



VELOXVI
— CONSULTING —
VISIBILITY • EXECUTION • GROWTH

STRATEGIC EXECUTIVE BRIEFING

FMCG TRANSFORMATION & COMMERCIAL EXCELLENCE ADVISORY

Transforming FMCG Strategy Into Execution.

Delivering Impact That Lasts.

Helping FMCG organisations achieve measurable outcomes across



Route-to-Market Effectiveness



Digital Transformation Adoption



Sales Execution Excellence



Decision Intelligence



Distributor Performance



Sustainable Growth



VISIBILITY



EXECUTION



GROWTH



VELOXVI
—CONSULTING—
ANALYSE • ADVISE • ACCELERATE

Transforming FMCG Strategy Into Execution.

Delivering Impact That Lasts.



GLOBAL
PERSPECTIVE



TECHNOLOGY
EXPERTISE



EXECUTION
EXCELLENCE



PEOPLE &
CHANGE



MEASURABLE
IMPACT



RTM
EXCELLENCE

Winning in the
Moments of Truth



SFA
EFFECTIVENESS

Maximising Field
Force Productivity



DMS
OPTIMISATION

Strengthening Distributor
Performance



ANALYTICS &
DECISION INTELLIGENCE

Turning Data into
Actionable Insights



PROGRAM & CHANGE
MANAGEMENT

Driving Adoption.
Sustaining Results.



accenture



20+
MARKETS



24+
YEARS OF
EXPERIENCE



LARGE SCALE
TRANSFORMATION
PROGRAMS



MEASURABLE
BUSINESS
IMPACT

STRATEGY TO EXECUTION • INSIGHT TO IMPACT • TRANSFORMATION THAT DELIVERS



RaviShankar Varanasi

FOUNDER & PRINCIPAL CONSULTANT

FMCG Transformation Leader
Strategy | Technology | Execution
Driving Growth. Delivering Impact.

THE FMCG REALITY

FMCG businesses operate in a complex, dynamic and challenging environment.



MARGIN PRESSURE

- Increasing costs across the value chain
- Price sensitivity and intense competition squeeze profitability



EXECUTION COMPLEXITY

- Complex routes to market and channels
- Multiple touchpoints create execution breakdowns



DISTRIBUTOR CHALLENGES

- Distributor economics under pressure
- Low productivity and limited capability development



FRAGMENTED DATA

- Data exists in silos across systems
- Lack of visibility and real-time insights hinder decisions



SLOW DECISION CYCLES

- Delayed insights lead to delayed actions
- Opportunities lost, issues addressed too late

