

# Creating the digital future of Consumer Goods

How harmonised engagement can transform the agility and impact of brands

salesforce

CONNECT TO YOUR CUSTOMERS  
IN A WHOLE NEW WAY



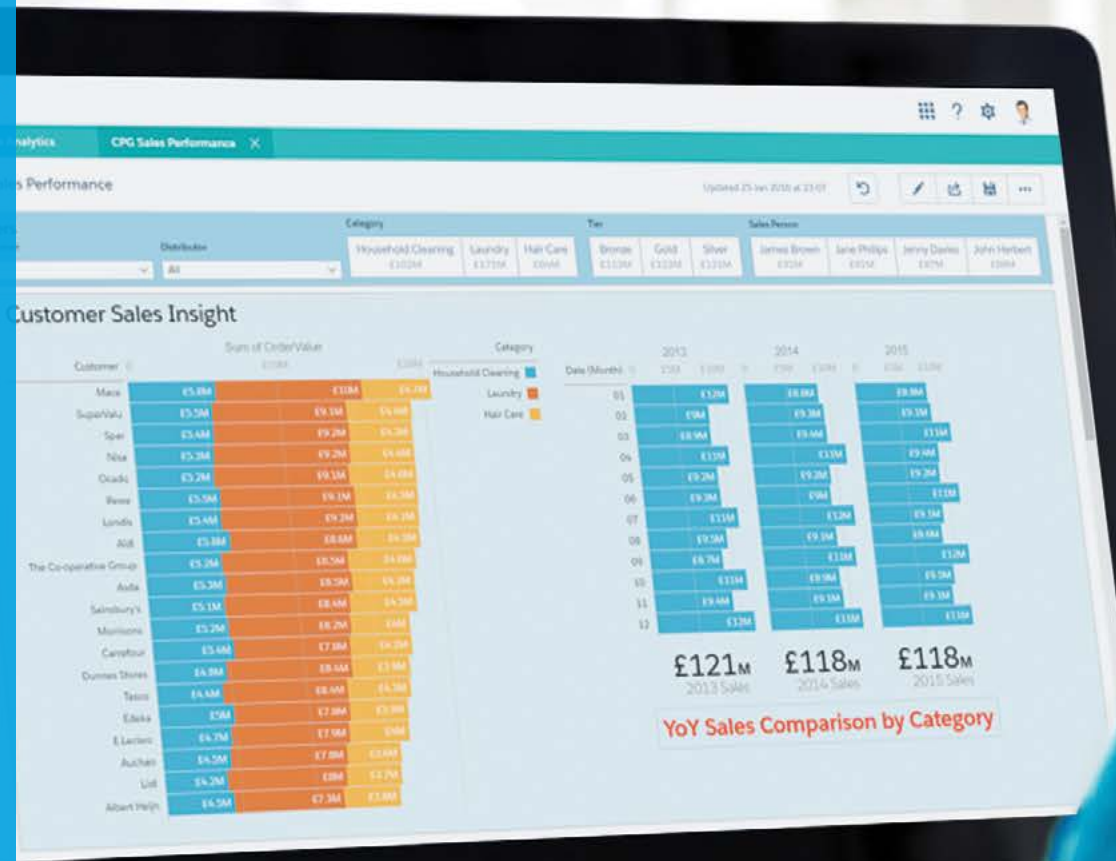
## chapter 1

# Driving the digital future

In a world that is changing fast, speed, responsiveness, agility and personalisation are the new imperatives for the Consumer Goods industry.

Retailers, shoppers, consumers and employees are all demanding better value, more openness, faster delivery and more tailored experiences. The future promises more digital cloud, social and mobile opportunity than ever, for those who embrace it. It all has significant implications for Consumer Goods players.

Salesforce has been helping address challenges like these for more than a decade – working with 80% of the world's top 50 Consumer Goods companies. Salesforce has developed a strong and deep expertise in the sector, and the capability to deliver value to benefit every aspect of the Consumer Goods business.



Salesforce helps **80%** of the **World's Top 50** Consumer Goods companies.

