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Use your Field Sales Team
to Increase Rate of Sale in
On-Trade, Off-Trade and
Independent Stores.

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Understand your current rate of sale.

Understanding your rate of sale (ROS) is difficult. Wholesalers and other routes to market are reluctant to help you find this data, and unless you own your own supply chain, you won't have the numbers lying around the office.

It's your responsibility to gauge the effectiveness of your sales efforts and determine where improvements can be made.



Getting hold of your **Rate of Sale** per site data for deliveries you do yourself



If you run your own distribution, you can get the spreadsheets out and link the sites by name or delivery/billing address.

Next step is to understand the size of each order, by value and volume over time. From these figures you can understand the venues where you move more stock.

You can also gather this data anecdotally from those who are responsible for packing and delivering products from your warehouse, although this is unlikely to give you the accuracy needed to make credible decisions.

Gathering ROS data beyond your distributor

Getting data on who your distributor is moving your products to is very difficult. People tend to resort to visiting different stockists individually and speaking with them is the most reliable way to find out what's going on.

Although this is very time intensive, and doesn't give you a full picture, it also allows you to gather qualitative data from the real world to feedback to the business.

You can also combine this activity with prospecting to get data on other routes to market, and where your competitors are stocked. If your field team are doing account management calls, you'll naturally be enquiring about the rate of sale, so making sure that you can record this properly will enable you to gather insights on your ROS data.



Uniform ways to gather ROS data

Set out the common quantities that your product is sold in. Is it cases, bottles, kegs, bags, boxes, or by weight?

Making sure that you can tie every customer purchase back to stockist quantities is essential. If a barista tells you that they sell about 5 decaff flat whites in an afternoon, what percentage of a 5kg bag is that?



Look for trends

Take your top 5 performers, and your bottom 5 performers. If you look at your top 5, is there something obvious that links them together? Do a similar exercise for your bottom 5 performers.

For a spirits brand, you might find that you move more stock through bars aimed at students than high-end restaurants.

But there are some more generic things you can think about when you're looking at top/bottom performers.

- 1 Geographical Location: Do your best-performing venues cluster in specific geographical areas, or particular areas of towns and cities?
- 2 Length of Relationship: Are your best-performing venues long-term partners, or have they recently come on.
- 3 Type of Occasion: Analyze the kind of occasions that these sites cater to. Is it somewhere where people hold business meetings, go for first dates, or to meet with friends?
- 4 Perceived Affluence of the Area/Site: Consider the affluence and demographics of the area surrounding the venue. Does a particular affluence level seem to correlate with higher ROS?

Intervening with underperforming sites

Create a list of sites that have attributes of your high-performers but aren't selling as much as them.

These are big opportunities, where you can go and sell more. Set a meeting with the manager, setting out an agenda about opportunities for them to move more of your product via promotions and special offerings.

While you're visiting the site, you could talk to some of their customers, and see what they make of your product in that setting. You might learn something surprising!



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Tips for increasing Rate of Sale

Tips for increasing ROS in the On-Trade: The Decision Corridor

When a customer comes into a pub or bar, they mostly don't know what drink they're going to order. They'll look on the outside and see other customers and think "Ah! They serve gin and tonics here, maybe I'll have one!", then they'll go to the bar and see which gins are on the back bar, and what tonics are in the fridge and order. If they can't see what they're looking for, they'll ask the bar staff what gins are on offer. Being visible at all points in this corridor means it's more likely that a customer will think of your brand when they're ordering.

Can you get on the menu? Can you offer branded material, like umbrellas or barriers, that customers will see when they're walking to the bar?

If you can conduct tastings and other fun events with the staff, you'll keep your brand top of mind when staff are being asked for recommendations.

Staff in licensed premises love freebies, and they hate people being pushy with them. Ask them what they want, and see if you can work some magic.



Tips for Increasing ROS in Restaurants and Hotels

Are you prominently on menus? If you can feature as the house pour, then you'll be the default choice for a lot of the trade. If you can conduct tastings and other fun events with the staff, you'll keep your brand top of mind when staff are being asked for recommendations.

Similarly, if you can forge relationships with chefs through tasting, samples or education. Try and get your wine or beer used in a sauce or as a base for batter, or you could get a spirit included in a dessert. You can also look at the serving sizes that your product comes in. Could you ask them to delete the smallest offering off the menu, or change the crockery/glassware that your product is served in?

For hotels, find out if there's any way you can get stocked in rooms. Does the hotel have minibars in people's rooms? Can you get a few teabags added to each room every day?





Tips for Increasing ROS in Indies

Create deep relationships with the decision makers and the rest of the staff, help them understand why your product is special.

Think about what you can do for these shops. Can you give them POS materials, or interesting things to put on their shelves that make their store stand out?

These sites give you a unique opportunity to showcase your brand and product. Unlike Grocery where things will get moved back and changed and fettered with, in independents you can bring your brand to life.

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