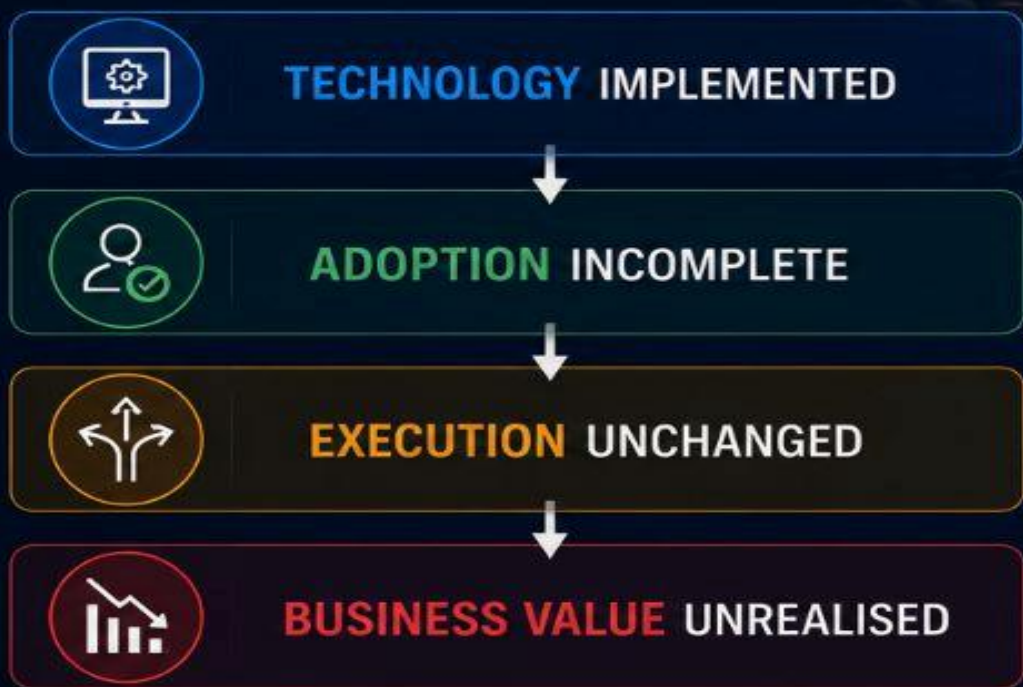


In today's environment, execution excellence is the ultimate differentiator.

CLOSE THE GAPS. ACCELERATE PERFORMANCE. DRIVE GROWTH.



WHY TRANSFORMATION INVESTMENTS UNDERPERFORM



Technology alone does not transform.
Execution excellence delivers impact.



WHAT VELOXVI SOLVES

We help FMCG organisations eliminate gaps, improve execution and unlock measurable growth.



REVENUE LEAKAGE

- Identify and quantify revenue leakages across the value chain
- Address root causes impacting sales and margin
- Convert leakages into profit



EXECUTION GAPS

- Assess execution maturity across RTM processes
- Identify gaps in coverage, availability, and compliance
- Prioritise actions with highest impact



DISTRIBUTOR VISIBILITY

- Improve end-to-end distributor visibility
- Monitor performance, stock, and secondary sales in real time
- Strengthen distributor engagement



FIELD PRODUCTIVITY

- Increase field force productivity and call effectiveness
- Ensure right activities in the right outlets
- Drive higher coverage and conversion



TRANSFORMATION ADOPTION

- Improve user adoption of technology and processes
- Build capability and drive change
- Sustain transformation momentum



DECISION INTELLIGENCE

- Turn data into actionable insights
- Enable faster, smarter and confident decisions
- Drive performance through intelligence



From insights to impact – we help you execute better, every day.

BETTER EXECUTION. BETTER PERFORMANCE. BETTER RESULTS.



People



Process



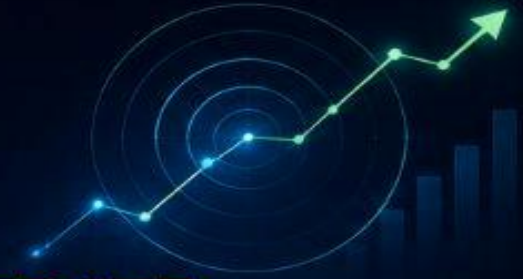
Technology



Performance



Impact



VELOXVI CONSULTING FRAMEWORK

ANALYSE →

ADVISE →

ACCELERATE



ANALYSE

Understand current state

- Assess RTM effectiveness
- Review SFA & DMS maturity
- Evaluate distributor performance
- Identify execution gaps
- Benchmark current capabilities



OUTPUT:
Current-State Assessment



ADVISE

Design future state

- Define target operating model
- Prioritise improvement opportunities
- Build transformation roadmap
- Align people, process & technology
- Establish governance framework



OUTPUT:
Strategic Roadmap



ACCELERATE

Drive execution

- Support implementation
- Enable adoption & change
- Track KPI achievement
- Strengthen execution governance
- Drive measurable business outcomes



OUTPUT:
Sustainable Business Impact



ANALYSE • ADVISE • ACCELERATE

Transforming FMCG Strategy Into Execution.



VISIBILITY.



EXECUTION.



GROWTH.

FMCG ADVISORY SERVICES

Strategic advisory to build high-performance FMCG organisations and drive sustainable business impact.



5. PERFECT STORE

Drive in-store execution excellence to win at the last mile and influence shopper choice.



6. EXECUTION GOVERNANCE

Establish robust governance, processes and KPIs to ensure consistent and sustainable execution.



7. ANALYTICS & DECISION INTELLIGENCE

Leverage data and analytics to generate insights and enable faster, smarter decisions.



1. RTM STRATEGY

Design winning route-to-market strategies aligned with customer, channel and shopper dynamics.



