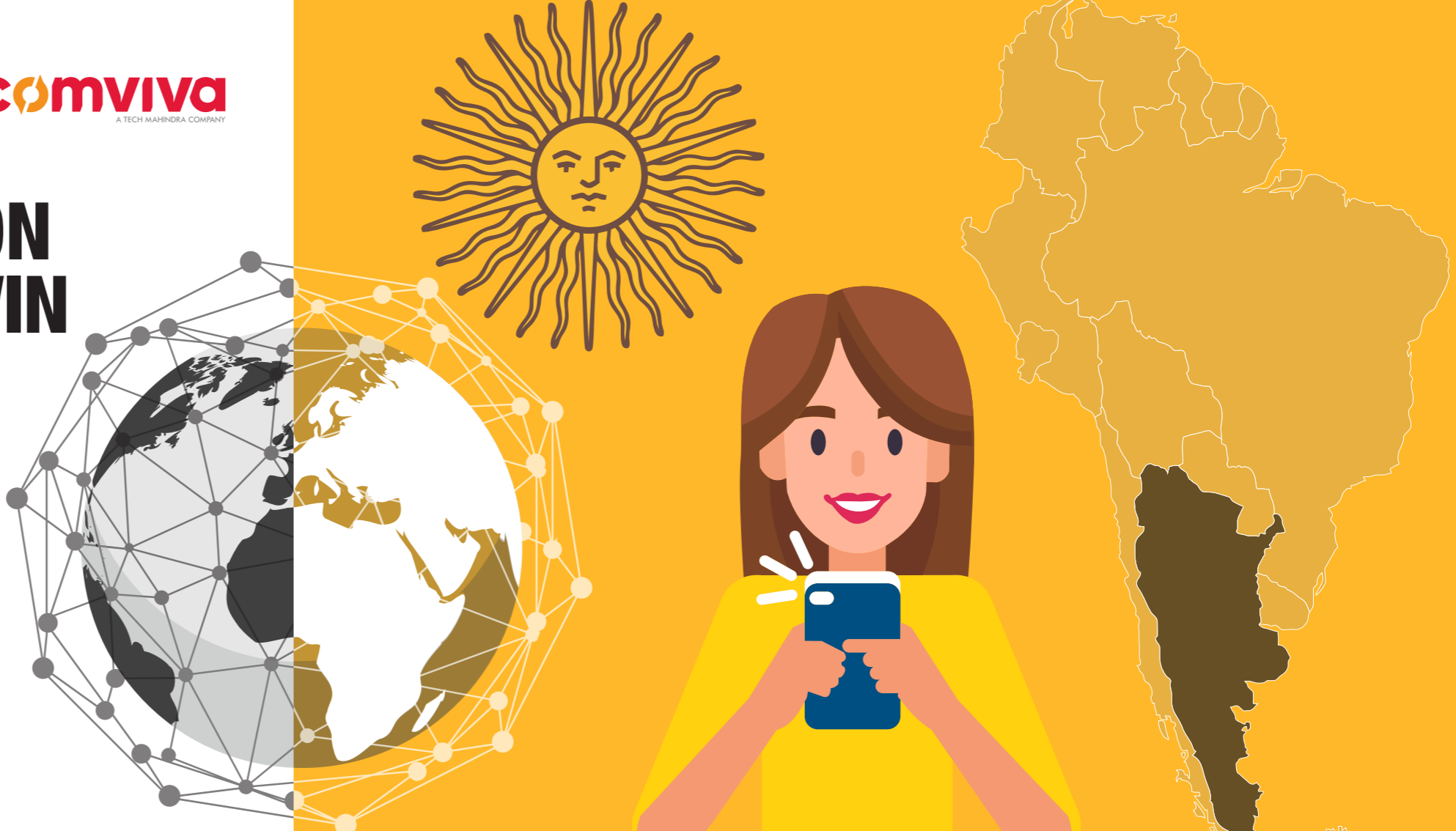# SALES AND DISTRIBUTION TRANSFORMATION TO WIN
IN A GLOBAL ECONOMY

THROUGH COMVIVA'S INNOVATIVE PLATFORMS AND MARKET EXPERTISE, COMVIVA WAS ABLE TO DRIVE NEW COMPETENCIES IN THE OPERATOR'S SALES AND DISTRIBUTION SYSTEM

