



This is a presentation of the following unpublished document, © The Authors. 1997 All Rights Reserved and is licensed under All Rights Reserved license:

**Wynn, Martin G ORCID logoORCID: <https://orcid.org/0000-0001-7619-6079> and Flower, Robin (1997) Improving Account and Brand Management through Data Warehouse Applications. In: Vision in Business: Using EPOS Data and Customer Profiling to drive Category Management under ECR, June 25th/26th 1997, London. (Unpublished)**

EPrint URI: <https://eprints.glos.ac.uk/id/eprint/15768>

#### **Disclaimer**

The University of Gloucestershire has obtained warranties from all depositors as to their title in the material deposited and as to their right to deposit such material.

The University of Gloucestershire makes no representation or warranties of commercial utility, title, or fitness for a particular purpose or any other warranty, express or implied in respect of any material deposited.

The University of Gloucestershire makes no representation that the use of the materials will not infringe any patent, copyright, trademark or other property or proprietary rights.

The University of Gloucestershire accepts no liability for any infringement of intellectual property rights in any material deposited but will remove such material from public view pending investigation in the event of an allegation of any such infringement.

PLEASE SCROLL DOWN FOR TEXT.



This is a presentation of the following unpublished document:

**Wynn, Martin G ORCID logoORCID: <https://orcid.org/0000-0001-7619-6079> and Flower, Robin (1997) Improving Account and Brand Management through Data Warehouse Applications. In: *Vision in Business: Using EPOS Data and Customer Profiling to drive Category Management under ECR*, June 25th/26th 1997, London. (Unpublished)**

EPrint URI: <https://eprints.glos.ac.uk/id/eprint/15768>

#### **Disclaimer**

The University of Gloucestershire has obtained warranties from all depositors as to their title in the material deposited and as to their right to deposit such material.

The University of Gloucestershire makes no representation or warranties of commercial utility, title, or fitness for a particular purpose or any other warranty, express or implied in respect of any material deposited.

The University of Gloucestershire makes no representation that the use of the materials will not infringe any patent, copyright, trademark or other property or proprietary rights.

The University of Gloucestershire accepts no liability for any infringement of intellectual property rights in any material deposited but will remove such material from public view pending investigation in the event of an allegation of any such infringement.

PLEASE SCROLL DOWN FOR TEXT.

# Improving Account and Brand Management Through Data Warehouse Applications

**Using EPOS data and  
Customer Profiling to drive  
Category Management  
under ECR**

**June 25th/26th, 1997**  
**London**  
**Vision in Business**

**Martin Wynn, IT Director  
Robin Flower, Commercial  
Systems Manager**

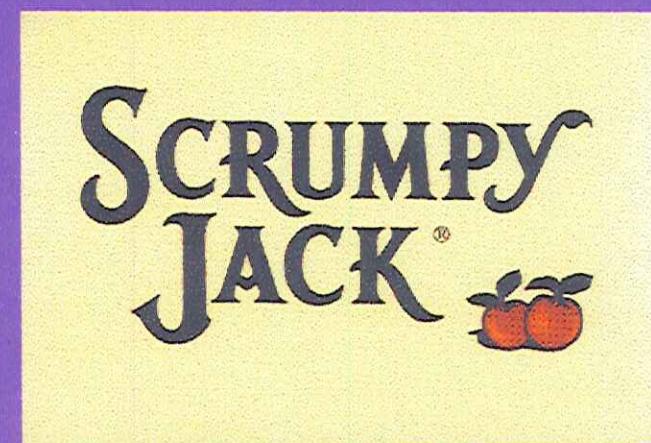
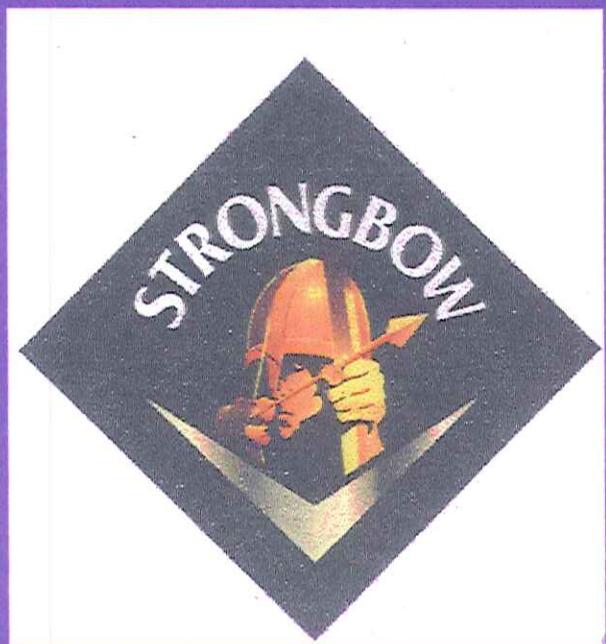
**H P Bulmer  
Hereford  
UK**