This eBook will illustrate how the Salesforce platform is helping customers to create smart engagements to:

- **Build better partnerships with retailers**  
Improve your relationships with retailers through digitised Key Account Management (smooth joint business planning processes, connected Trade Promotion Management, killer analytics), best in class Field Sales Management (best in class Retail execution application, with online and offline modes, ordering and payment possibilities for the “Out of Home” channel) and efficient Route to Market (smooth data sharing with distribution partners).
- **Engage consumers across every channel**  
Engage with consumers directly through 1-1 journeys (individualised messaging, tailor made applications, social chatter groups, social listening, customer care engagement), optimised marketing processes (workflow tracking, ROI calculation, agency management) and fostered innovation.
- **Create operational agility**  
Add a unified cloud-based layer over legacy systems, to unlock the data and digitally enable, streamline and accelerate key workflows including Plan to Forecast, Source to Pay, Make to Deliver and Order to Cash.
- **Engage and empower your employees**  
Deliver the digital workspaces that employees, and especially millennials, increasingly expect and which utilise the technologies they use in their private lives, by implementing social collaboration platforms, digitising HR processes (such as on-boarding, helpdesk and expenses) and improving employee productivity.

Working together we can help companies create connected, agile and powerful digital systems that do more than transform individual processes. They can create harmonisation across the business to help shape a more competitive, profitable and exciting future.



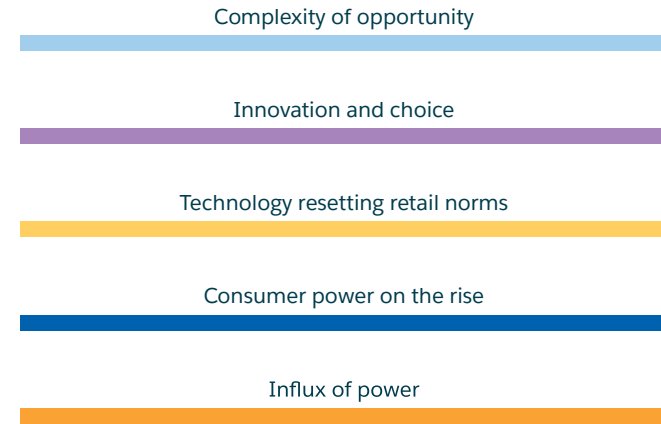
## chapter 2

# The forces of change

A complex mix of forces is driving the transformation of the Consumer Goods sector. Globalisation of business and finance in a world of shifting economic stability and security concerns impact margins and drive needs to develop new products, channels and revenue sources. Global growth is shifting towards emergent economies, manufacturing models are changing around the world and reshaping global organisations in the process. The environment is volatile, and there has never been a greater need for agility, insight, and making the right decisions at the right time. Within this global landscape, the Consumer Goods industry also faces a number of additional forces which will change it forever, around which it must adapt:

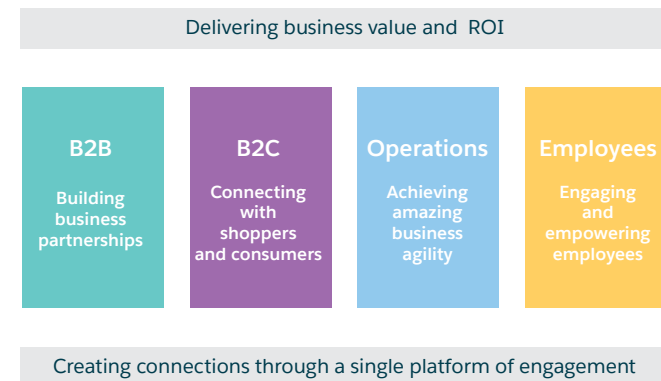
- Complexity of opportunity
- Innovation and choice
- Technology resetting retail norms
- Consumer power on the rise
- Influx of power

MARKET FORCES



**Intelligent  
innovation**

ENGAGEMENT PILLARS



## Complexity of opportunity

Market opportunity is in a constant state of flux. Huge opportunity from increasing consumer wealth in emerging economies contrasts with growing competition and decreasing profit potential in others. Global Consumer Goods companies must simultaneously serve a mix of developed and emerging markets, requiring the best intelligence and strong, flexible back-office systems. Companies must adapt around the vast differences that arise even within individual countries, such as urban versus rural consumption trends and cost to serve. Information must be at everyone's fingertips. Companies must constantly innovate to reach growing markets at the right time, achieve growth everywhere, and to meet a broad array of different shopper and consumer expectations. It is challenging when legacy IT systems are inflexible or ageing.

## Innovation and choice

The constant pressure to innovate new products and get them to market has always been a strength of the Consumer Goods sector. Today's consumer in major markets often has too much choice, yet business reality means brands are constantly creating product variations, new niches and new niches within existing niches either to meet existing needs, or to create new ones. Retailers in pursuit of volume have entered the fray with growing investments in basic and premium-level own brands, commoditising many product areas and changing the

dynamics of the channel as they become partial competitors as well as business partners. It is becoming even more vital to collaborate with them, and engage them with promotions that deliver for both parties.