THE CLIENT IS A **LEADING OPERATOR IN ARGENTINA,** WITH **ONE THIRD SHARE OF THE MARKET** ◄◄◄◄◄

Over the years, the operator's business has grown rapidly, resulting in new product and services, and myriad ways of delivering them. THE FRAGMENTATION HAS BEEN TRANSFERRED INTO ITS IT SYSTEMS, LEADING TO IT COMPLEXITY WHICH **LOWERED EFFICIENCY AND BUSINESS FUNCTIONALITY**

Lack of end-to-end view of business

Inability to respond quickly to business needs due to data in silos

Failure to realize revenues quickly

Inefficiencies rising from the lack of automation

THE OPERATOR UNDERSTOOD THE NEED TO TRANSFORM ITS BUSINESS INTO **FAST AND NIMBLE PLATFORMS DELIVERING SPEED, EFFICIENCY AND AGILITY** IN ITS DAY TO DAY OPERATIONS. THIS REQUIRED **CHANGING EVERYTHING FROM BUSINESS PROCESSES TO SUPPORT SYSTEMS**.

CHALLENGES

One of the key success factors of any large scale operation is the standardizing of systems, processes, and work flows based on predetermined business objectives and goals. However, new business needs forced the operator to make changes, customization and manual interventions, leading to errors and inefficiencies.

FOR OUR CLIENT **THE LACK OF STANDARDS BASED SYSTEMS, PROCESSES** AND **WORK FLOWS** WERE EMERGING AS A **THREAT TO ITS VIABILITY IN ARGENTINA'S COMPETITIVE TELECOM MARKET**
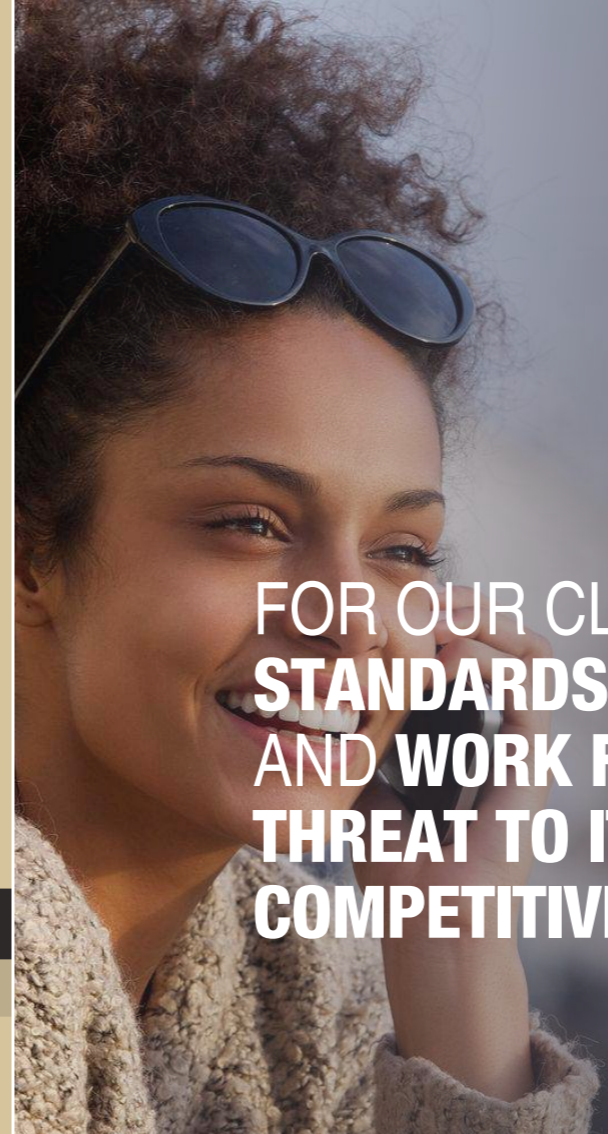
LACK OF
UNIFIED SALES VIEW
DUE TO IT SILOS

As long as our client's Sales and Distribution system was selling only physical inventory, it enjoyed end-to-end view of sales. However a venture into VAS highlighted the siloed nature of its IT systems which compartmentalized the sales of physical and virtual inventory in boxes. Now there was no longer a single unified view of sales straining partner relations:

The operator was unable to decide on critical matters like commissions and payouts.

The non–availability of unified sales view, limited the operator's ability for informed and strategic decisions on product and business lines.