2. SFA EFFECTIVENESS

Optimise sales force operations, coverage, capabilities and performance management.



3. DMS OPTIMISATION

Strengthen distributor management systems to improve productivity and transparency.



4. DISTRIBUTOR EXCELLENCE

Build high-performing distributor networks through assessment, enablement and performance leadership.

**STRATEGY
THAT INSPIRES.
EXECUTION
THAT DELIVERS.
IMPACT
THAT LASTS.**



Deep expertise. Practical insights. Measurable impact.
Advisory that bridges strategy and execution.



PEOPLE



PROCESS



TECHNOLOGY



PERFORMANCE



IMPACT

RTM EXCELLENCE ASSESSMENT

A structured assessment to evaluate your Route-to-Market effectiveness, identify gaps and build a focused roadmap for impact.



A data-driven assessment. Actionable insights. Measurable impact.
BUILD A STRONGER RTM. DELIVER SUSTAINABLE GROWTH.



PEOPLE



PROCESS



TECHNOLOGY



PERFORMANCE



IMPACT



VELOXVI
CONSULTING
ANALYSE • ADVISE • ACCELERATE

SALES FORCE PRODUCTIVITY

Enhancing field force effectiveness to drive higher coverage, better execution and stronger results.



TODAY'S COVERAGE

78%

CALL EFFECTIVENESS

82%

OUTLET PRIORITY



EXECUTION SCORE

88%



1. COVERAGE

- Assess territory coverage vs. potential
- Identify under-covered and white spaces
- Optimise routing and beat planning
- Increase productive time in the market



Outcome

Higher reach.
Better market presence.



2. CALL EFFECTIVENESS

- Measure call quality and engagement
- Improve planning, preparation and time utilisation
- Strengthen customer interaction and value delivery
- Drive right frequency and focus



Outcome

More effective calls.
Better conversions.



3. OUTLET PRIORITISATION

- Segment outlets by potential and value
- Focus on high-impact outlets and opportunities
- Align call frequency with outlet priority
- Maximise returns on field effort



Outcome

Right focus.
Higher ROI from field.



4. EXECUTION QUALITY

- Ensure in-store execution standards
- Improve scheme, display and pricing compliance
- Strengthen availability and visibility
- Drive perfect store execution



Outcome

Better execution.
Stronger results.



Right activities. Right focus. Right execution.

MAXIMISING EVERY CALL. DELIVERING EVERY DAY.



PEOPLE



PROCESS



TECHNOLOGY



PERFORMANCE



IMPACT



DISTRIBUTOR EXCELLENCE

Strengthening distributor capability and performance to drive growth, efficiency and long-term partnership.



01



INVENTORY VISIBILITY

- Real-time visibility of stocks at distributor and sub-stockist level
- Reduce stock-outs and overstocking
- Improve forecast accuracy and planning



Outcome

Optimal inventory.
Better availability.

02



ORDER CYCLE

- Streamline order capture and processing
- Improve order fill rate and turnaround time
- Enhance communication and transparency



Outcome

Faster cycle.
Higher service levels.

03



SECONDARY SALES

- Increase sell-out through better market activation
- Monitor beat and outlet performance
- Drive visibility and engagement at outlet level



Outcome

Stronger sell-out.
Higher market share.

04



COMPLIANCE

- Ensure adherence to schemes, policies and agreements
- Monitor claims, returns and settlements
- Strengthen audit and compliance processes



Outcome

Higher compliance.
Lower leakages.

05



WORKING CAPITAL

- Optimise credit limits and payment terms
- Improve collections and reduce DSO
- Enhance cash flow and liquidity



Outcome

Better cash flow.
Stronger liquidity.



Empowered distributors. Efficient operations. Sustainable growth.

STRONG PARTNERSHIPS. SUPERIOR PERFORMANCE.



PARTNERSHIP



EFFICIENCY



PERFORMANCE



SUSTAINABILITY



VALUE CREATION



TRANSFORMATION SUCCESS FACTORS

A holistic approach across the five pillars that drives sustainable transformation and measurable impact.



01



PEOPLE

- Build a change-ready culture
- Drive capability building and upskilling
- Enhance engagement and ownership
- Align incentives to desired outcomes



Outcome

A motivated and empowered workforce.