# Presentation Structure

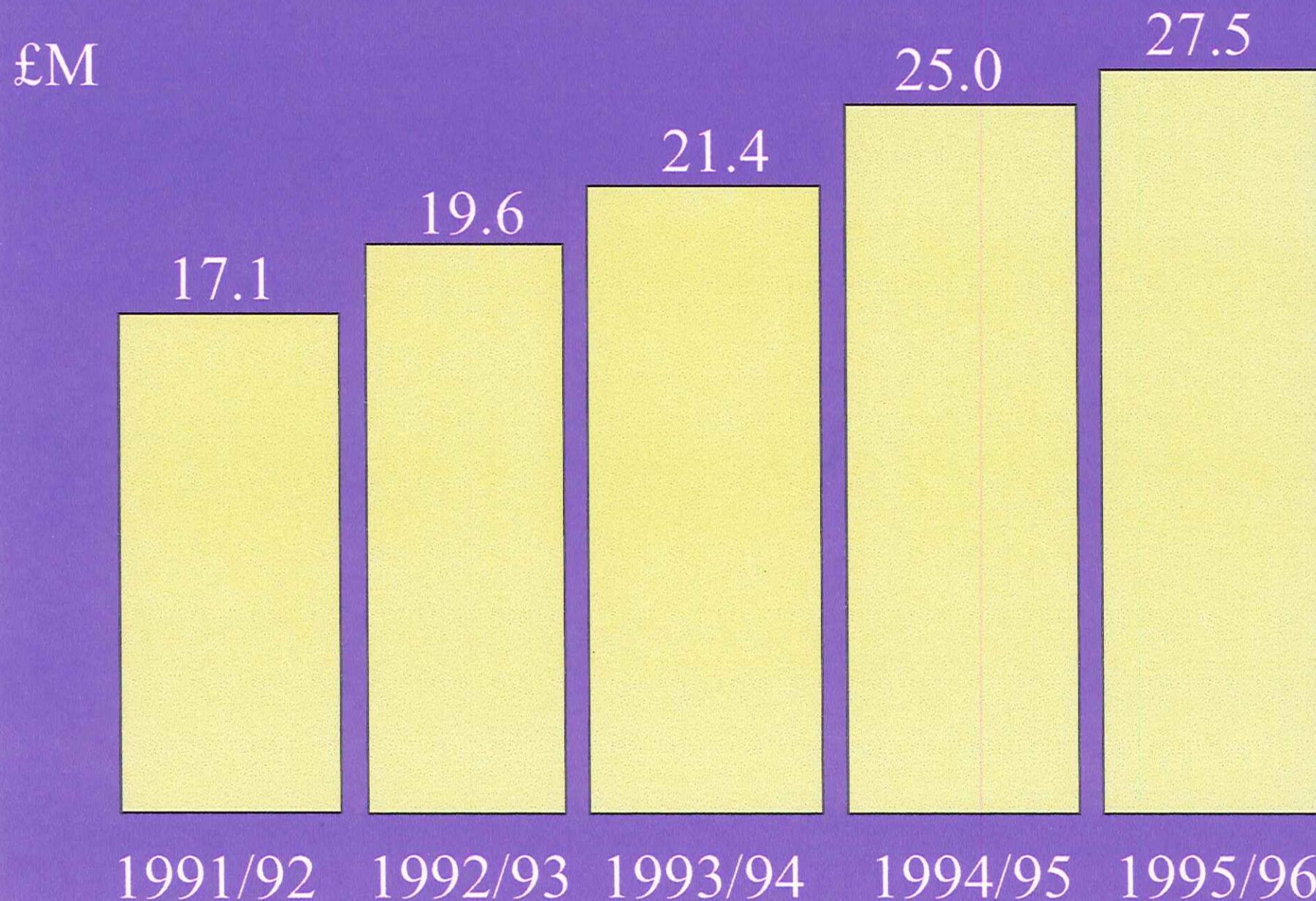
- 1 Bulmers: Company Profile
- 2 Customer profitability profiling via OLAP tools on the Data Warehouse.
- 3 Exploiting the Data Warehouse for added Commercial Benefits
  - Combining relational and OLAP technologies.
  - Product Launches.
  - Outlet Targeting .
  - Category Management.

- \* Location: Hereford, UK
- \* Turnover 1995/6: £255m
- \* Profit 1995/6: £27.5m
- \* Employees: 850





## H P Bulmer Pre Tax Profits 1991-1996



# Market Dynamics

- \* Margin pressure and market segmentation.
- \* Challenge of alcopops and other product innovations.
- \* Increasingly viewed as another drink in the LONG Drinks market.
- \* International potential is key to our future.

# H P Bulmer: Key Business Drivers

- \* Continue to grow and dominate the UK cider market (Now 54% market share).
- \* Lead the global growth of cider.
- \* Lowest cost production.

# Systems Status 1990

- \* Under investment in IT in the '80's...
  - \* Legacy of in-house developed systems.
  - \* Poorly documented and supported.
  - \* Proprietary Data General environment.
- \* Various product and customer files...
  - \* Separately maintained.
  - \* Varying hierarchies and data definitions.

# Systems Status 1990

## Problems with...

- \* Data Consistency.
- \* Management Information.
- \* Response to Business Change.

## Systems in STYLE, COBOL, CQCS etc...

- \* Integration Impossible.
- \* Disproportionate Support Overheads.

# New IT & IS Strategies

\* 1990

- Oracle chosen as strategic relational database for bespoke developments.

\* 1991

- Open Systems (UNIX) adopted as platform for all future systems projects.

\* 1992

- Business co-ownership of all systems projects established.
- Oracle/UNIX established as guidelines for all major application packages.

# Profit Management Project

## Key Drivers

- \* Brand and account management by profit.
- \* Tracking account performance against forecast.
- \* Presentations to key accounts.
- \* Field to HQ communications, word processing etc.

