



salesforce

Essential Guides

CREATING CONNECTED OPERATIONS

How consumer goods companies can use connected operations to build operational agility and drive customer success



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CHAPTER 1

COMPLEXITY CAN SLOW CHANGE TO A CRAWL

Staying competitive in an environment of increasing competition and perpetual change isn't simple. The consumer goods sector and its products move fast, while global economic and consumer landscapes change constantly. Responding is essential, and many consumer goods firms have grown through successive business expansion, change, and mergers and acquisitions. But these three growth engines can also generate significant operational complexity and result in highly distributed operations across multiple geographies with diverse workforces, labyrinthine processes, and staggering operational costs. Supporting it all are complex IT architectures and numerous systems of record.

Driving operational excellence is as critical as supporting your ecosystem of channel partners and suppliers, managing customer relationships, and empowering your diverse workforce. Improving operational efficiency means establishing a foundation for continuous improvement and finding a way to organise, understand, and derive value from the massive volume of business data you have locked in siloed, inaccessible IT systems. Data is hard to see, hard to report, and often almost impossible to pull together for the richer, real-time visibility that can help you keep everything in alignment, plan better, and make smarter, faster operational decisions.

“Most companies plan and manage for ‘business as usual’, preventing them from being prepared for what may be around the corner ... the unexpected, disrupting forces that can dramatically change the marketplace.”

Deloitte
2017 Consumer Products Industry Outlook

CHAPTER 2

THE CONNECTED FUTURE BECKONS

The operational challenge facing consumer goods companies looking to accelerate business growth is understanding the best way to create dependable operational agility. As traditional product segments become more crowded than ever before, it's critical not only to move fast to secure emerging opportunities in new markets but also to meet the demands of innovation. Consumers want variety, delivered in new and more convenient ways – and your operations need to support this kind of speed and product proliferation.

Thankfully, technology unlocks a world of potential to speed up your business processes. It can transform data from siloed information

into accessible insights, enable greater control of core processes, and deliver better visibility into the health of your business to help you make confident decisions and ensure productive employees and partners. Technology is impacting you everywhere, through the industrial Internet of Things (IoT) and the evolution of modern manufacturing facilities, to the wider IoT that will enable smart and connected products.

Reshaping operations for the digital age is no small feat. The key challenge is knowing how to get started, what to focus on first, and how to do so without disrupting your day-to-day business operations.

“An essential feature of agility is repeatability. Agile organisations continuously adjust to changing circumstances by, for example, launching new products or eliminating old ones, entering new markets or exiting underperforming ones, or building new capabilities.”

MIT Sloan Management Review

CHAPTER 3

HOW TO CREATE A CONNECTED OPERATIONS FUTURE

To adapt to the future, consumer goods companies must create more agile, connected, and productive operations. You rely on your current IT systems, so the key to success is to make your existing systems more flexible – unlocking data to enable shared services and deliver end-to-end visibility that aids data-driven decisions, faster business responses, and product innovation. This means embracing digital change deep into your essential processes to eliminate redundancies, simplify processes, and automate wherever possible. It will require more standardisation, consolidation, outsourcing, offshoring, or other routes to enable continuous improvement and overall operational success.

In the next few pages we will explore some of the essentials for operational change in consumer goods.

TRAILBLAZERS IN CONSUMER GOODS ARE THOSE WHO:

- Leverage digital technology to drive a sustained competitive advantage through highly productive enterprise-wide management processes.
- Unlock information across the organisation to enable people and processes to operate at peak efficiency, create visibility, and drive continuous improvement.
- Deploy ultra-efficient shared back-office services for functions such as HR, IT, and finance, that can run at reduced cost with better service outcomes for internal and external stakeholders alike.





#1 CREATE FLEXIBILITY TO FUTURE-PROOF OPERATIONS

CHALLENGE

Change creates new demands, and operations commonly rest upon complex and critical enterprise IT systems such as ERP, manufacturing, and logistics systems. After massive investments, and with high dependency, making changes or adding functionality to respond to new needs can seem daunting, expensive, or even impossible.

Cloud technology can help. It provides the future-proofing you need, allowing you to configure what you need now and amend those configurations to suit your changing needs as often and whenever you need – all without disrupting your core systems.

STEPS TO SUCCESS

- Add a flexible layer of operational agility on top of your existing enterprise, ERP, and functional systems, unlocking the value of the information they hold without impacting their operations or harming data integrity in any way.
- Choose cloud services that you can reconfigure as new needs emerge, and where you will benefit from ongoing upgrades and constant innovation.



#2 UNLOCK VISIBILITY AS YOU UNLOCK DATA



CHALLENGE

You amass valuable data daily – yet it often remains locked in individual systems, making it hard for employees to coordinate activities or information to be shared easily between diverse and dispersed teams. When information is locked into individual systems of record, it takes time to extract, consolidate, and report, and often requires the help of a dedicated business analyst, meaning the business value of that data can take significantly longer to leverage.