## Technology resetting retail norms

Technology is developing faster than ever, with cloud, mobile and social technologies now pervading enterprise operations. It is accelerating the rate of progress from ideas to execution for innovative market entrants in many sectors. Consumer goods are far from immune. Omni-channel has already transformed traditional bricks and mortar operations. Mobile and social formats are changing how retailers think, sell and interact with shoppers. They are looking at how to use these, alongside online and traditional formats, to respond to change factors such as the increasing urbanisation of populations. They are evolving new models to serve customers and consumers online and in the real world, wherever they are and whatever they need, with mobile and e-commerce inevitably dominating more and more.

## Consumer power on the rise

Technology is enabling consumers to expect more, demand more and take control of brand interactions. Nowhere is this truer than with millennials, who are already estimated to have global spending power in the trillions of dollars and make up 24% of the European population.



They are redefining the future of brands – and starting to realise it. Consumers' perception of, and relationship with, brands are critical. Yet, many consumer brands have limited ability to interact directly, being largely reliant upon retailers. Investing in these relationships remains vital. Yet retailers aren't the only option. Some products are becoming the focus of disruptive direct-to-consumer brand channels, enabled by digital technologies. Some are ideas that brands might emulate or improve on – plus, they have a raft of their own ideas. Yet, many cannot be executed upon due to the lack of the right platforms and tools.

#### **Influx of information**

It is estimated that 90% of the data available today has been generated just within the last year – and the rate of information increase is set to grow. Consumer Goods businesses have always wanted information about their customers, markets and their organisation – and now there is more and more available. But, today they struggle to capture or use it. The challenge of 'big data' is often described as spanning volume, velocity and variety – but the fourth and final aspect is value. Today's advanced analytics offer the potential to extract that value, and put data to work to analyse company performance and deliver metrics that inform vital operational decisions. They can feed retail partners with insights to help them sell more, and better, while informing on spending decisions around trade promotion, and much more. But it needs

connected data platforms, backed by the right insight-driving analytical tools, to get information to the right people at the right time, via the most appropriate device.

Digital technology holds the key to a brand's ability to operate in an unsettled and uncertain world. The technology changes now underway dwarf those which have been seen over the past decade and show no sign of slowing down. The sector's proven abilities in product innovation will continue to stand in good stead – but they are not enough. Tomorrow's winners will be those who embrace digital innovation to do more than solve individual problems, using it to create, agility and insight they need across entire organisations, to connect and support all stakeholders, and to align around the customer .

“Companies must constantly innovate to reach growing markets at the right time.”

