



salesforce

Essential Guides

CREATING CONNECTED — CONSUMERS —

How consumer goods companies can create real relationships and sales success with shoppers and consumers



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CHAPTER 1

IT'S TIME TO CLOSE THE GAP

Consumer goods brands have always recognised that they are distanced from buyers and end consumers by their retail partnerships. Despite being an industry built around consumer needs, this distance makes it tough to adapt to today's fast-changing customer. In the past, the retailer held all the cards. Not just a face-to-face or direct relationship with shoppers – but also vast quantities of highly valuable data about shopper behaviour.

To develop promotions, products, and new innovations, consumer goods companies have had to rely on an incomplete view of the consumer filtered through the eyes of retailers. Thanks to the digital world, today you can start to access that rich information directly in order to get smarter about your customers. Re-orienting your decision-making processes around this data can transform your business.

*“Over the next decade, **90%** of industry growth will be captured by companies that successfully engage directly with consumers.”*

IDC

The Consumer Goods Industry in the Digital Age, March 2017



CHAPTER 2

IT'S TIME TO CHANGE THE GAME

Digital technology allows you to recapture some of the power that has rested historically with retailers – but traditional companies will need to shake off a few assumptions, re-orient around consumers, and come to grips with an almost overwhelming amount of digital and social data. Doing so will involve not just collecting consumer data from multiple sources but making sense of it to make intelligent, data-driven decisions.

Growing your understanding of the consumer unlocks a world of potential – not just to build direct relationships with consumers but also to

enrich the relationships you have with retailers, lower the cost of consumer acquisition, and more. You can develop smarter promotions and leverage intelligent analytics to see further and deeper, innovate, and make smarter predictions and plans.

Better information and insight will help you pursue the goal of long-term customer loyalty and higher customer lifetime value. When you're able to collect consumer data, you gain the flexibility to do more than the traditional discounting approach that serves only to squeeze margins with little ROI.

*“By 2019, a **third** of consumer goods companies will have benefited from digital transformation, with the remainder held back by inflexible/outdated business models, processes, or functional structures.”*

IDC

The Consumer Goods Industry in the Digital Age, March 2017

CHAPTER 3

HOW TO BECOME A TRULY CONSUMER-CENTRIC COMPANY

Collecting, analysing, and taking action on consumer data directly is becoming one of the keys to consumer goods success. Just as better use of business data empowers more flexible, agile, and knowledgeable operations and channel management, data about consumers and shoppers will enable consumer goods companies to make better critical decisions about what to produce, who to target, how and where to sell – and then successfully execute on those decisions.

In this guide we will take you through the essential elements of just what it will take to respond to the new challenges consumer goods companies like yours face.

TRAILBLAZERS WILL...

- Set up the right systems and processes to capture data more comprehensively than their peers.
- Place analysing broader and deeper consumer and shopper data at the core of their business.
- Connect data faster across their own organisation, extract insights, and put it to work to make smarter decisions about engaging consumers.

34%
**SAY THE MOBILE/
SMARTPHONE WILL
BECOME THEIR MAIN
PURCHASING TOOL**

PwC, Total Retail 2017



#1 GET TO KNOW YOUR CUSTOMERS BETTER TO UNDERSTAND THEM MORE

CHALLENGE

More direct engagement with consumers is a vital precursor to building a real relationship, which will allow you to add value over time and support preferential choices based on more than price.

To do that, you need to amass more information about your customers than you have ever had before, using smart tools and techniques to gain not only data but to reveal the patterns and trends that can inform your decisions, activities, and plans, and form a foundation for insight-driven marketing to clearly identified targets.

STEPS TO SUCCESS

- Treat all consumers as named individuals, gathering insights around them to help you build real and enduring relationships and create 1-to-1 consumer journeys. Recognise individual shoppers across devices and channels and target your individual engagement activities to the right place at the right time.
- Recognise and track new and as-yet-unidentified potential shoppers as they traverse the digital landscape and cross between different channels, gathering insights that you can leverage into identified profiles.
- Segment, analyse, and leverage your consumer data so that you can make truly smart decisions. Define your targeting based on real individuals and amplify it into accurate lookalike audiences through intelligent comparison and analysis.

