



SALES AND MANUFACTURING

ENABLE MODERN SALES TEAMS

salesforce

sales cloud

Introduction

Manufacturing is experiencing a customer-focused revolution. On the global side, this means manufacturers are ramping up innovation in an effort to develop and produce more sophisticated offerings than smaller rivals. High-margin growth is the ultimate end game.

In addition, manufacturers are working to build a closer, seamless, and collaborative relationship with customers. Demand for real-time sales information has never been higher, as is the need for a hyper-responsive global supply chain. If this transformation is going to happen, actionable insights and data are essential for successful business decision-making.

Still, most companies are too disconnected to keep up and give customers what they want. This e-book examines the challenges as to why this is, plus offers solid solutions around the technology manufacturers should adopt to both differentiate and help their front-line sales teams compete in this new landscape.

“Manufacturing accounts for 60 percent of all U.S. exports.”

Brookings Metropolitan Policy Program

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Chapter 1

The Common Challenges

Traditionally, manufacturing is the production of merchandise for use or sale using labor and machines, tools, chemical, and biological processing, or formulation. It is most commonly applied to industrial production, where raw materials are used to create finished goods on a large scale.

In the broadest sense, there are a couple of key challenges being shared across the manufacturing industry:

Margin Pressure

Due to fierce global competition that is only increasing over time, profit margins continue to be squeezed for manufacturers, whether small or large. Now, more than ever, technology solutions are needed to help companies grow their business, so they can compete on the worldwide stage.

Lack of Skilled Talent

The manufacturing workforce is aging, yet the industry is failing when it comes to drawing from the new talent pool of up and comers. For millennials, in particular, when considering where they want to place their bets in terms of

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a career, this industry has not been a top choice. It's estimated there are 600,000 vacant manufacturing jobs in the U.S. alone.

As far as more specific pain points, manufacturers have reported the following:

No 360-Degree View

While speed is the new currency across the manufacturing industry, processes remain disconnected at many companies. Customer information is often siloed due to spreadsheets, legacy environments, and disparate tools. Another common problem is a lack of connection between front office and back-office ERP. With systems appearing everywhere, field sales representatives, who are key to a company's growth, are not being sufficiently equipped to compete in the new, fast-paced environment.

Inaccurate Sales/Demand Forecasting

Another common challenge across today's manufacturing industry is the inability to efficiently manage order and demand forecasting. This means there is difficulty lining up what the market is dictating with what customers have and need. As a result, manufacturers are facing pressures when it comes to how they successfully grow their business and processes at scale.

Limited Channel Visibility

A big market and opportunity for manufacturers is that of the reseller. Yet without visibility into the best path through their networks to distributors, such opportunities tend to stall. Manufacturers have a hard time collaborating with resellers and thus find it difficult to forecast what product needs will be. Efforts to reach out via email and offline conversations tend to be lost, as they are very difficult to track by field reps, especially when an individual is added to a communication chain late in the process.

See even more resources for improving your sales: Visit the [Salesforce Resource Center](#).

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“ Nearly half of Gen Y consumers are willing to pay for services that make their lives easier. ”

Deloitte 2014 Gen Y Automotive Consumer Study

Customer Spotlight:

AAF International

It's been nearly a century of business for AAF International. And as the company, which sells its clean air solutions under the AAF® and AmericanAirFilter® brand names, increased operations from its headquarters in Kentucky to 22 countries around the world, so did its need for collaborative tools.

When it came to accessing customer information, AAF's sales team was stuck trying to weed through some 63,000 lines on spreadsheets. As a result, creating quotes took hours, not to mention that 50 percent of a salesperson's work week was typically spent performing administrative activities. Processes were siloed, making collaboration either nonexistent, or very limited.

With these pain points in mind, AAF's business objectives when adopting a CRM solution were to: automate sales processes, eliminate wasteful selling activities, create a single-source of customer truth, drive employee adoption of the CRM, and make it accessible globally to the company's three-thousand employees. The choice was Salesforce.

Since the implementation of Salesforce CRM, AAF has doubled win rates. Account information is clean and current, and can be located in seconds from desktops, laptops, and mobile devices. Thus far, the CRM has seen an adoption rate of 82 percent. A Boomi integration means prepared order quotes now sync with AAF's back-office SAP. And those thousands of lines of spreadsheets? Gone.

“Since the implementation of Salesforce CRM, AAF has seen win rates double from 15 to 30 percent.”

Chapter 2

The Sales Landscape

Manufacturers can typically be broken into five categories:


- Industrial Products
- Machinery and Equipment
- Electrical Components
- Building Products
- Consumer Durables

In addition, manufacturers are either “made to stock” — where raw material is kept in inventory and products are produced to meet demand forecasts — or “made to order” — such as an aviation company, where an aircraft is only built when an order is placed.

