

FMCG Route To Market (RTM) : How well do you interact with your distributor network?

	Week 1	Week 2	Week 3	Week 4	Month + 1 Weeks	Month + 2 Weeks	Result
Sales Activity	Sales 5-10% of monthly plan. Typical in D&E FMCG	Sales 10 - 20% of monthly plan.	Sales 20 - 30% of monthly plan.	Sales 40%+ in 1 week.....	Month results collated. Prepare next month plan.	Results published; inquest starts. Communicate next month plan amongst chaos and uncertainty.	Blame allocated via Distributor/ Sales bashing.
Supply Chain Activity	Under-utilised resources yet warehouse capacity near limit.	Stocks moving slowly. SC knows what is going to happen.	Inbound month 2 stocks wait for free loading bays. Case picking difficult and error prone.	Last minute orders stretch people. Warehouse grid-lock; transport shortage.	Stock levels checked. KPIs calculated. Budget costs exceeded. Service level low.	KPIs indicate low performance . Supply Chain not in best condition to support month 2.	Stocks unbalanced and in the wrong places. Not a great start to month 2.
Producer Mentality	"No problem; relax."	"It should be ok but let's check next week"	"Something is not right; time to panic!"	"Sell whatever you can. Forget about forecast, SC efficiency, cost & working capital."	"It doesn't look good but too late to do anything about it now."	"Find out who is to blame and make sure they share the pain."	Frustration in all parties and mutual lack of trust; downward spiral.
Distributor Mentality	"First week; not bothered. Always slow."	"Data coming in but not sure what it means."	"The bonus is at risk here. I will ask the producer for help."	"I see the problems/ opportunities but producer is only focussed on hitting their monthly target."	"Same old story. Producer thinks he knows more about the TT market than I."	"Always my fault at end of the day."	The same thing happens, again and again and again.
Market Intelligence	None, data only.	None, data only.	None, data only.	None, data only.	Data crunching	Finally, some useful information.	Belated actions which will not stop the spiral.