#2 BECOME VISIBLE TO YOUR CUSTOMERS WHO DON'T YET KNOW YOU

CHALLENGE

In the past, all shoppers saw was their retailer's brand and individual product brand – while the consumer goods brand behind it was often invisible. Today, shoppers and end consumers care far more about where and from whom their products come, and this strongly influences their purchasing choices.

Building closer connections to consumers and shoppers enables you to create essential trust, and imbue products with rich and powerful brand values that can attract individuals and communities, and build groups of brand evangelists among loyal consumers. Armed with consumer insights you can direct more effective, engaging, and personalised marketing activities.

STEPS TO SUCCESS

- Build brand portals that expand your online presence and create communities around your brands. With these, you can engage with consumers, learn more about them, build loyal customers for life, and empower customers to be your biggest advocates.
- Leverage insights in your brand marketing, building on customer data to create amazing, engaging campaigns across any platform online or on mobile, via SMS, or on social platforms, creating personalised campaigns built around what consumers truly care about, and enabling collaboration and information sharing between agencies and brand managers.
- Target digital, mobile, and social advertising and sponsored content based on real insight into well-understood shopper niches and their research and buying behaviours. Manage and tweak campaigns based on real-time insight into response rates and engagement.



#3 RESHAPE AROUND NEW CONSUMER EXPECTATIONS, NEEDS, AND SPEEDS

CHALLENGE

Today's consumers, especially Millennials, are increasingly connected, mobile, and social. Convenience is driving decisions of when, where, and how to purchase. Consumers are demanding, and if they don't receive a response or find what they're looking for quickly, they move on. They have total price transparency online, expect brands to behave ethically, and like the feeling of being in control. They happily share their own personal information and will share their views and recommendations freely, but they expect to be listened to and receive personalised value in return.

Retailers and major online brands are rethinking their business models around these new consumer demands. To sell to them effectively and dependably means reshaping your approach too: Not only to focus innovation and plans, or even to sell to them directly – but also to work with distributors and retailers to create smart digital and in-store merchandising, negotiate the deals and positioning you need, and agree on the right promotions.

STEPS TO SUCCESS

- Create platforms that enable curation and sharing of offers, product data, and supporting images, carefully and creatively with partners, to ensure that shoppers then receive information that will incentivise and motivate them to purchase.
- Deliver exceptional consumer care and service across multiple channels online, social and real-world, using social listening to identify issues and engage with individuals fast to resolve their concerns. Build internal capabilities for automated ticketing and case routing to empower agents to resolve issues as fast as possible, providing real-time transparency to key stakeholders and delivering transparent assurance to customers that their concerns are being addressed.



#4 SELL IN NEW WAYS, IN NEW PLACES, ARMED WITH NEW INFORMATION

CHALLENGE

The ability to understand customers better and market to them in more sophisticated ways is changing how consumer goods brands compete, not only with each other but with retailers themselves. You may already have established direct-to-consumer (DTC) routes, or may still just be exploring DTC options today. Either way, you must fulfil the promises you make, at the same time as creating sustainable distribution and fulfilment models and delivering a consumer experience that rivals the very best online retailers.

To maximise value and create success in DTC, you need to know when and where consumers touch your brand, across different digital channels and through different devices. With that knowledge, you can build an understanding of how different communities of shoppers in different parts of the world engage with your brand – and then make that information accessible to key internal business stakeholders who can take the right actions to help drive your future.

STEPS TO SUCCESS

- Build engaging ecommerce solutions to power new DTC business models that leverage digital and social demand generation to create momentum, and gather consumer intelligence and insight from the start to fuel future marketing and growth.
- Develop an informed picture of consumer engagement with your brand that can aid your decisions about how, where, and what to sell directly or via innovative models, versus traditional channels.