No matter where manufacturers fall in the above, each tends to use one of the following go-to-market sales processes:

Direct Sales

This features a direct sales team, selling to a limited number of customers. Critical to the team’s success is access to back-office and product info from anywhere, so they can accurately process orders.



50% of automotive customers are more likely to purchase because of positive social media comments.

- Capgemini,
Cars Online 2013

Manufacturer's Rep

Instead of hiring full-time employees, a more cost-effective outsourced sales team is used. This group may represent one manufacturer or many different companies.

Distributor

A distributor provides front-line support to customers. They serve as a buyer and reseller of products, and must collaborate with the manufacturer on product supply, as well as pricing.

Dealer or Retailer

In many cases, a dealer or retailer is the primary channel of interaction between the manufacturer and the customer. A manufacturer must collaborate with this channel to ensure they have complete information about customers, products, and services in order for them to sell and serve the end customers better.

Due to the increased global competition and margin pressure discussed in Chapter 1, each sales process could greatly benefit from the following improvements:

Additional Revenue

Salespeople are not just after new business. They also need to be able to upsell and cross-sell to current customers successfully to resist margin pressure. A full, single view of historic customer interactions, plus

previous account and order information, is vital to accomplishing this.

Clean Data

Without access to the most accurate data, it's difficult for salespeople to have conversations with existing customers about new opportunities because their most recent needs are unknown. Deeply understanding every customer goes a long way to improve relationships.

Demand Forecasting

Upselling and cross-selling does not go far if there isn't product in place to meet these new orders. Accurate demand forecasting is needed to ensure the correct supply is in place to meet any additional demand, from both existing and new customers.

Collaboration Tools

Especially in situations where salespeople sell as a team, collaboration tools can greatly increase impact because each member has access to the same customer information. Improved channel visibility and connected systems go a long way when it comes to maximizing reseller revenue.

- “Manufacturers can typically be broken into five categories:
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Customer Spotlight:

Cenveo

Cenveo has a mission to help businesses better communicate -- to customers, shareholders, and employees. What the international manufacturer and distributor of print solutions lacked was an effective way to share real-time information across its sales teams and broader company.

Among the challenges Cenveo faced were silos of data, and no centralized sales process or metrics for measuring performance. The company needed a way to drive both positive competition and collaboration. After evaluating four CRM systems, Cenveo selected Salesforce, based on speed of installation, scalability, and the option to easily customize it, without needing to call in IT.

The CRM solution is primarily used by Cenveo's sales teams, but has also been rolled out to other departments, including marketing, manufacturing, and customer service. On the sales side, big benefits have included on-demand reporting, access to accounts, activities, and resources across the organization for team selling, and the elimination of siloed spreadsheets and other processes.

On the corporate side, use of Salesforce CRM has been tremendously unifying. It's now about one company and one process. The guesswork around measuring rep performance is gone. Teams have been brought together in a collaborative manner and now have the ability to review cross-selling accounts across divisions.

“Use of Salesforce CRM has been tremendously unifying. It's now about one company and one process.”

Chapter 3

The Innovation Solutions

We've established that many manufacturers struggle with competing in today's environment because of disconnected systems. Everything from legacy on-premise tools, to siloed spreadsheets, can keep companies from driving productivity among their customer-facing employees.

The great news is that technology now exists so companies no longer have to be held back by the old ways of doing things. Manufacturers can now adopt innovative solutions to replace outdated systems and successfully equip their sales teams to better serve customer needs and compete in the current landscape.

Cloud CRM

A cloud customer relationship management (CRM) solution allows sales reps to create deeper, more meaningful relationships with each and every customer. Real-time information and interactions can be carefully tracked, so quick decisions can be made. Reps are better equipped to land new business, as well as upsell and cross-sell fresh opportunities to current customers.



Integration


Enterprise resource planning (ERP) is one way for manufacturers to store, manage, and interpret data. But if it's locked in a legacy back office system, it does little good when it comes to driving efficiency for the rest of the organization. The right integration tool unlocks and connects back office ERP to front office systems, so manufacturers can better manage complex distribution and supply chains, and meet product demand. This access is also key to building a rich customer profile.

Analytics

Some 90 percent of the world's data was created in just two years, and that amount of data could increase 10-fold by 2020. In manufacturing, sales teams not only need customer data to be accurate, but they also need to be able to successfully interpret it so they can make better decisions. Adopting an analytics tool can help reps uncover new opportunities and better sell to customers.

Mobile

Now, more than ever, manufacturing salespeople need real-time information wherever they are. The days of being tied to a desk in an office are over, as is needing to boot up a laptop device when on the road. To truly compete, sales reps should have the most current data at their fingertips via a mobile device. Right from a smartphone or tablet, salespeople can access the latest customer account, order history, product catalogs, inventory, delivery schedules, and more.

A photograph of a worker in a yellow hard hat and safety vest using a tablet in a factory setting. The worker is wearing white gloves and is looking at the tablet. The background is a blurred industrial environment with machinery and lights. A green semi-transparent overlay covers the right side of the image, containing white text.