# Customer Profitability Profiling

## Why Do It?

### Variability of Cost Total Sales

Discounts & Adjustments
Selling & Order Taking
Storage & Distribution
Production & Purchasing
Marketing & Advertising
Gen. Admin & Fixed Costs
Profit

### Customer Driven Variations in Costs as a % of Sales

0-25

2-20

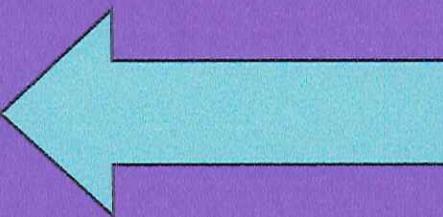
2-35

20-70

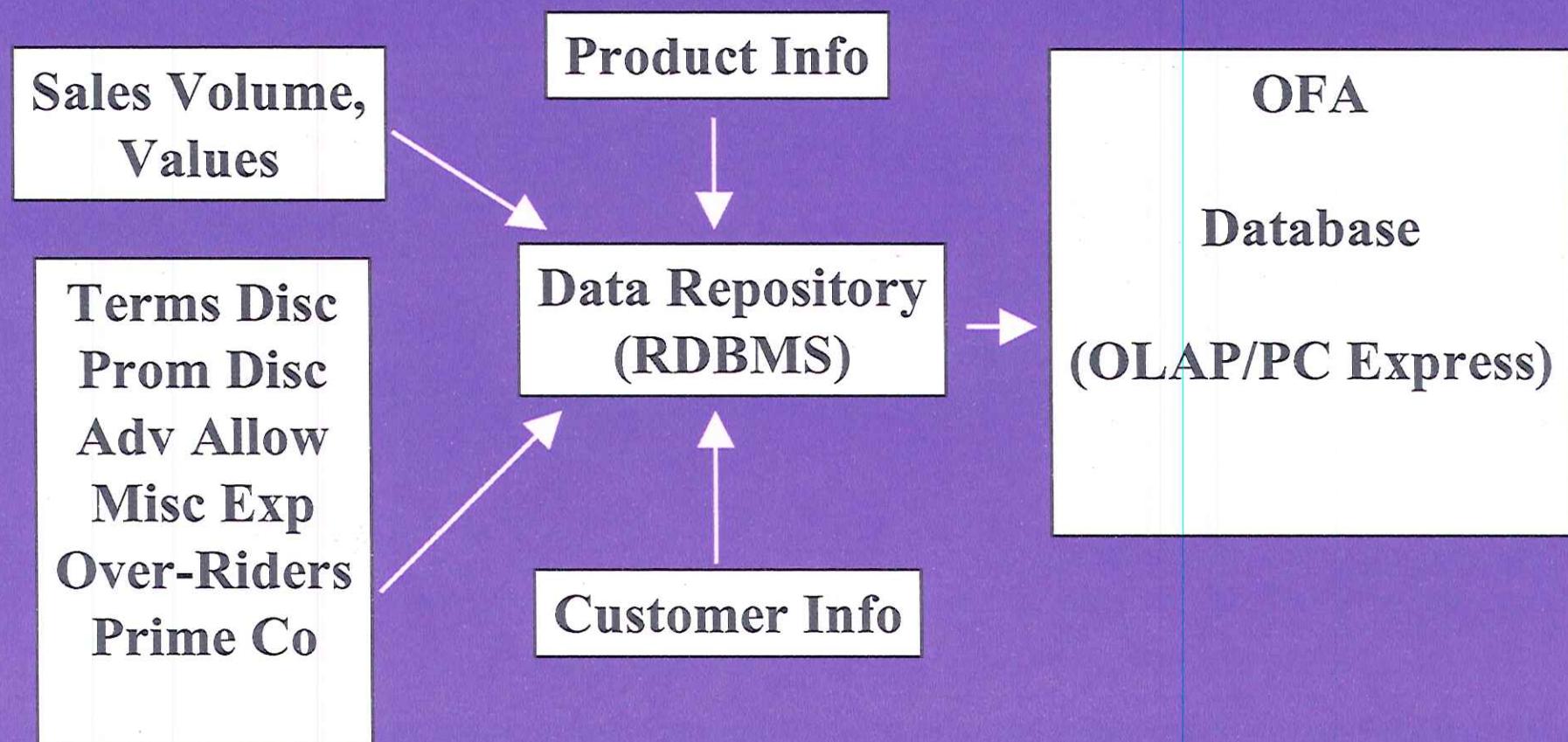
1-20

10-30

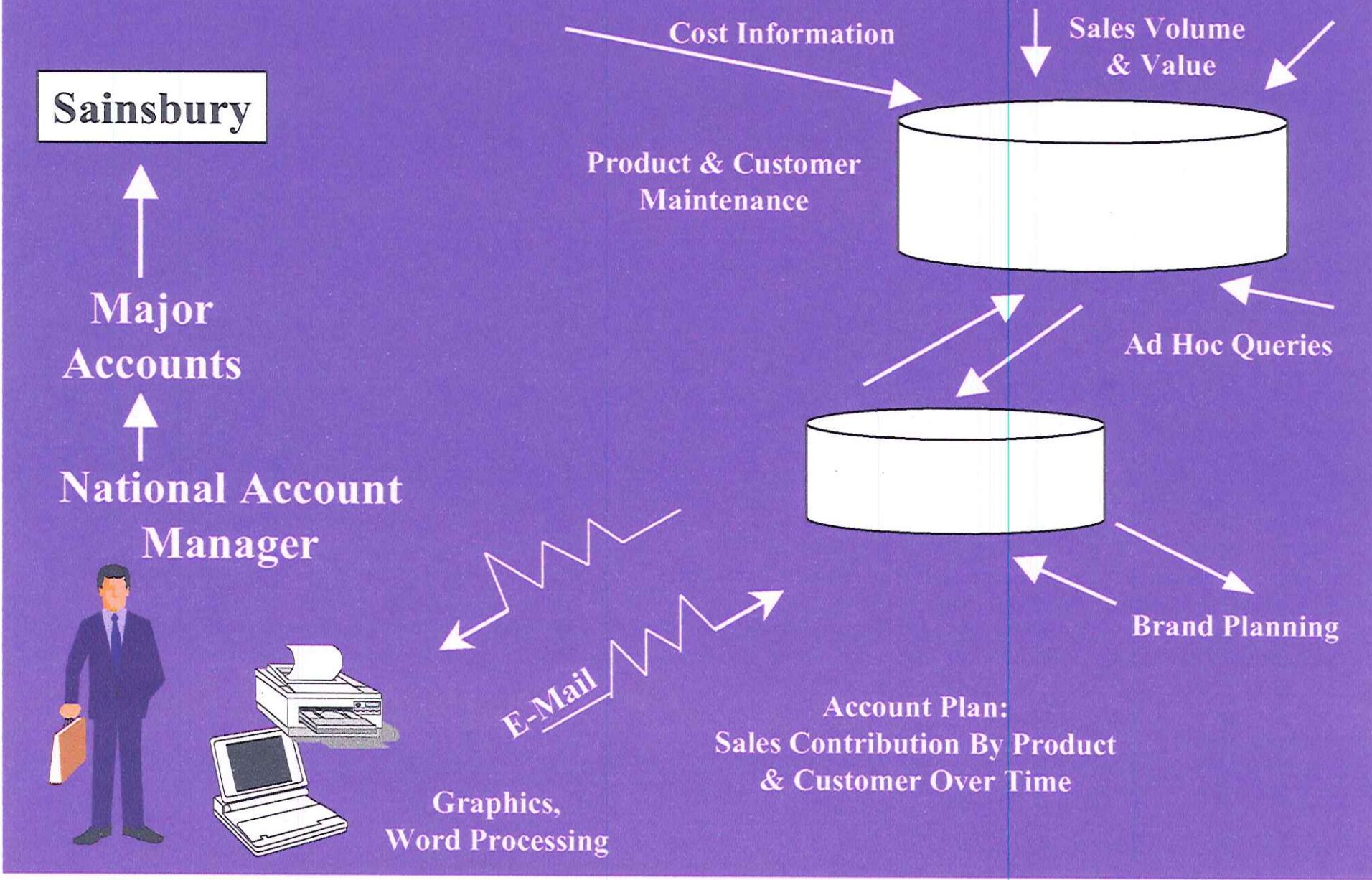
Scope for Massive  
Profit Variations



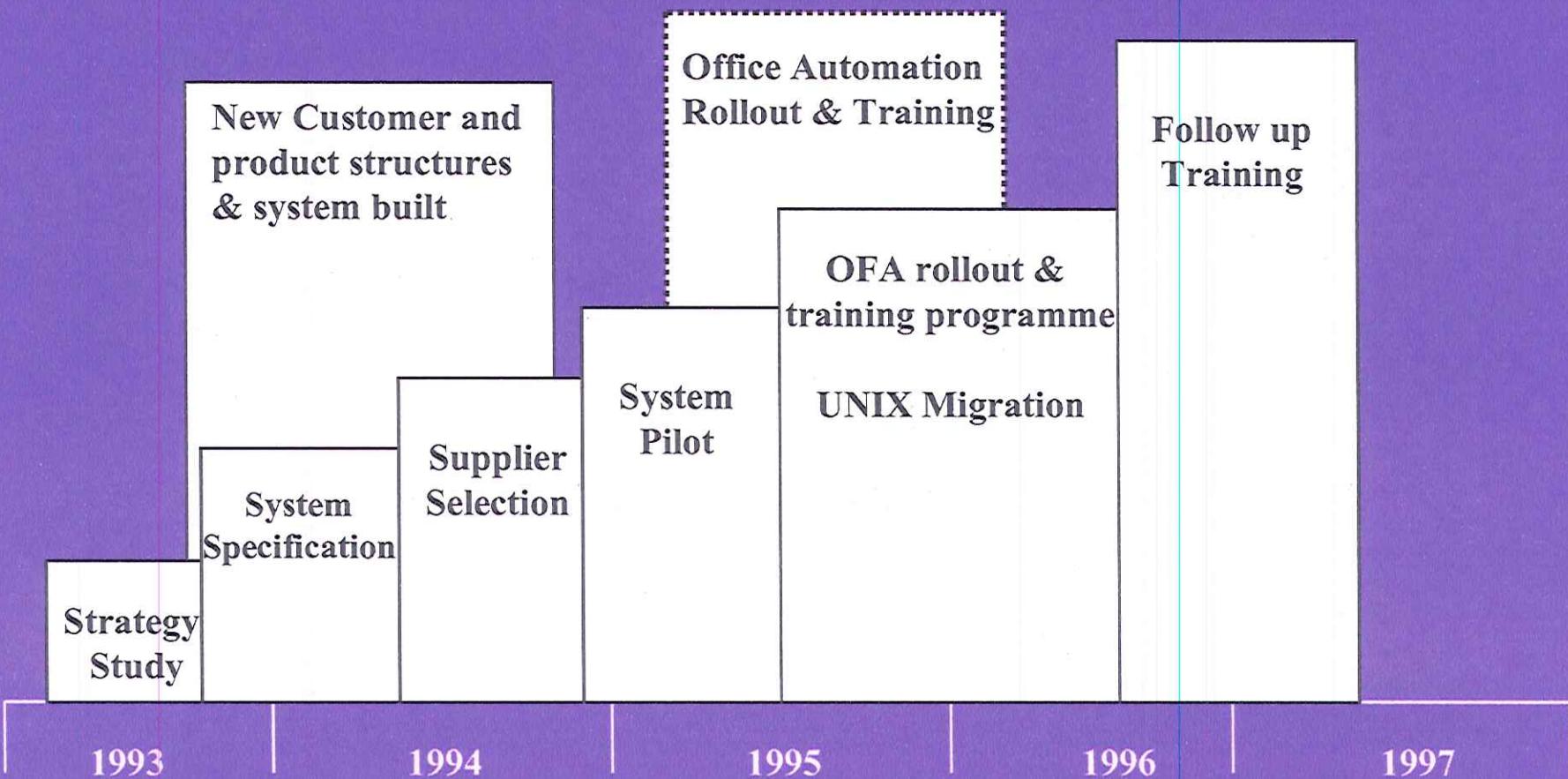
# Profit Management System (OFA)



