan and they are on display on the stores. But there are no records of the tracking done.



Retailer Secondary Sales Sheet

Region	Hyderabad
Product Category	XYZ
Stockist	ABC
Week	Period 32 , 2008

Retailers \ SKU	SKU1	SKU2	SKU3	SKU4	SKU..	SKU 'n'
Retailer 1	10	20	12	14	..	55
Retailer 2	20	24	15	07	..	65
Retailer 3	32	25	13	14	..	51
Retailer 4	12	54	78	98	..	102
Retailer 5	10	20	12	14	..	55
Retailer...
Retailer 'm'	22	18	14	16	..	66
Total Value	Xx	Xx	Xx	Xx	Xx	xxx

Figure 6: Sample Retailer Secondary Sales Sheet

Promotion Tracking (As-Is):

The company has a centralized SMS Centre which tracks the secondary sales volume & salesmen productivity on a daily basis. At the end of each day, every sales officer is expected to message the SKU wise total sales of the day to a centralized server. Each town has a unique identifier. At the end of every day, the sales officer is expected to furnish the details given below through Short message from his mobile phone:

Series 1:

- Date & Town
- Total number of Sales Men
 - Sales Men reported for Duty
 - Total number of calls made
 - Number of productive calls
 - Total Sales Value
 - Average Sales Value of the sales Men

Series 2: SKU wise sales figures for the town on the given date



Best Practices for Execution & Tracking:

- Confirm plans: Confirm/approve promotions, Initiate promotional contracts/get commitments, communicate promotional details to internal and external stakeholders
- Time it well: Place the order for promotional materials (Product Orders, POS Equipments/freebies orders) well in advance. Share promotion details like price, product information and get confirmation before the start of a promotional event.
- Use Retailer Cards: Tertiary sales information is the ideal parameter to take orders. A “Retailer card” given below might act as a good tool for the same. When the salesman visits the retailer, they could also ask for the current stock levels (in cases) and collate the information in an excel sheet. This sheet is typically called as Retailer Card.

Retailer Card

SO/Sales Man
Territory/Area
Route Name
Retailer name

Period/Date	P1/01.01.2008							
Promotion Number (to be referred from promotion calender)	x1, y1							
SKU	Stock	Order	Stock	Order	Stock	Order	Stock	Order
X50								
X100								
X200								
Y50								
Y100								
Y200								

Figure 7: Sample Retailer Card

- Granularity: Track sales for all channels/accounts at lowest level. Establish monitoring techniques to respond to fluctuations in demand
 - Collect POS Data at the outlet level
 - Track Shipment Data at the outlet level
- Collate Information: Information spread across all the retailer cards can be collated SKU/Region wise into consolidated Tertiary Sales sheet as depicted in the figure below.
- Modern Trade Channel Association: Companies can also get into agreements where they commit “Guaranteed Returns” from a dedicated area (be it per sq ft, total area or Gondola) given to them for display. This could mean savings also for a product that responds well to displays and promotions i.e. if the sales increase during promotions so would the return which will be closer to the “Guaranteed Return”.

Weekly Consolidated Tertiary Sales Sheet

Region	Hyderabad
Product Category	XYZ
Stockist	ABC
Route	X1
Week	Period 32 , 2008

Retailers \ SKU	SKU1	SKU2	SKU3	SKU4	SKU..	SKU 'n'
Retailer 1						
Retailer 2						
Retailer 3						
Retailer 4						
Retailer 5						
Retailer ..						
Retailer 'm'						
Total Value						

Figure 8: Sample Tertiary Sales Sheet

Tertiary Sales of a Retailer during Period 'N'
= Secondary Sale (or shipment) to Retailer during period 'N'
+ (Opening Stocks of 'N' – Closing Stocks 'N')

6.4 Post Promotion Analysis (As-Is)

As tertiary sale or POS data is not available for analysis, primary and secondary sales data is used for analyzing the effectiveness of the promotions. This holds good for both consumer and trade promotion. The following are the salient features of this phase:

- As POS data is not available, Retailer stocking goes un-identified.
- Primary sales Data in the form of excel sheets is available with the ASM for each zone. Most of the post-promotional analysis happens by analyzing the primary sales data
- Promotions are executed in specific periods every year.
- ASM associates sudden spike in demand with the promotion being executed at the corresponding period. There is no scientific way or co-relating spike to the effect of promotion.
- Secondary sales data is available thru Wisdom project for selected zones. But they are still not used for post-analysis.