INABILITY TO
RESPOND QUICKLY
TO BUSINESS NEEDS

Similarly, with our client expanding retail operations throughout the country, an efficient retailer mapping system for streamlining the flow of its physical as well as virtual inventory was needed. The insights and information provided would allow the efficient allocation of field assets. However, with **legacy IT systems existing in a siloed environment, the operator lacked the ability to nurture and grow its retail channels.**
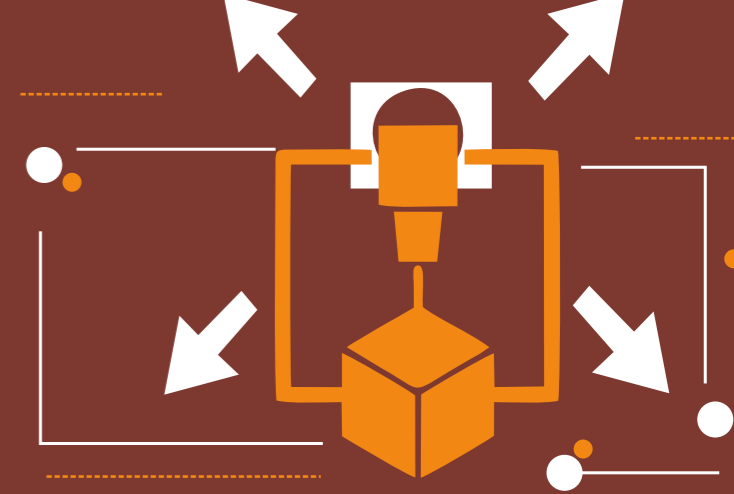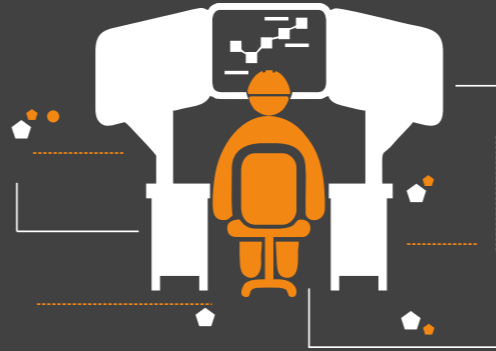
LONG **SALES TO CASH** CYCLE

The operator's existing sales and distribution system **lacked the functionality to reduce the sales- to-cash cycle**. This was a growing concern for the operator as it sold a number of goods on consignment.

On the **customer experience fron**t, the operator **lacked the agility and the flexibility to cater to customer demands**. This created a poor impression on the customer besides leading to a revenue loss for the operator.

IT DIVERGENCE

Our client had two divergent IT systems for selling and distributing physical and virtual inventory. As the systems were operating in a siloed environment, the operator lacked a single unified view of its sales.