# National Account Communications Systems



# Profit Management (Oracle Financial Analyser) Project Phasing



# Profit Management Implementation Problems

- \* Data issues
  - \* Full profitability figures not robust as some remaining cost feeds require further analysis (General Sales Force costs, Cost of Credit, Distribution).
- \* Software Faults
  - \* Version 4,5 of OFA not robust and couldn't handle data volumes. Forced migration to 4.6.4 UNIX.

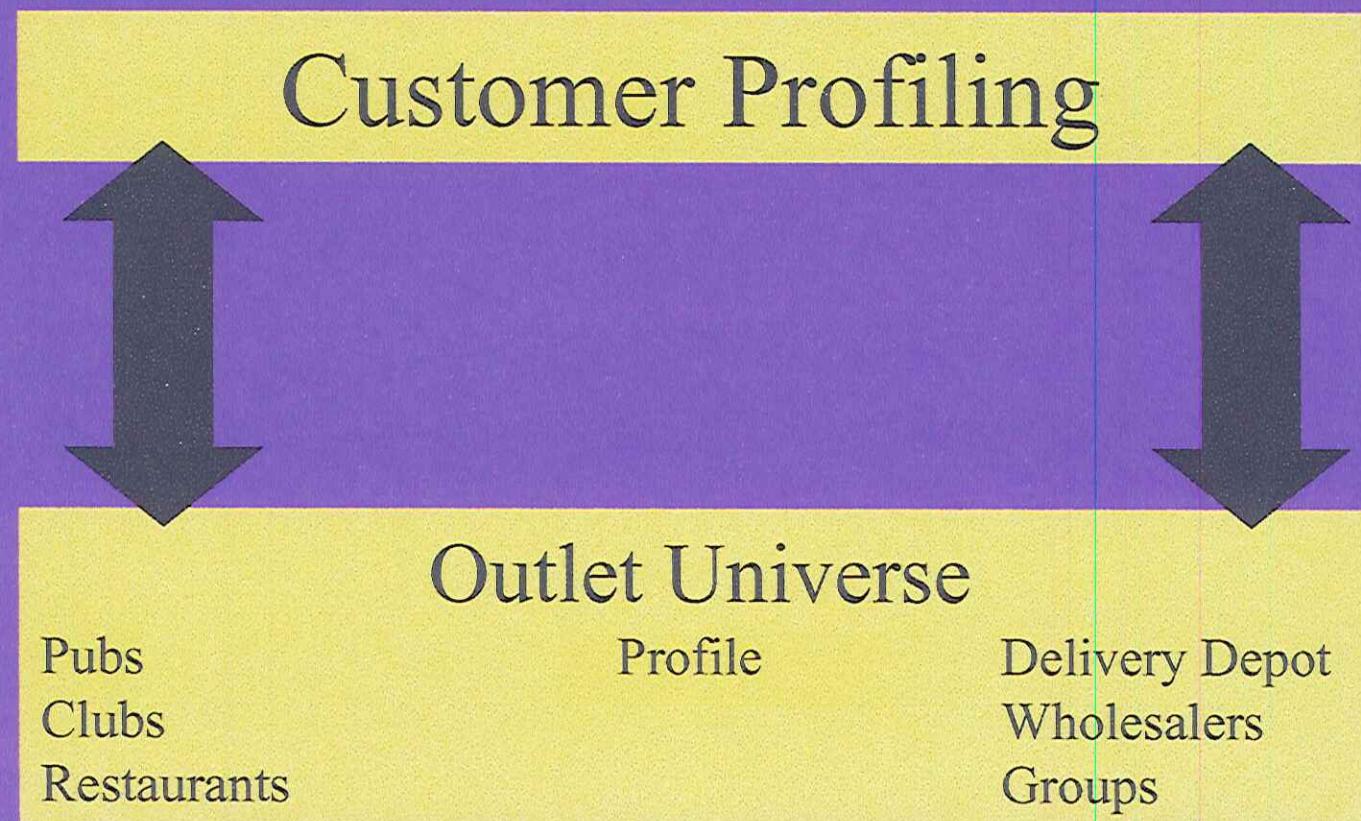
# Profit Management Implementation Problems

- \* Communications Instability
  - \* Initial use of e-mail for file transfer replaced by Landial. Now migration to package comms functions available in version 4.6.
- \* Education and Training
  - \* Overall step change, but some account managers still struggling.