Centralising critical data on a single, unified cloud platform allows you improve accessibility everywhere. This means that your field sales and service teams will have a mobile platform so they can be productive, whether behind a desk or in the field, and the rest of your staff enjoy an improved user experience because they can be productive on the devices they're already used to using. Connected and current information helps you make smarter decisions faster and turn siloed business data into meaningful and predictive information. With powerful reporting and analytics tools, you can improve forecasting accuracy and transform the planning process.

STEPS TO SUCCESS

- Add a digital connecting layer to make real-time data easily available to all employees so they can make smarter, more informed business decisions.
- Use the flexibility of an extensible cloud platform to add custom functionality to unlock better visibility across critical processes, enhancing your ability to plan, forecast, and make decisions.
- Create a 360-degree view of the customer to inform service centres, product managers, and NPD teams, enabling everyone to align and collaborate around customer needs.

#3 DISCOVER NEW IDEAS TO INFORM THE INNOVATION PROCESS

CHALLENGE

While ideas exist in abundance, the ability to capture and implement these ideas is what enables consumer goods companies to innovate ahead of the crowd and meet changing customer needs.

You need access to information about customers' needs and wants, their likes and dislikes, and to capture all the ideas that people, including employees and customers themselves, may have to meet them.

Innovating and managing products through complex NPD processes is always challenging, but with the right tools you can transform visibility of ideas right through the innovation value chain.

STEPS TO SUCCESS

- Create apps to capture ideas directly from consumers.
- Create social connections and collaboration communities between stakeholders inside the business and in partner organisations.

#4 STANDARDISE AND AUTOMATE TO DRIVE EFFICIENCY

CHALLENGE

Complex organisations inevitably add costs and complexity, but must strive to constantly simplify that complexity, eliminate duplication, reduce delay, and drive down the costs of inescapable core business functions like finance, HR, and IT. Transforming core business process efficiency by centralising common processes and introducing more flexible automation means you can rationalise resourcing so that people spend time on what adds value, and headcount can be reduced in line with real business needs.

The underlying management processes of any large business need to work seamlessly and at the lowest possible cost. Using technology to speed up and standardise business processes means that everything works better. When these processes are constrained by the rigid confines of an ERP system, it can be hard to improve them or collaborate with each other, suppliers, and partners to drive such improvements. Today, cloud services enable you to do just that: sharing more information in real time to see and resolve issues fast, and engage to form stronger, more profitable, and more transparent relationships.

STEPS TO SUCCESS

- Give the business more control over productivity by enabling business users to make process changes and configuration tweaks easily and quickly, without code or the need for expensive developer resources.
- Eliminate internal silos and duplication by provisioning shared services across the business, enabling process efficiencies, cost reduction, and headcount streamlining while improving service to employees, partners, and other stakeholders.
- Enhance the experience of employees' interactions with internal services such as HR, payroll, or IT, improving the user interface and providing self-service tools and help desk services.
- Enhance the ability of employees to access information and make operational decisions, automating routine activities to enable them to focus on exceptions and value-added activities.

#5 BUILD THE FOUNDATION OF YOUR CONNECTED FUTURE

CHALLENGE

As you take advantage of the opportunities provided by automation and robotics and introduce new equipment and make every effort to secure the new benefits of the industrial IoT, you will face an inevitable and escalating information challenge. Streams of data from an increasing number of sources must not only be absorbed but turned into actionable business information. Without doing so, it will be exceptionally difficult to secure business benefits such as more informed and automatic maintenance, progress and process management, and automated quality monitoring.

STEPS TO SUCCESS

- Turn IoT data collected from devices, locations, equipment, accounts, and more, into actionable insights that drive deeper engagement and accelerate innovation.
- Connect data through the manufacturing value chain for insight into production, warehousing, and logistics in real time, providing easier reporting and performance analysis.
- Help internal teams across all manufacturing departments optimise and streamline processes with customised, enterprise-grade apps.
- Provide teams with smart, instant access to critical contracts and entitlement data in one centralised location.

CHAPTER 4

CONNECT OPERATIONS TO SUPPORT YOUR SUCCESS

Salesforce capabilities for connected operations deliver a single integrated cloud platform that is fast, secure, and scalable to meet the needs of any size consumer goods organisation. Salesforce enables you to create connected information and unify processes across your operations, protect your existing IT investments, and future-proof your IT architecture.

The cloud enables you to create and configure platforms that enable the flow of information, incentivise collaboration, and help you make faster and more informed operational decisions.

The Salesforce Customer Success Platform for consumer goods creates a system of intelligent engagement that spans and connects existing systems and silos of data, enabling you to boost engagement of operations teams and create powerful insights for decision support and process management.