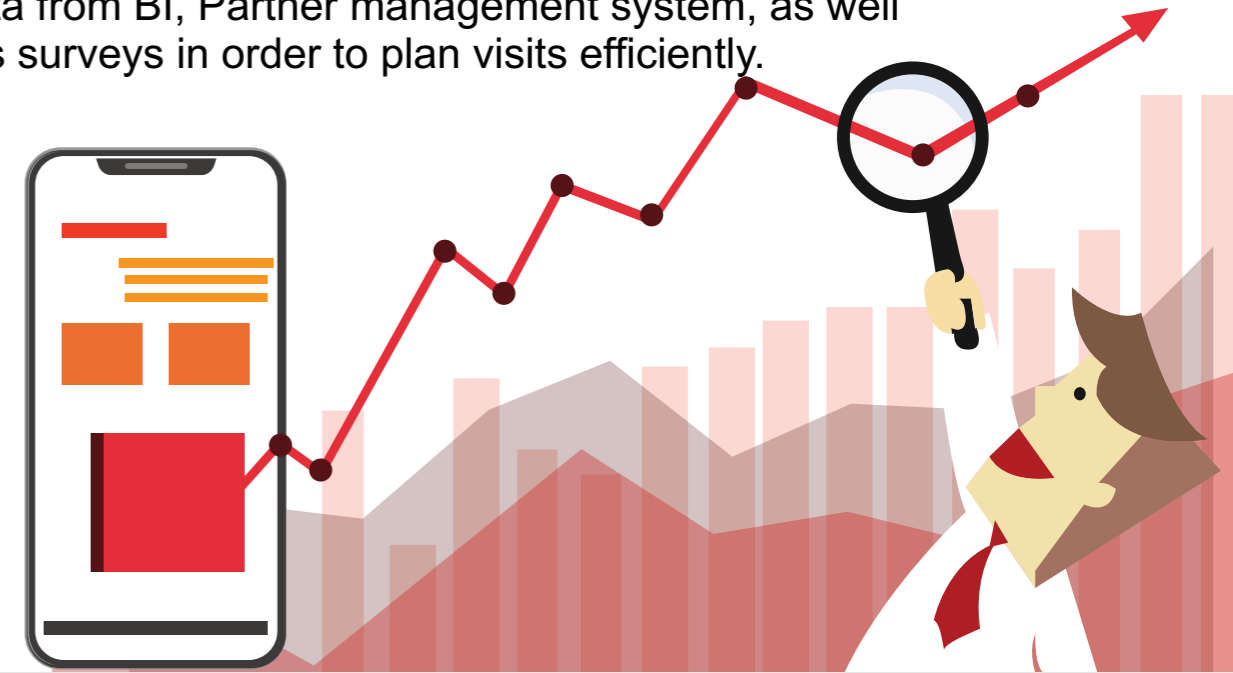## CHALLENGE #2

CUSTOMIZATION LED TO ERRORS AND EFFICIENCIES

Store to store transfers lacked automation leading to discrepancy in inventory management

CHALLENGE #3

LACK OF ACTIONABLE INSIGHTS

It needed integration between its partner management system and BI to gather actionable insights needed for planning retailer visits more efficiently. In its existing system, Our client needed data from BI, Partner management system, as well as previous surveys in order to plan visits efficiently.

BUSINESS

CHALLENGE #1

QUICK AND EFFICIENT PARTNER COMMISSIONS AND PAYOUTS

Telefonica was unable to calculate partner commissions and payouts correctly, as it lacked a single sales view of its physical as well as virtual inventory.

CHALLENGE #2

SHORTER SALES –TO-CASH CYCLE

As the goods were being sold on consignment basis, Telefonica needed to raise invoice as soon as the sale was realized in order to shorten the sales-to-cash cycle

CHALLENGE #3

OPTIMIZING RETAIL VISITS ON THE BASIS OF NEED

Our client wanted to find retail channels that needed more visits from its field sales force to drive performance.