02



PROCESS

- Design simple and effective processes
- Standardise ways of working
- Eliminate waste and redundancies
- Ensure scalability and continuous improvement



Outcome

Efficient and scalable operations.

03



TECHNOLOGY

- Leverage fit-for-purpose solutions
- Ensure integration and interoperability
- Enable real-time visibility and insights
- Adopt with user-centric design



Outcome

Technology that enables performance.

04



GOVERNANCE

- Establish clear roles and responsibilities
- Define policies, controls and guardrails
- Track KPIs and drive accountability
- Ensure risk management and compliance



Outcome

Controlled, accountable and compliant execution.

05



EXECUTION

- Drive disciplined implementation
- Manage change proactively
- Remove roadblocks and bottlenecks
- Review, adapt and sustain momentum



Outcome

On-time execution. Real business impact.



Five pillars. One objective.

TRANSFORM STRATEGY INTO SUSTAINABLE BUSINESS IMPACT.



PEOPLE



PROCESS



TECHNOLOGY



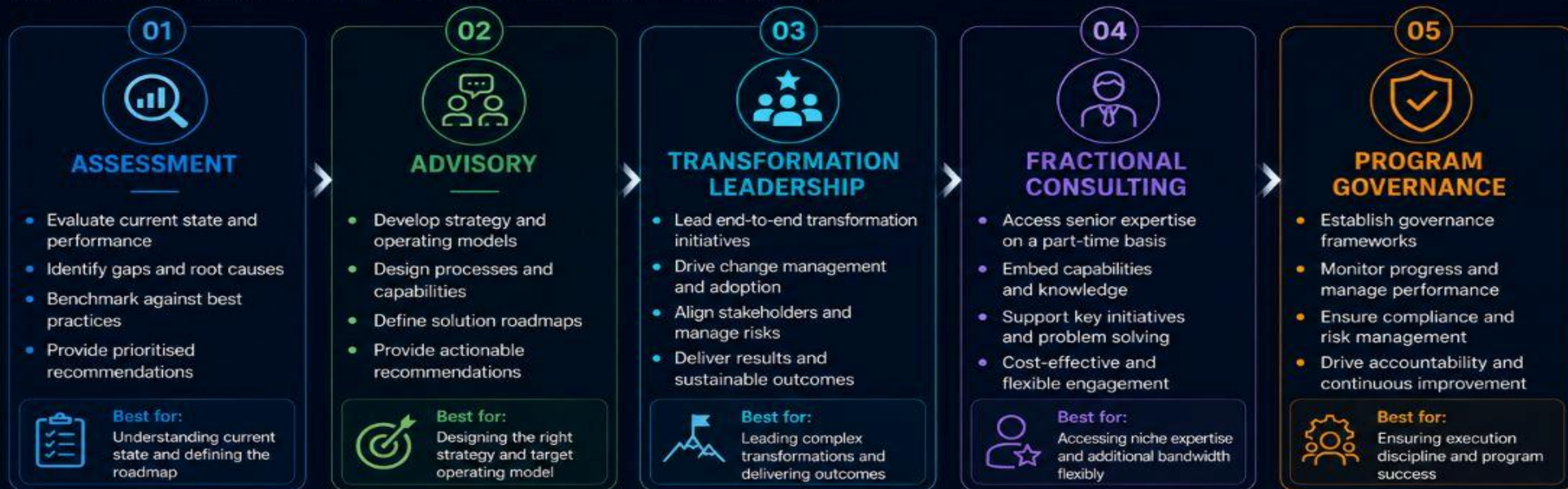
GOVERNANCE



EXECUTION

TYPICAL ENGAGEMENT MODELS

Flexible engagement models designed to meet your strategic needs and drive measurable impact at every stage of your transformation journey.



Right model. Right expertise. Right impact.

ENGAGE FLEXIBLY. DELIVER CONFIDENCE. CREATE LASTING VALUE.