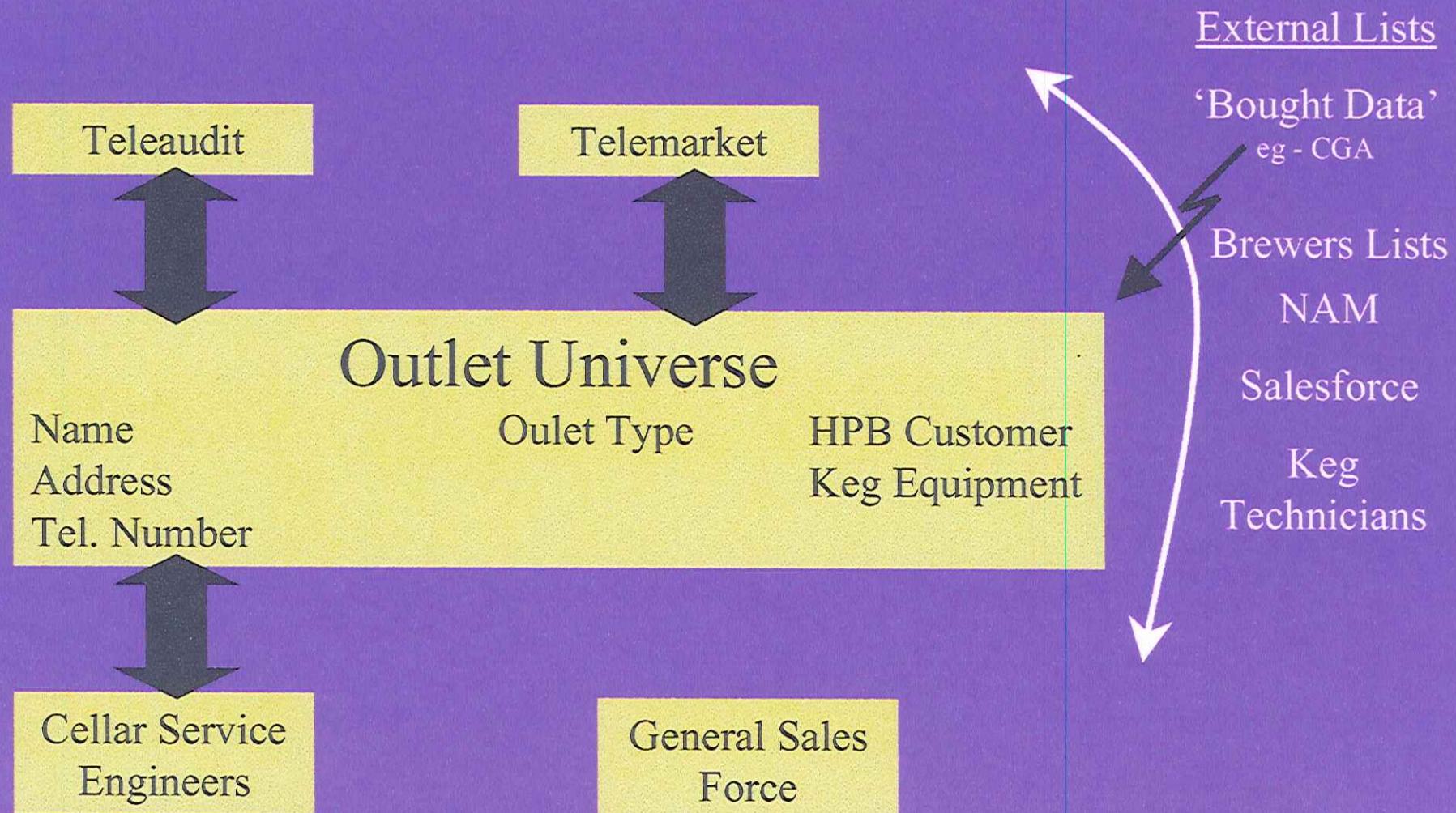
# OFA Project - Current Status

- \* 35 field based Account Managers and 15 Brand/Finance Managers at HQ.
- \* Volumetric reporting of top 60 customers.
- \* Cost Drivers identified - and the means to report them.
- \* Account and Brand planning and forecasting capabilities - in the field and at HQ.
- \* 4 data 'cubes' for account brand data - Budget, Actual, Forecast, Plan.