Secondary Sales Sheet - 2006

Region	Hyderabad
Zone	Zone 1
Product Category	XYZ

Period à	P1	P2	P3	..	Pn
SKU1	100	101	120	..	130
SKU2	90	120	85	..	110
SKU3	26	32	35	..	40

Figure 9: Sample Sales Sheet

Best Practices:

- Use Key Figures: As discussed in the pre-analysis section, a key figure should be pre-decided for all post-promotion analysis. For example, ROI could be one key figure that can be used for analysis. These key figures would help in bench-marking different types of promotions for different product categories.
- Document Results: All the promotion and related uplifts and ROI should be documented as a reference point to the spikes in sales. This will help in better Pre Analysis year on year.
- Use POS data for analysis: POS data can be approximated by the use of retailer cards. Thus all analysis that happens in advanced economies can also happen in this scenario. For example, ROI that considers that effect of Forward Buying, Pantry Loading & Cannibalization should be determined for effective analysis.

7. As-Is Vs To-Be Process Summary:

Process Area	As-Is Process	To-Be Process
Pre-Analysis	<ol style="list-style-type: none"> 1. Fixed promotions are run year on year 2. Fixed calendar for all the promotions 3. Pre Analysis is not done for individual markets 4. No Key Figures are used for analysis 5. Frontline estimates are not collected/aggregated 6. Post promotion analysis data is not available to enable a good Pre-Event Analysis 	<ol style="list-style-type: none"> 1. Vary the schemes based on the market conditions. 2. Fixed calendar of promotion should be there in exceptional cases otherwise promotions should be need based. 3. Pre Analysis is a must to weed out non-performing promotions. 4. KPI's must be decided beforehand. 5. Frontline estimates to be collected based on the changing promotion calendar. 6. Data to be captured to help Pre-Analysis.
Planning & Budgeting	<ol style="list-style-type: none"> 1. Only objective of promotion is stock loading at the retailer point to create secondary blips. It can create other problems in terms of hyped forecasts, increased cost of damages / returns etc. 2. Retailer Involvement schemes like Trips, Parties etc are used. 3. Display offered to Star Retailers 	<ol style="list-style-type: none"> 1. Other objectives should also be kept in mind while deciding the promotion plan e.g. Tertiary sales, competition, Brand Building, consumer involvement etc. 2. Retailer Involvement schemes would help increasing the loyalty among retailers. The Company should continue with it. 3. As in the case of secondary schemes, it should not become a norm and should have a success evaluation parameter.
Execution & Tracking	<ol style="list-style-type: none"> 1. Tertiary sales not being tracked 	<ol style="list-style-type: none"> 1. Sales force should be trained to use the Retailer cards religiously. It will help track the tertiary sales, which is very important to study the promotion effectiveness.
Post-Promotion Analysis	<ol style="list-style-type: none"> 1. Post promotion Analysis is being done at a primary sales level only due to unavailability of POS data 2. Promotions executed in fixed periods 3. No reference points used (available) and every blip in secondary sales associated with promotion. There may be other factors as well e.g. natural, seasonal etc. 	<ol style="list-style-type: none"> 1. Post promotion analysis should be done at Tertiary sales level with effective utilization of retailer cards. 2. Promotions should be as per need and objectives otherwise they lose their purpose. 3. Proper post promotion analysis with documented results becomes very important for the comprehension of sales trends.

8. Concluding Comments:

Traditional retail has been plagued by various constraints mainly due to lack of quality data for analysis. Due to lack of any analytical insights, funds are apportioned to all possible avenues of promotion. This has ended up being a vicious circle resulting in the following key disadvantages:

1. Fixed promotion calendar containing similar promotions are executed year on year.
2. The primary objective of promotion is stock loading at the retailer point to create secondary blips. It complicates the scenario through hyped forecasts, increased cost of damages / returns etc.
3. Pre Analysis is not done for individual markets and therefore funds are allocated to all the markets.
4. Sales estimates are not available from the frontline sales force as there is no documented data available.
5. Post promotion analysis data is not available to enable a effective Pre-Event Analysis

As evident through this paper, a lot of detailed trade promotion effectivity analysis is possible even in the traditional retail setup that is constrained with limited data availability. This constraint can be overcome by capturing the additional information in the form of closing stock while talking orders / stock delivery. Suitable manual/ IT systems can be devised to capture the closing stock information. Once this data is made available, point of sale data can be derived as illustrated earlier.

Once the POS data is derived, most of the analysis (both Pre & Post) that is done in the advance economies can also be done in a traditional system. The benefits of doing the above would be:

1. Manufacturers would be able to vary the schemes based on the market conditions and the response received last time.
2. Fixed calendar of promotion could be there in exceptional cases; otherwise promotions can be decided based on projected returns and effectiveness. Funds can be allocated only to the effective promotions.
3. Effective Pre Analysis can weed out non-performing promotions in the planning stage. Re-allocation of funds to those promotions that are working well can be done.
4. Planners would be able to target the right audience with right mix of promotions at the right time for maximizing returns.
5. Equipped with accurate tracking, Retailer Involvement schemes would help increasing the loyalty among retailers.



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