EXPERTISE



FOCUS



FLEXIBILITY



ACCOUNTABILITY



RESULTS



EXPECTED BUSINESS OUTCOMES

From Transformation Activity → Business Impact

01



HIGHER PRODUCTIVITY

- Increased field-force effectiveness
- Better outlet coverage
- Improved sales team efficiency

02



BETTER VISIBILITY

- Real-time market insights
- Distributor performance transparency
- Improved execution tracking

03



IMPROVED AVAILABILITY

- Better inventory visibility
- Reduced stock-outs
- Stronger product availability

04



FASTER DECISION MAKING

- Actionable insights
- Reduced reporting delays
- Improved responsiveness

05



IMPROVED EXECUTION

- Stronger compliance
- Better sales execution quality
- Consistent market discipline

06



SUSTAINABLE REVENUE GROWTH

- Increased market coverage
- Improved customer service levels
- Sustainable commercial growth



TECHNOLOGY ENABLES.

EXECUTION DELIVERS.

BUSINESS OUTCOMES MATTER.



EXPERIENCE THAT DRIVES EXECUTION

FMCG Transformation Leadership Across Markets, Functions & Technologies

FMCG TRANSFORMATION EXPERTISE



ROUTE-TO-MARKET (RTM)



SALES FORCE AUTOMATION (SFA)



DISTRIBUTOR MANAGEMENT SYSTEMS (DMS)



COMMERCIAL EXCELLENCE



ANALYTICS & DECISION INTELLIGENCE



DIGITAL TRANSFORMATION

A JOURNEY OF TRANSFORMATION LEADERSHIP

accenture



ITC INFOTECH



GLOBAL FMCG PROGRAMMES

ACROSS FUNCTIONS & GEOGRAPHIES



VELOXVI
— CONSULTING —

Strategy • Technology • Execution

PROVEN ACROSS MARKETS. DELIVERED AT SCALE.



20+ MARKETS SUPPORTED

Across Asia, Middle East, Africa, Europe & Americas



LARGE-SCALE TRANSFORMATION PROGRAMMES

Multi-country, multi-function initiatives driving measurable impact



DISTRIBUTOR & RETAIL EXECUTION EXPERTISE

Deep understanding of GTM models, trade partners & last-mile execution



BUSINESS + TECHNOLOGY LEADERSHIP

Bridging strategy, process, data and technology for real business outcomes



STRATEGY THROUGH EXECUTION FOCUS

From vision to value – ensuring adoption, impact and sustainability



DEEP FMCG DOMAIN EXPERTISE.

Built over years. Proven in the field.



GLOBAL TRANSFORMATION EXPERIENCE.

Across global markets and industries.



EXECUTION-FOCUSED LEADERSHIP.

Delivering impact that lasts.



VELOXVI
— CONSULTING —
VISIBILITY • EXECUTION • GROWTH.

THE VELOXVI ADVANTAGE

Independent. Focused. Execution-Driven.

01



INDEPENDENT ADVISORY

Objective recommendations
focused on business
outcomes, not
software sales.

02



FMCG-FOCUSED EXPERTISE

Deep understanding of
Route-to-Market, Sales
Execution, Distributor
Operations, and
Commercial Excellence.

03



TECHNOLOGY + BUSINESS

Bridging strategy, processes,
people, data, and technology
to drive measurable
impact.

04



EXECUTION-ORIENTED APPROACH

Focused on adoption,
governance, execution
quality, and sustainable
outcomes—not just
implementation.

05



GLOBAL EXPERIENCE

Experience supporting
transformation initiatives
across multiple markets,
cultures, and operating
environments.



We help FMCG organisations translate
transformation investments into
measurable business outcomes.



**WHY CLIENTS
ENGAGE VELOXVI**



Independent
Perspective



FMCG Domain
Expertise



Business +
Technology
Leadership



Practical
Execution
Focus



Outcome-
Oriented
Advisory

VELOXVI CONSULTING

VISIBILITY • EXECUTION • GROWTH

TECHNOLOGY CREATES CAPABILITY. EXECUTION CREATES **VALUE.**



Ravishankar Varanasi

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VeloxVI Consulting

Helping FMCG organisations
translate transformation investments
into **measurable business outcomes.**

LET'S CONNECT



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CORE FOCUS AREAS



RTM
Excellence



Sales
Execution



Distributor
Performance



Digital
Transformation



Decision
Intelligence

Driving **visibility.** Ensuring **execution.** Delivering **growth.**