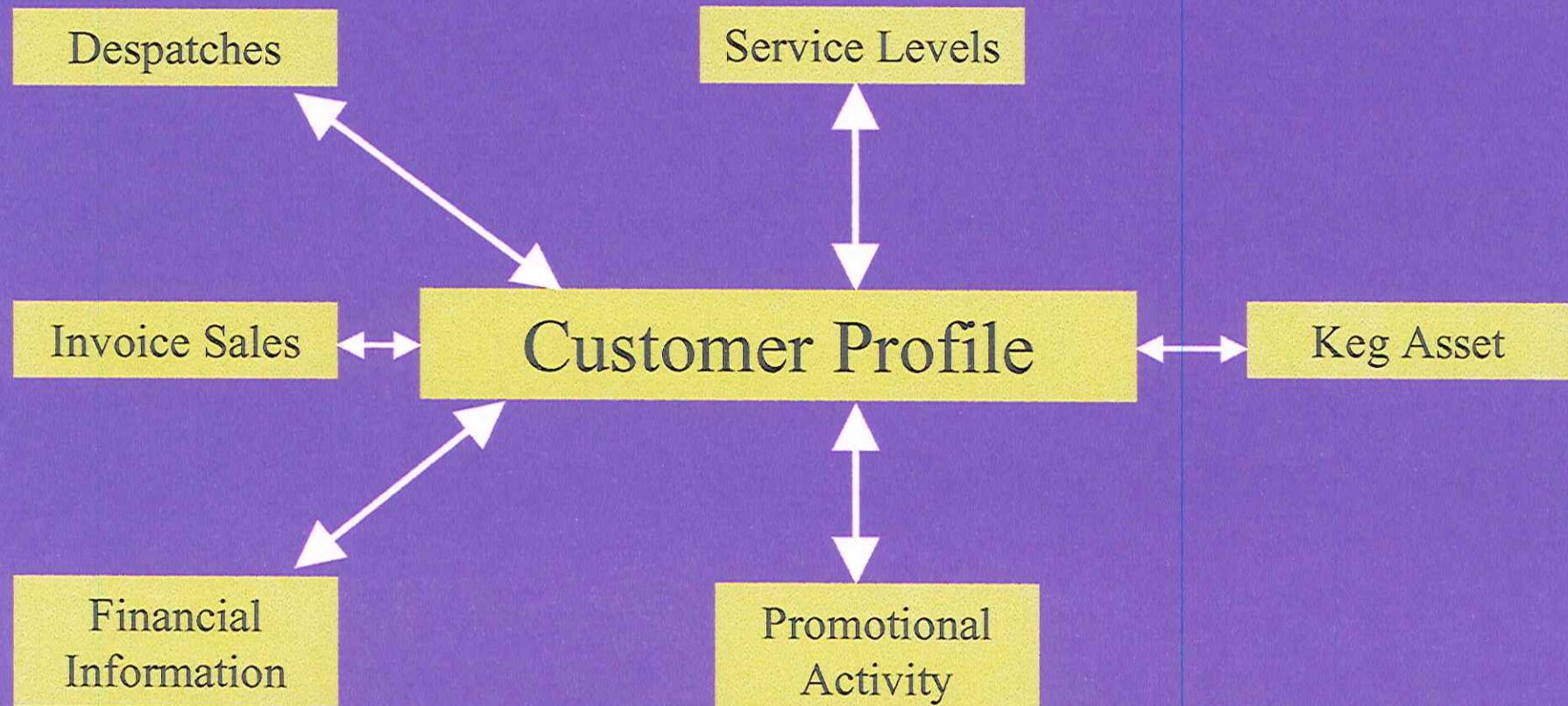
# Customer/Outlet Profile



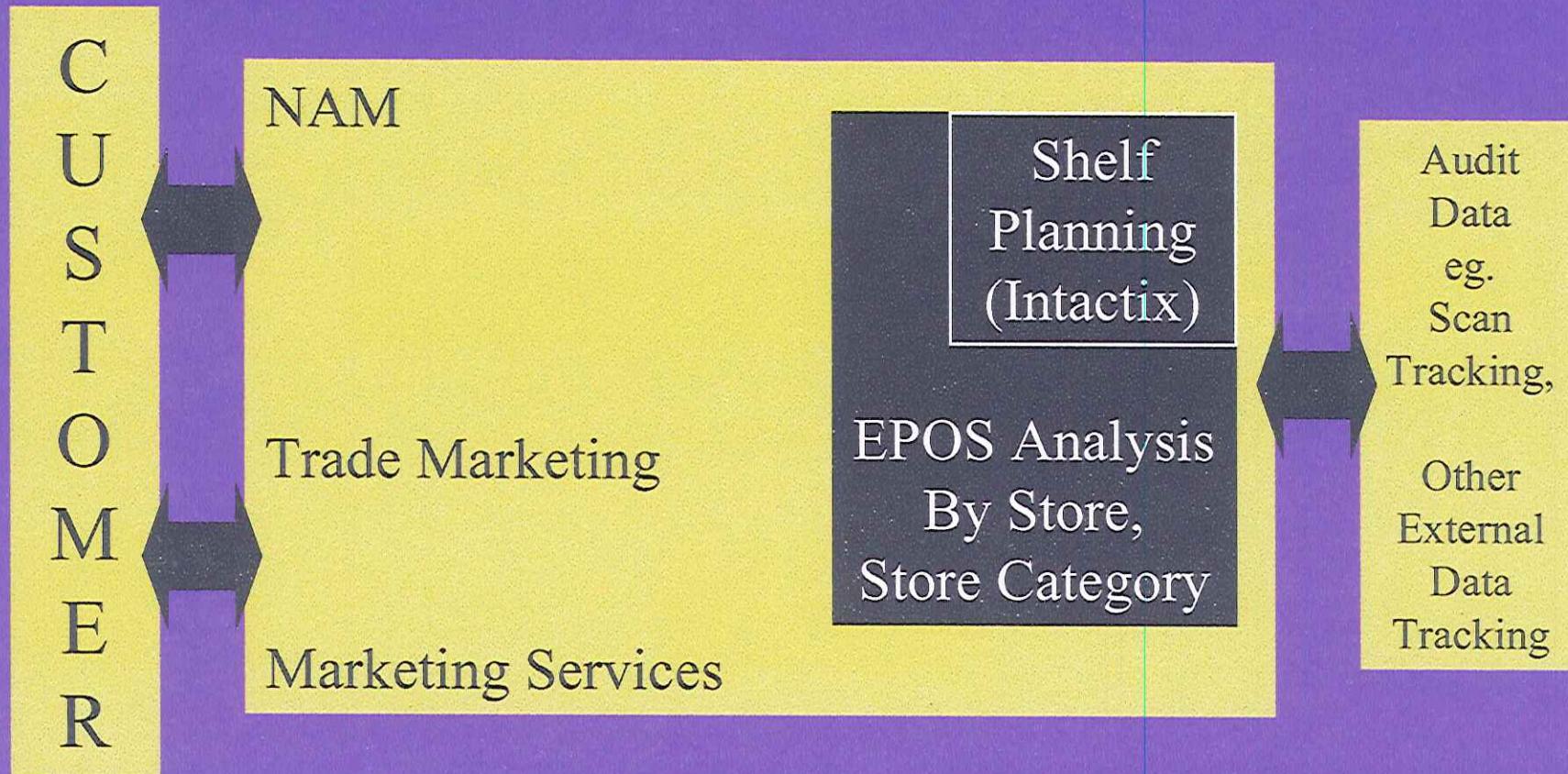
# Outlet Universe: Uses & Data Sources



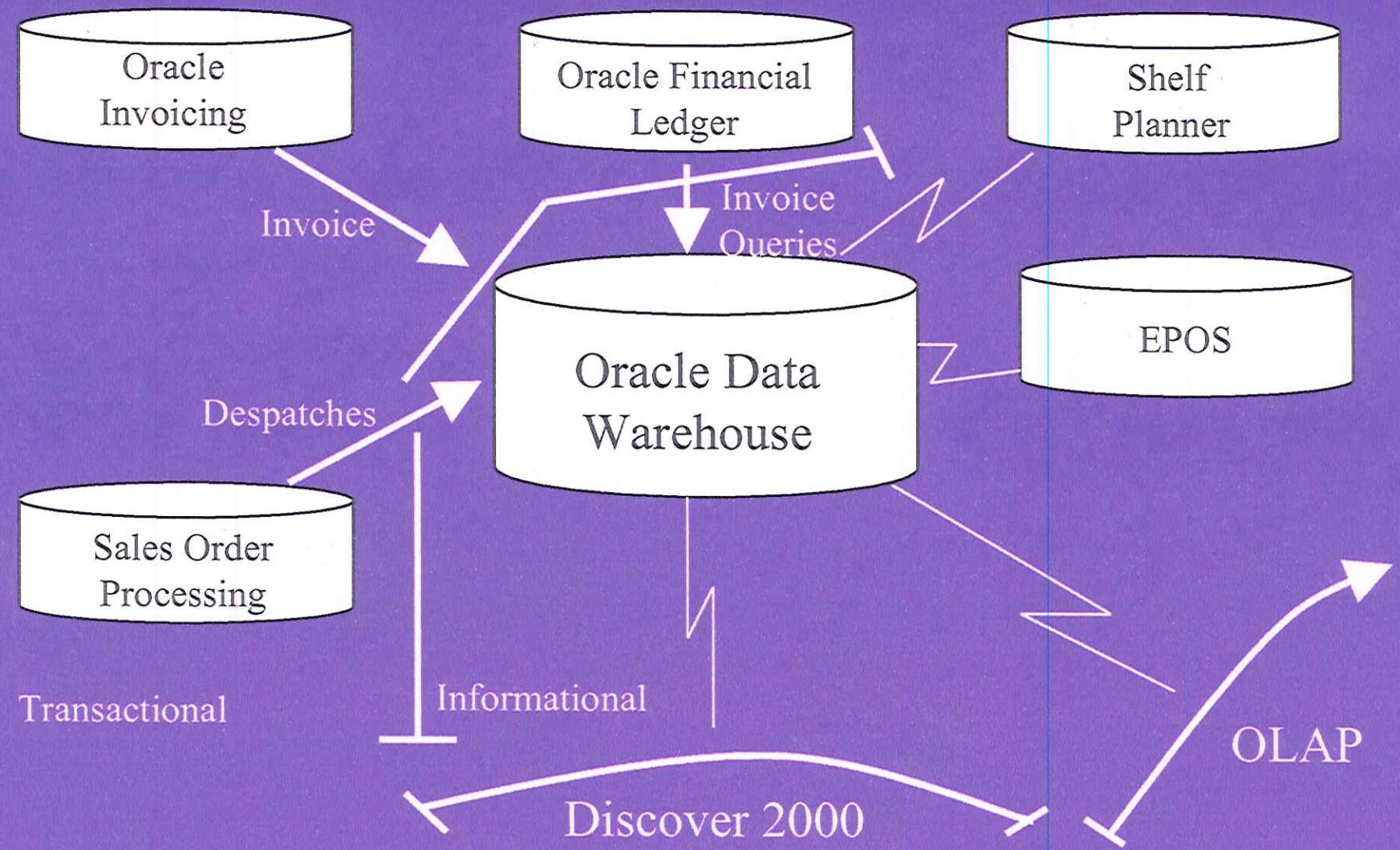
# Customer Profile



# Category Management - Customer/Bulmer/Software Interface



# Data Warehouse/Category Management Software



# HPB Commercial Data Warehouse

Who uses it.....?

- \* National Account Manager.
- \* Trade Marketing Channel Managers.
- \* Market Services/Research.
- \* Brand Managers.
- \* Senior Company Decision Makers.

# Methodology

- \* Pilot.
- \* Refinement.
- \* Rollout.
- \* Learn From Pilot Lessons.

# Key Lessons - Data Warehouse

- \* Sort out and analyse Market Analysis requirements
  - \* Customer Hierarchies.
  - \* Product Hierarchies.
- \* Balancing act between
  - \* Too little information.
  - \* Too much information.
- \* Information from a surprising variety of sources.
- \* Constantly evolving - Building brick approach.

# Summary

- \* Exploits relational/OLAP/Enduser PC Technologies.
- \* Multi-Faceted.
- \* Integrated.
- \* Dynamic - Rapidly evolving.
- \* Widely accessible.
- \* Adding value in support of Bulmers leading the Cider Category!