

Bose® Improves Collaboration and Strengthens Partner Networks



Challenges

- Difficultly understanding the channel – only tracking 50% of channel data
- Lack of detailed information about how new products had been received
- Need for centralized reports beyond internal, ad-hoc reports

Solution

E2open® Channel Data Management (CDM) application

Results

- Rebates and incentives are managed more effectively
- Top level data is now used in quarterly business reviews
- One report template, in one format, on one system with consistent data review formats

Summary

Bose works in line with some important business principles:

- **Innovation and technology** - that deliver demonstrable benefits to customers
- **Teamwork and collaboration** - that inspire the best people to stay and others to join
- **Growth** - to reach more customers with the benefits of its technology and to provide opportunity for employees.
- **Financial viability** - so it can self-fund research, innovation and growth

In parallel with its dedicated focus on understanding the market and keeping ahead of consumer trends, Bose also wanted to improve collaboration with its reseller partners. With 5,000 stores and 2,000 resellers in Europe alone, the business knew it was important to collect and share channel intelligence – to overcome data analysis challenges and better support its partner network from both an inventory and a marketing perspective.

“The vast majority of sales are driven through the reseller channel,” explains Eddy Keek, Manager of Sales Effectiveness at Bose. “Collecting information at a regional level was possible but issues arose when we wanted to take a company-wide view. Tackling this would ensure we could be far more proactive to consumer demands and would enable us to significantly improve our communications with our partners.”

“Introducing one report template, in one format on one system made a significant difference to the business. Consistent data review formats also make life easier for the sales teams.”

Eddy Keek
Manager, Sales Effectiveness
Bose

“We needed to better understand our channel,” continued Keek. “It was agreed that we should capture 80-90% of channel data yet at the start of the program Bose was tracking at 50%. It was critical that we got more control over product levels in the channel in order to make wider business decisions about how best to manage it. Tracking and supporting the clearance of resellers inventory of old models was also important. Resellers wanted product and bought good numbers so sales looked positive. We now had to know if our products had reached the consumer.”

For Bose, there was a lack of detailed information about how new product launches had been received; sales managers now demanded centralization of reports beyond the internal reports that were typically collected on an ad-hoc and individual basis. It acknowledged that channel data management (CDM) should be introduced.

Once selected, e2open worked directly with Bose’s resellers to set up reporting templates and agree upon the best processes to ensure detailed data capture. Reseller feedback was incorporated in the design of the system. Despite a step-change in the way of doing business, the focus remained on adding value at all times and uptake was positive. To further support the data collection and sharing process, robust quality control processes managed by e2open were also introduced. Inventory data was readily shared across the businesses and early resistance dropped as positive results were obtained.

It was important that Bose worked closely with its channel to get their agreement to share channel data via a central reporting system. Time and resources on both sides were valuable and it would be capturing even the finest details that would determine the longer-term success of the initiative.



E2open CDM Sales Heat Map

Since implementation, Bose’s product launches are managed more effectively, and the allocation of limited stock is more controlled. Decisions are now made on statistical sales evidence rather than simply the size of the reseller, or when the order was placed. Marketing analysis can also be completed in more detail, while almost real-time data sets substantiate the reports and proposals that are shared at executive level.

Benefits have also been seen in other areas of the business. Rebates and incentives are managed more effectively and top level data is used in quarterly business reviews and shared with executives as part of a wider channel report.

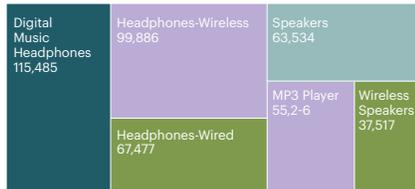
“We are almost surprised at just how much of a difference it’s made across the whole organization. No one has regretted the decision to deploy e2open.”

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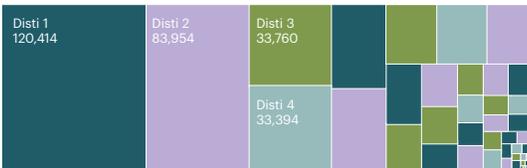
Geo Sales Composition



Product Sales Composition



Partner Sales Composition*

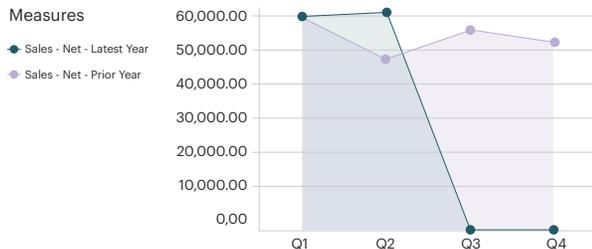


*The data set contains negative or zero values that cannot be shown in this chart.

Sales - By Products

Product Line	Fiscal Calendar					
	2017-Q2	2017-Q1	2016-Q4	2016-Q3	2016-Q2	2016-Q1
MP3 Player	6,793	6,7402	6,235	7,170	6,242	7,029
Headphones-Wireless	14,085	12,548	13,336	13,521	13,104	13,956
Digital Music Headphones	16,732	15,553	12,303	13,577	7,309	15,808
Speakers	7,666	8,169	7,341	7,913	7,011	7,333
Headphones-Wired	7,837	9,441	7,092	7,034	7,909	8,618
Wireless Speakers	5,411	5,086	4,284	4,254	4,202	4,482

Sales



E2open CDM - Global Sales Management view (*demo data)

“Importantly, we can also now develop improved insights into how new territories can support business development plans,” added Keek. “On our new reseller portal, we also plan to capture the channel data of our smaller valuable partners into the business. Resellers that connect through EDI can also benefit by freeing up resources previously spent on reporting, and can now provide feedback on specific products, against campaigns, rather than always needing to report against full inventory sales.”

According to Bose, e2open has fulfilled all the needs of the system, “We are almost surprised at just how much of a difference it’s made across the whole organization. No one has regretted the decision to deploy e2open,” Keek concluded.

About e2open

At e2open, we’re creating a more connected, intelligent supply chain. It starts with sensing and responding to real-time demand, supply and delivery constraints. Bringing together data from customers, distribution channels, suppliers, contract manufacturers and logistics partners, our collaborative and agile supply chain platform enables companies to use data in real time, with artificial intelligence and machine learning to drive smarter decisions. All this complex information is delivered in a single view that encompasses your demand, supply and logistics ecosystems. E2open is changing everything.

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