#5 FEED YOUR FUTURE WITH INSIGHTS FOR R&D AND INNOVATION

CHALLENGE

Understanding consumers' deeper motivations for purchase, unmet needs, and untapped desires is key to developing products for them not just now, but for the future. This requires looking beyond individual behaviours to the social worlds and communities where your target consumers live, learning to listen and comprehend sentiments and tap into conversations.

Building this deeper understanding will enable you to explore new ideas, such as product personalisation, which can then generate more valuable insights as they sell through. Integrating social data into the overall consumer data mix can not only super-charge customer care and support the development of relationships, but also reveal valuable insights into the addressable market that will power R&D and product innovation activities, inform PLM, and aid other critical product-planning decisions.

STEPS TO SUCCESS

- Building consistent social awareness starts with listening, which will generate increasing insight and consumer relationship growth over time, enabling your social responsiveness to become part of your brand, and grow your corporate and brand reputation for consumer service and care.
- Create apps and engagement campaigns that actively seek consumer and shopper insights into what they want in their products, how their needs are changing, and how best to solicit their creative ideas.

#6 CREATE A CONNECTED FUTURE OF PRODUCTS, CONSUMABLES, AND INSIGHTS

CHALLENGE

Data and the ability to manage it, connect it together, draw insight from it, and use it to inform decisions, will be essential if you are to secure the opportunities of the connected future. Connected products are emerging and will be an inevitable part of future innovation. The Internet of Things (IoT) makes it possible for products to do things like order supplies and consumables automatically and communicate service or repair needs, not to mention the host of new features and consumer benefits enabled by consistent and always-on data flows from those connected products.

Managing the increasing volume of data will be critical: The IoT will create new sources of data for your organisation to absorb, organise, and make accessible before you can use it to serve consumers better, deliver new levels of care, or help you rapidly, easily, and transparently, deal with product issues or recall scenarios.

STEPS TO SUCCESS

- Put in place data and engagement platforms on which to maximise the opportunity for future connected products, which might feed consumer usage or behavioural data back; auto-order consumable supplies such as detergent, coffee, or ink; or act as portals through which consumers can make add-on purchases.



#7 BECOME A TRUSTED CUSTODIAN OF CONSUMER DATA

CHALLENGE

Consumer goods companies have some significant challenges ahead: first, to gather more, better, and deeper consumer data from every accessible source. Then, to create an ecosystem of technologies to connect this critical information and make it available everywhere it is needed across the organisation.

Along the way, you must learn how to handle consumer information, both at a population and at an individual level, to protect both consumers and your own organisation. You must learn not just how to store and manage it, but also ensure it is used appropriately as you engage with the changing market, and take advantage of future digital innovation and new technologies.

STEPS TO SUCCESS

- Eliminate silos by connecting data across the business, enabling shared insight and collaboration by all teams and benefiting all your stakeholders. Then marketing can create amazing campaigns that are personalised and meaningful to consumers, ecommerce teams can develop new offers, call-centre and service teams gain a 360-degree view of individual shoppers, while your decision-makers gain insight from analysis for the bigger picture so they can plan for a successful future.
- Manage all your duties of care for consumer data to stay compliant with evolving governance expectations and data protection and privacy regulation by maintaining a clear view of data content, location, and distribution.

CHAPTER 4

COLLECT AND CONNECT CONSUMER DATA TO DRIVE YOUR FUTURE

Salesforce solutions enable you to collect and connect data and then put it to work to engage consumers through advanced digital marketing, ecommerce, and consumer care capabilities.

Salesforce uses the cloud to create and configure powerful data connections and business functionality tuned to the exact needs of your own stakeholders, making information easier and more intuitive to find, access, and use.

