

CASE STUDY:



Coca-Cola Enterprises

"We want to be really connected to our remote workforce because that's our front line. They touch the customer every day, whether it's a salesperson, a driver or a merchandiser, any ability we can put in the hands of these people, these great resources, makes their lives a lot easier." - Kevin Flowers, director of enabling technologies, Coca-Cola Enterprises



Organization

Coca-Cola Enterprises (CCE) is the world's largest marketer, producer and distributor of Coca-Cola products.

Challenge

Attain higher levels of business agility and competitive advantage by increasing effective management, distribution and delivery of beverages.

Solution

Develop an advanced mobile merchandising solution to empower 12,000 merchandiser resources who service direct-store delivery accounts at retail outlets across North America.

Results

By refining business/IT processes through mobility, CCE has been able to produce greater efficiencies, higher value and growth across the business.

Products and Services

Antenna — Antenna Mobility Platform (AMP) and AMP Merchandiser on RIM BlackBerry smartphones.

> INTRODUCTION

Coca-Cola Enterprises (CCE) has more than 74,000 employees and more than half of them are mobile employees – drivers, sales reps, merchandisers, service technicians, etc. – who are out in the field every day. As such, mobility provides strategic differentiation for the company and is a key component to IT's efforts to transform the business to a real-time, event-driven enterprise.

By refining business/IT processes through mobility, CCE's IT team aims to usher in a new age of real-time collaboration that will produce greater efficiencies and higher value and growth across the business, in addition to changing the way its employees work on a daily basis.

CCE's business is dependent on management, distribution and delivery of beverages. In order to reach higher levels of business agility and competitive advantage, the company could no longer rely on store-dock-and-forward technologies to deliver business information. CCE's mission is to ensure field employees function as "human mobile offices:" untethered, yet, continuously connected to the business. This approach enables the business to achieve real-time responsiveness and high levels of workforce productivity, while making the jobs they do on a daily basis as easy and intuitive as possible.

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> MOVING TO STATE OF THE ART MOBILE MERCHANDISING

CCE's first mobility initiative was developed for its 11,000 merchandiser resources who service direct-store delivery accounts at retail outlets across North America. Day-in and day-out these employees are responsible for merchandising, pulling and aligning Coca-Cola products, making sure products are appropriately displayed and store owners have exactly what they need.

Before the mobile solution, the merchandisers used paper-based dispatch processes, resulting in communications and visibility issues. A merchandiser would pick up a document from the local sales center once a week with instructions on the outlets to visit and other related information. A great deal

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Kevin Flowers, director of enabling technologies, Coca-Cola Enterprises

of hands-on, brute-force management was required to deal with changes, turnover, delays and other typical scheduling issues. At the same time, merchandisers were managing their time, clocking in and out throughout the day on a 1-800 number and using whatever phone they could to record their whereabouts. This meant using pay phones, borrowing phones from store clerks and using their personal cell phones. As a result, CCE management did not have accurate visibility of how its resources were performing in the field.

> A REAL-TIME SOLUTION POWERED BY A FLEXIBLE MOBILE PLATFORM

The Antenna Mobility Platform (AMP) from Antenna, which includes the AMP Studio mobile application development environment, became the foundation for the mobile merchandising deployment. AMP allows CCE to quickly and easily design, build, deploy and manage the mobile merchandising and timekeeping applications. CCE takes advantage of AMP's on-demand deployment option for end-to-end management and guaranteed delivery of the wireless transactions over wireless networks. It also uses the AMP Management Center's Web-based console, which drastically improves CCE management's ability to track the activity of merchandisers in the field.

With AMP, managers can now communicate in real-time with their merchandisers in the field and merchandisers can get the most efficient use of their smartphones – making their jobs easier than ever. As a result, both parties are better able to react to impromptu schedule changes and other work-flow adjustments. The flexibility that this has created for merchandisers has led to an overall improvement in the organization's effectiveness and merchandiser happiness. It's also ensured that the store owners who with those merchandisers have what they need when they need it – a vital part of running their own businesses effectively. “We want to be really connected to our remote workforce because that's our front line. They touch the customer every day, whether it's a salesperson, a driver or a merchandiser, any ability we can put in the hands of these people, these great resources, makes their lives a lot easier,” says Kevin Flowers, director of enabling technologies, Coca-Cola Enterprises.

> THE REFRESHING RESULTS

CCE's goal with this project was to take a strategic enterprise approach to mobility that would enable its merchandisers and managers to run a real-time event-driven business. AMP helped CCE achieve this, and in the process it realized the dividends of increased productivity, cost savings and real-time responsiveness



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that have been tremendously valuable to CCE's overall business. Here is an overview of the key business benefits:

Cost Savings – CCE is realizing significant savings each year in FCC tolls for using 800 numbers on payphones. “We’re going to pay for this system just in being able to eliminate the FCC tolls,” says Flowers.

Better Business Intelligence – The data coming back from the merchandisers in real time offers CCE management high visibility into field activities and effectiveness of resources for greater real-time operational intelligence. This new awareness is proving invaluable to management who have been able to “clean the lens” on field activities and recalibrate performance metrics accordingly.

Improved Agility & Efficiency – CCE is also seeing a significant reduction in travel trips for merchandisers. “If you take the mileage we were paying those resources just to go to a sales center for a meeting and get their pieces of paper, that adds up to millions of dollars in savings,” says Flowers. Management can also more deftly adjust to schedule changes dynamically by reallocating resources on demand, enabling greater synergy throughout the supply chain.

Productivity – Management is now able to measure the performance of each merchandiser with greater accuracy and as a result is more reactive and proactive in addressing any issues that develop.

Service Performance – CCE is also now able to provide records that support retail Service Level Agreements (SLAs). If a retail location logs an SLA complaint, CCE now has the mobile logs each retailer a merchandiser visited. Furthermore, managers can now see how profitable certain retail locations are and how much time is being spent at them. They can then utilize this information to readjust or renegotiate SLAs with retailers as necessary.

The main factor that has enabled CCE to experience all of these benefits is the open line of communication that’s been created between managers and merchandisers with the Antenna Mobility Platform, making them a more efficient, informed and successful workforce all around. Most importantly, the initiative served as a catalyst for deploying further next-generation, real-time mobile applications at CCE using a strategic mobility platform.