

New Channels ~ New Skills Driving new business and control in Visioncare

Client

Bausch & Lomb are leaders in the supply of Visioncare products across Europe - from contact lenses to surgical lasers for use in eye surgery.

Their traditional marketplace for lenses is the optical chains with whom we are all familiar - Specsavers, Optical Express etc - however they were progressively finding that their lenscare solutions [brands like Renu] were appearing in the major grocery chains across Europe. The problem was that as B&L were not selling direct to the grocers they had no control of their product - where it was placed on shelf, how it was promoted, its price to consumer etc.

The Brief

*Help us to prepare for dealing directly with the major retail chains across Europe.
Help us understand how these customers operate and
train our people to manage them effectively.*

What we did

We developed both a set of business processes and a selling skills programme for a select group of top key account managers from across Europe.

As B&L had no previous experience of running major retailers we had to first give them supporting documentation like Annual Customer Planning Documents and Customer Proposals.

Once the basic business processes were in place we brought the team together for three days of immersion in retailing. We needed the team first to understand the drivers/motivators of retailers before moving to the functionality of the business relationships

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How : -

In order to successfully cascade these radically new ways of working to markets which were at different start points developmentally we visited each market in order to teach/coach the processes on a one to one basis - this ensured a tailored approach and appropriate speed of delivery.

Our three day workshop aimed to immerse the team in retailing and they left equipped with a total toolkit to allow successful trading with major retailers. The elements of our programme are shown below :

Key differences - optical chains vs retail chains
The case for change - why do B&L need to deal direct ?
Channel background - retail. What is going on ?
Where are we...and where do we want to be...establishing objectives
Managing the Category - developing control
Presenting Category Storylines to retailers
Making it happen

The result

Bausch & Lomb now trade successfully with selected retailers across Europe. They are able to have a mature commercial dialogue and to trade in a way which maintains their brands as they would wish—the right positioning onshelf / promotional activity and pricing. Critically they can trade in a way which does not undermine their core optical chain business.

What next ?

As we have transferred both the processes and skills necessary into the B&L team they can now progressively roll out their direct approach without any recourse to external help.

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