The Customer Success Platform for consumer goods creates layers of engagement that span and connect existing systems and silos of data without affecting underlying business processes, making multiple sources of consumer data easy to capture, integrate, access, and utilise.

The flexibility of the cloud means rapid change can be made – not just faster than via traditional IT, but applied incrementally to one product line or individual brand, enabling you to experience and fine-tune the change process at your own speed.

Discover the capabilities that Salesforce can deliver to help you take your steps to connected customer success.

“Omni-channel commerce, the implications of either selling or marketing directly to the consumer, and the importance of personalisation and new product development remain critical to consumer goods companies.”

IDC

**The Consumer Goods Industry in
the Digital Age, March 2017**

Know your customer with consumer data management

Consumer data management, including a data management platform, segmentation, and consumer insights with the help of Krux, Marketing Cloud, and the Salesforce platform.

Build more actionable understanding of consumers through intelligent segmentation and the ability to track behaviours and repeat interactions, making identification of lookalike audiences easy, and then building customised marketing campaigns and journeys designed around the consumer.

Grow real relationships with consumer engagement

Consumer engagement, including 1-to-1 journeys, ecommerce, consumer apps, and consumer loyalty created with Marketing Cloud, Commerce Cloud, Service Cloud – plus apps created by our extensive ecosystem of partners, available via AppExchange.

Create deeper and more meaningful understanding of individual shoppers and consumers, enabling you to grow long-term relationships and support ongoing dialogue,

by providing tailored apps and opportunities that build loyalty and trust.

Transform customer care with service excellence

Service excellence, including consumer call centre, self-service, field service, and knowledge management delivered with the aid of Service Cloud, Field Service Lightning, and Community Cloud.

Improve your visibility into, and ability to respond fast to, the support and service needs of consumers, through automated routing of tickets to the right team and individuals for resolution and follow-up either in the field or remotely. Provide consumers with visibility into progress being made on resolving their issue via community platforms, and enable manager visibility to monitor service quality.

Build brand engagement with brand marketing

Brand marketing, including social command centre, brand portal, campaign management, and agency management created with Marketing Cloud, Community Cloud, and the Salesforce platform.

Extend brand engagement across multiple platforms, managing all types of digital and social campaigns. Extend your brand through brand portals that can boost engagement with consumers or enable better connection with partners and agencies that execute or amplify brand marketing – enabling collaborative working and easier sharing of brand and campaign materials and assets.

Create your future with connected products

Connected products, including connected packaging, connected labels, and connected Items such as consumables, all enabled by our IoT Cloud, Marketing Cloud, Commerce Cloud, and Service Cloud.

Prepare to gain business value from the connected world by ensuring your platforms are ready to receive and make actionable the future data streams that will be generated by IP-enabled products, embedded sensors, RFID tags, and smart labels, which may feed an array of insights from consumer usage, location, and behavioural data, to logistics and delivery information, or enable automated ordering of consumable items.

CHAPTER 5

REIMAGINE YOUR FUTURE WITH SALESFORCE

Salesforce solutions for connected consumers are just part of the value it delivers for consumer goods customers. Discover more about our approach to connecting consumers, channels, operations and employees by reading the other consumer goods guides in this series available from Salesforce.

We are known for innovation, and we are bringing our customers the power of artificial intelligence with Salesforce Einstein, which powers even smarter functionality across the Salesforce platform. Consumer goods customers will soon be able to automate, analyse, and make decisions using predictive technologies in their sales, commerce, marketing, analytics, service, and community activities, driving even greater future success.

To discover how Salesforce can help you create connected consumer success, why not visit our consumer goods website at salesforce.com/consumer-goods.



59%

**OF CONSUMERS WANT
REAL-TIME PERSONAL
OFFERS DESIGNED
ESPECIALLY FOR THEM**

PwC, Total Retail 2017



**DISCOVER HOW SALESFORCE
— COULD HELP YOU CREATE —
CONNECTED CONSUMER SUCCESS**

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