CHALLENGE #4

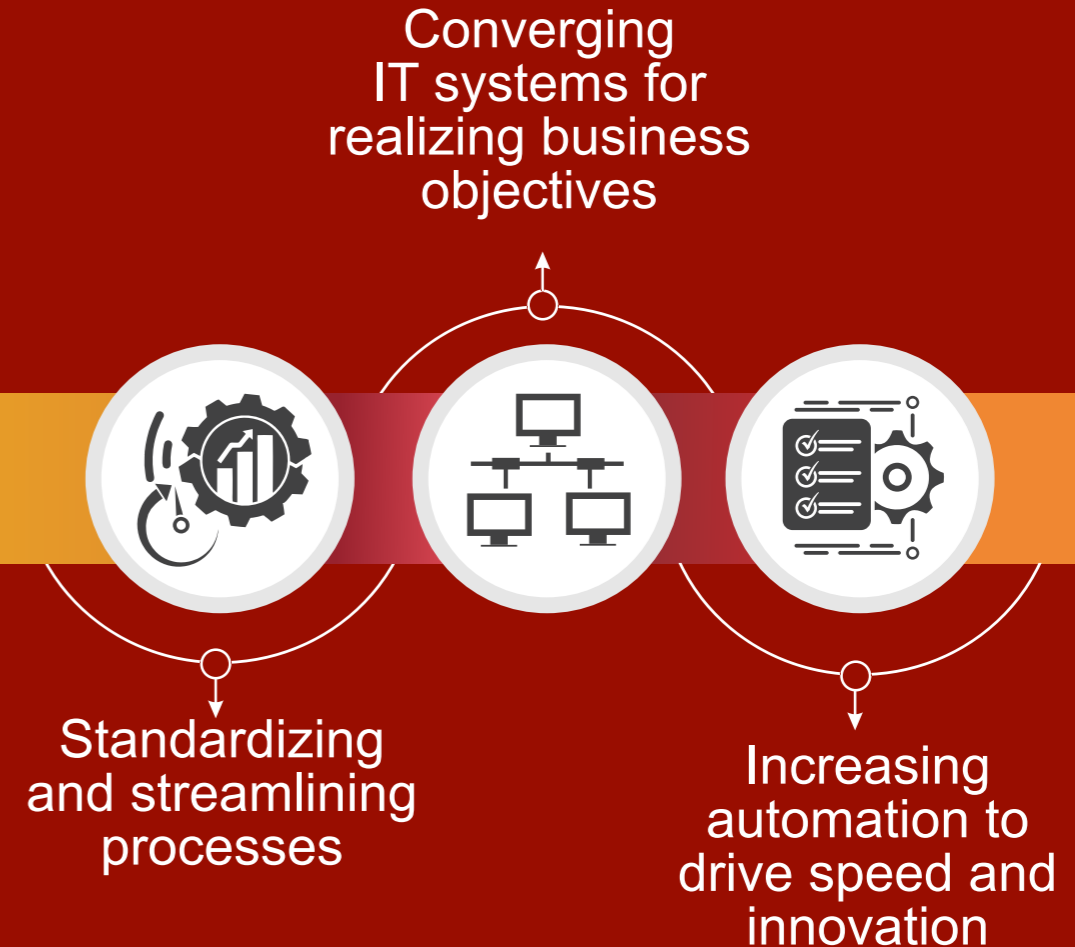### ON-THE-FLY CUSTOMIZATIONS AND MANUAL INTERVENTION

In the absence of IT convergence and process oriented systems, the operator had to make a number of on the fly customizations and manual intervention which were unwieldy, time taking as wells error prone.

THE **SOLUTION**

THE CLIENT WISHED TO DRIVE A COHESIVE BSS STRATEGY SPANNING DISPARATE IT SYSTEMS, PRODUCTS, PROCESSES AND WORKFLOWS. **COMVIVA WAS CHOSEN AS THE BEST-FIT DIGITAL TRANSFORMATION PARTNER, FOR PREVIOUS EXPERTISE IN SALES AND DISTRIBUTION TRANSFORMATION.**

Comviva set about overhauling business processes and replacing complex business support systems with simple out of the box solutions with the following end objectives –

Converging IT systems for realizing business objectives

Standardizing and streamlining processes

Increasing automation to drive speed and innovation

RESULTS

STANDARDIZED & STREAMLINED
EXISTING PROCESSES

As part of its initiative to standardize and streamline existing processes, Our client used Comviva SnD platform for physical and virtual inventory sales, replacing multiple sales platform with a single unified sales and distribution platform. This allowed our client to gather sales data instantly, with single sales view helping the operator to take informed decisions quickly.

REDUCED
SALES TO CASH CYCLE

Our client needed to reduce sales to cash cycle, as it sold a number of goods on consignment. In its existing system, the sales information would've to be reconciled from multiple systems like POS, VMS, IN, and CRM for daily or weekly reporting of sales. However, our client wanted to raise invoices as soon as sales were realized, with the goal of improving collections. Comviva's SND platform together with adaptors to POS, VMS, IN, and CRM allowed our client to get an instant view of sales, helping it to raise invoices to the distributor immediately, leading to a reduction in its sales to cash cycle.

IMPROVED
RETAILER ENGAGEMENT

Sales and distribution transformation allowed our client to improve retailer engagement by converging data from multiple systems like partner management system, Sales BI, retail surveys for a better understanding of retail requirements

IMPROVED RETAIL VISITS
FOR BETTER ECONOMIES

Basis its retail understanding, the operator was able to schedule retail visits of its field force in a better manner. By bringing process improvements this way, Telefonica Argentina maintained its inventory at optimum levels improving its cash flow position. Besides this obvious advantage, Telefonica was able to optimize routes, which provided another level of savings for the company.

IMPROVED **SALES SECURITY**

Enabled by an end to end sales and distribution view, sales and digital transformation helped the operator to view sales being made in the region of other sales. On the basis of this information, Telefonica was able to prevent sales falsification and the occurrence of sales commission fraud.

AGILITY TO **RESPOND FASTER TO** CUSTOMER NEEDS

Automation provided the agility to respond faster to the customer demands in a rapidly changing market. It allowed the retailer to receive and send stock through their online inventory management system. With the sending and receiving inventory system reconciling their inventories only when the inventory was received at the receiving store, Telefonica gained by better alignment of its physical and virtual inventory.

IMPROVED **SYSTEMS**

Sales and distribution transformation provides new capabilities, where automation, analytics, real time analysis and reporting are baked into existing systems and processes, changing how things work.