Manufacturers can now adopt innovative solutions to replace outdated systems and successfully equip their sales teams to better serve customer needs and compete in the current landscape.

Customer Spotlight: GE Aviation

General Electric, the company that was founded by Thomas Edison, is now on the forefront of a variety of industries, from consumer appliances to healthcare to power-generation. GE Aviation's innovative new path involves building closer connections to its customers — and even making its products more socially connected.

To make GE Aviation's business more social, the company looked to the latest cloud technologies — and invented some additional ones. It started by using Salesforce to connect with commercial customers and manage opportunities. But it was the collaboration it enabled that changed the day-to-day business.

Chatter adds a deeper level of working together to GE Aviation's sales efforts. Reps use it to share documents, answer questions, and get fast feedback. Meanwhile, social networks are helping GE Aviation update its brand image and become more approachable to consumers.

Using social networks, the division can take consumers behind the scenes. These channels also provide valuable feedback. GE Aviation is monitoring and participating in online conversations about its brand. And it's not just the people of GE Aviation that are becoming social. New products that will talk to customers are in development.

[Watch the film >](#)



“Today’s markets are all about speed. You no longer have the luxury of waiting weeks to months to figure out what’s going on.”

— John Sabino
SVP, Commercial Excellence

Chapter 4

The Sales Benefit

Once the old, outdated process and systems are out and the new are in place, manufacturers can expect numerous benefits on the sales side and beyond. In fact, companies that adopt cloud technology to coordinate and collaborate with their sales teams, and across their organizations, enjoy a big advantage as a result.

Improved Relationships

Salespeople have better relationships with customers due to a robust, 360-degree view of their history and needs. This leads to more opportunity for upselling and cross-selling. Salespeople have access to clean data and are able to ensure supply is in place to meet demand for additional orders. It's also a great way to stay ahead of customer expectations.

Better Efficiency

Reps waste less time on non-productive, manual tasks, are more efficient, and can spend more of their efforts improving the bottom line. Employee frustration from working in complex systems is minimized. This helps manufacturers retain staff longer, with less turnover, particularly key during this time when talent is especially needed.



Connected Systems

Manufacturers have the tools they need to connect their systems and devices to the cloud. The data generated can be analyzed and acted upon, and reseller revenue can be maximized and well as collaboration. Every employee, no matter where they are, has one view of the customer.

Mobile Access

Connecting front and back office data gives your sales department a view of your inventory system and much more. Making this information available via mobile devices means they can sell better, from anywhere. This 360-degree view is a key differentiator in today's competitive environment and increased margin pressure.

Increased Sales

When it comes to Salesforce CRM specifically, a 2014 independent third-party survey by Confrimit found organizations that adopted the solution saw a 39 percent improvement in forecast accuracy, a 32 percent boost in sales productivity, and an overall 23 percent increase in sales.

See even more resources for improving your sales: Visit the Salesforce Resource Center.

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Customer Spotlight:


Schneider Electric

Schneider Electric is one of the world's largest manufacturers of power distribution equipment, industrial control, and automation. Operating in 100-plus countries, with over 100-thousand employees, Schneider helps power generators that distribute electricity, designs automation systems, manages electric power in buildings, and much more.

While Schneider had a CRM solution in place, adoption was very poor, they had trouble scaling it in larger countries, and the deployment process took too long to meet the company's urgent needs. All of this meant IT was spending the majority of its time babysitting the software and not enough time adding new value to the business.

With Salesforce CRM, Schneider recognized it had much higher adoption rates and could handle complex requirements. The company quickly rolled out a pilot with 300 users. From there came the "One Schneider" program, a unified global customer engagement front-office solution across sales, service, marketing, and field ops for 30-thousand users in 70 countries.

[Watch the film >](#)



“We are connecting people to their environment. We are connecting people to their machines. Everything that Salesforce is doing is helping incredibly.”

— Jean-Pascal Tricoire
CEO, Schneider Electric



Conclusion

Manufacturers all over the world are working to build closer relationships with their customers. As a result, how they sell, and what they need to do so successfully, is transforming. The need for real-time sales information has never been greater, because in order to build amazing customer relationships, manufacturers need a single and up-to-date view of them.

The previous pages offer solid solutions around the cloud technology manufacturers should adopt to connect everything and help their front-line sales teams compete in this new landscape. The winners will be the ones that take advantage of these revolutions and help turn their companies into truly customer-centric and connected manufacturing enterprises.

SALES SOLUTIONS THAT WILL MAKE YOUR BUSINESS MORE PRODUCTIVE

If you want to grow your sales and establish a transparent sales process, you need an easy-to-use Customer Relationship Management system. Salesforce allows you to store customer and prospect contact information, accounts, leads, and sales opportunities in one central location.

[Learn more ›](#)

32% Improvement in win rate.

40% Increased sales productivity.

32% Increase in sales revenue.



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