With Salesforce you can move your operations toward a more flexible, agile, digital future.

Explore the capabilities that Salesforce can deliver to help you create connected operations success.

“Developing breakthrough innovations requires equipping teams with different processes and perspectives than used in day-to-day business or more traditional innovations... this may require new processes – based in iterative development rather than strict stage-gate structures – as well as new collaborative models that connect talent across the organisation or through external partnerships.”

Deloitte

Deep-dive on Innovation in Consumer Products

CHAPTER 5

EXTRACT GREATER VALUE FROM EXISTING SYSTEMS WITH THE SALESFORCE PLATFORM

Salesforce solutions work hand-in-hand with existing systems of record and function to help you gain additional value from them and add the agility they often cannot deliver alone.

You can create agility on several core back-end processes like plan to forecast, source to pay, make to deliver, or order to cash by adding a layer of flexibility that can enable automatic routing and assignment of tasks, faster problem resolution, and help employees to engage better with suppliers, partners, and customers.

Without disturbing core ERP or other system processes, and without compromising data integrity, you can build automated processes using visual tools that enable you to automate routine tasks fast, freeing up staff for higher-value activities and enabling you to respond faster to changing needs.

Develop platforms for collaboration with suppliers and other partners, enabling information-sharing, real-time visibility of delays, better relationships, and faster resolution of issues.



CHAPTER 6

INNOVATE MORE EASILY WITH THE HELP OF IDEAS WITH SALESFORCE APP CLOUD

Our cloud solutions can enable you to connect ideas from consumers and staff to your product innovation and development process, and manage those processes better.

Salesforce App Cloud lets you create apps quickly and easily to ease the capture and communication of ideas in the form of visual sketches, images, or voice notes.

Enable customers, partners, and employees to participate in every step of the product lifecycle, and create integrated visibility of NPD and PLM processes to enable faster decision-making about which products to continue or terminate.

The benefits of innovation extend to after-sales service via the Salesforce Service Cloud, enabling you to engage and deliver faster, smarter, more personalised service in new ways, delighting partners and customers alike.

“It would be folly to underestimate the crucial role the flow of information plays in the physical aspects of advanced manufacturing. In order to fully realise the opportunities both of these domains present, it is crucial to integrate the two – use the digital information from many different sources and locations to drive the physical act of manufacturing.”

Deloitte
Industry 4.0 and Manufacturing Ecosystems

CHAPTER 7

TRANSFORM THE EMPLOYEE EXPERIENCE WITH SERVICE CLOUD

Drive efficiency in internal functions such as HR, IT and finance by creating internal shared services and engaged employee communities no matter where they are based.

Create better and more personalised employee experiences via a common enterprise-wide interface, provide smart concierge services that can answer common questions, manage effective help desk services, and create personalised self-service tools for staff.

All these can reduce the load on individual functions as well as surfacing faster, more relevant responses to employees, whether they are working at their desk or on mobile, while interactions are automatically logged and tracked through the cloud, allowing you to monitor service, measure, and drive continuous improvement.



CHAPTER 8

CONNECT MANUFACTURING TO THE BUSINESS WITH THE SALESFORCE PLATFORM

Salesforce cloud solutions enhance your ability to see and access information about the entire manufacturing chain from factory through warehousing and logistics.

Turn IoT and other data collected from myriad sensors, machines, locations, and management IT systems and locations into actionable insights that can help you plan preventative maintenance.

Gain visibility that can help you manage quality, plan ahead, and make data-driven decisions, without interrupting processes.

Allow automatic checks and alerts from production machinery to replace manual checking, delivering more streamlined and automated service ticketing and issues tracking in the end-to-end manufacturing process.

Manage resourcing and shift work more responsively and with the insight you need for planning.

“Traditional consumer product companies are already quickly losing share to smaller, more nimble, and more innovative companies who are successfully capturing the attention of brand-agnostic consumers in an increasingly crowded playing space.”

Deloitte

Deep-dive on Innovation in Consumer Products

CHAPTER 9

REIMAGINE YOUR FUTURE WITH SALESFORCE

Salesforce capabilities for connected operations deliver a single integrated cloud platform that is fast, secure, and scalable to meet the needs of any size consumer goods organisation. 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.

Salesforce technology is used by ISV and solution partners worldwide, including several strategic partners. Deloitte delivers Salesforce industry solutions for consumer goods and manufacturing businesses, including its FastLean solution for sales and services teams. It enables clients to accelerate their customer success and bring increased insight and activity efficiency to users.

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

“The consumer products landscape is rapidly changing, and companies that maintain the status quo will likely increasingly face negative consequences.”

Deloitte
Deep-dive on Innovation in Consumer Products

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

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WWW.SALESFORCE.COM/CONSUMER-GOODS**