**\$2.45**  
trillion.

Millennial  
spending  
power, 2015

Youbrand

## chapter 3

# The four pillars of smart engagement

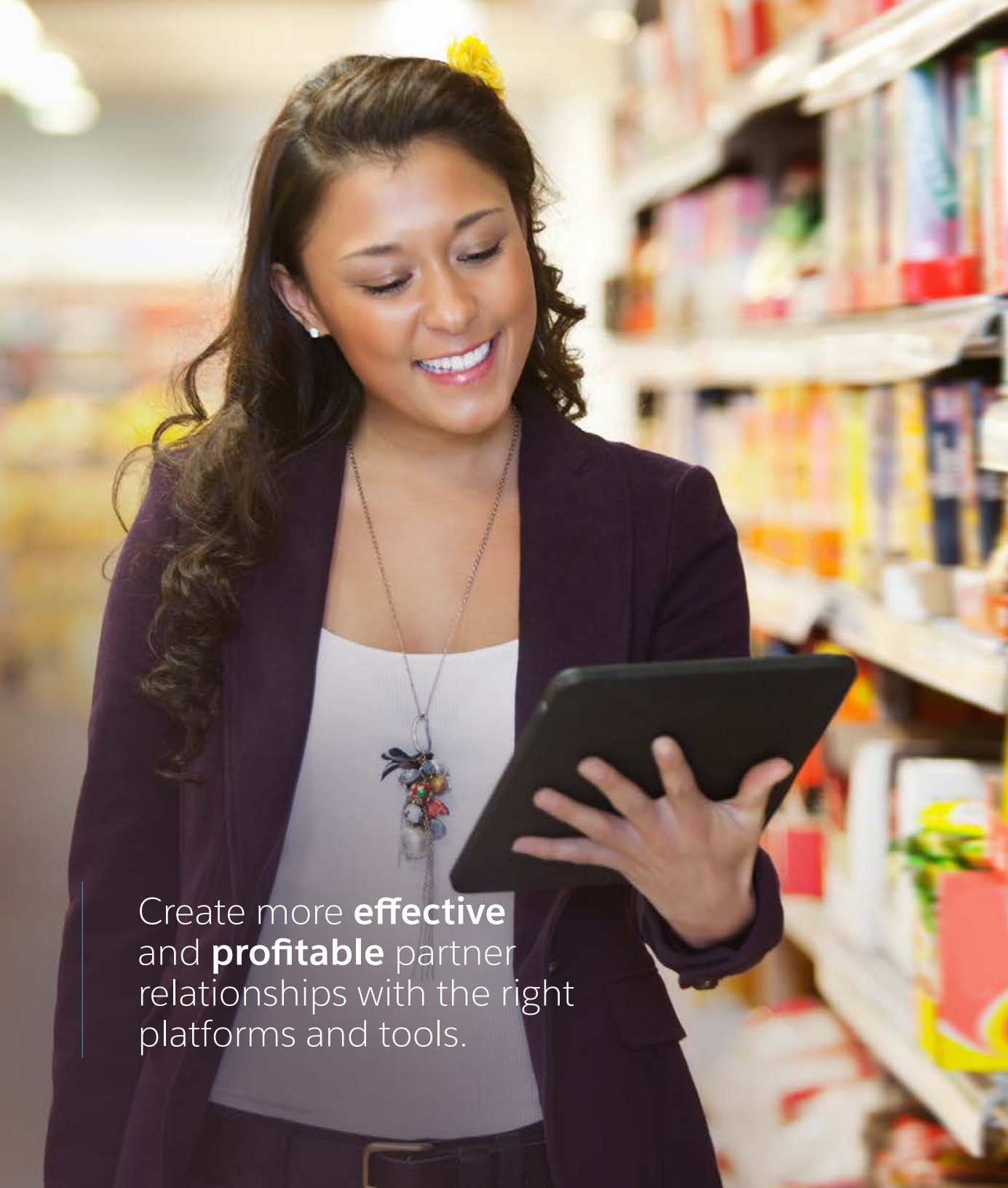
Truly connected engagement across the enterprise has the power to unlock opportunity. Salesforce delivers a uniquely complete platform for engagement that can help bridge and break down business and operational silos, engaging business customers, consumers and employees in new and more connected ways. Business users can be supported with integrated applications, tools and insights wherever they work. They can be empowered with analytic insight wherever needed, enabled to collaborate and share, and make smarter actionable decisions. Salesforce innovation has created powerful predictive and prescriptive applications that span every business function or employee need, beginning with Sales to Service and extending across B2B, B2C, employees and operational functions. It unlocks embedded information and boosts agility by bringing systems of record, engagement and intelligence together. It can help Consumer Goods businesses to address all four pillars of smart engagement.



## Shared Services



## Agility Platform



Create more **effective** and **profitable** partner relationships with the right platforms and tools.

## Pillar 1

# Building business partnerships

Retailers, distributors and wholesalers are the business backbone for successful volume Consumer Goods sales – and always will be, regardless of the introduction of innovative direct-to-consumer concepts. They are facing their own transformation challenges, and facing their own margin pressures. This means that Consumer Goods companies must invest in creating the platforms that enable them to make those relationships effective, profitable for all parties, and ensure that everyone is pulling in the same direction. Supporting them effectively in the field means not only looking for how you can deliver increasing value to them, but empowering field sales representatives to enhance that value. These businesses are as much your partners as they are your customers, requiring dedicated support and relationships that are cared for and cultivated.



## A truly harmonised digital B2B solution can enable you to:

### **Transform Key Account Management:**

- Improve your relationships with retailers enabling digital joint business planning processes, efficient exchange of information, connected Trade Promotion Management and more.
- Shape your business-to-business platform around your needs, easily integrating collaborative and social capabilities into business partner communication and information sharing, and rapidly developing apps for partners.
- Deliver easy-to-access brand and promotional information for resellers and retailers via online portals or mobile apps, making it fast, easy and intuitive for them to order POS and merchandising material, sign up for rewards, communicate with their rep and report delivery or product quality issues.

### **Energise your Field Sales Management:**

- Optimise the efficiency and effectiveness of your sales representatives with mobile and tablet-based portals that deliver all they need online and offline for planning and managing sales visits, communicating product information, merchandise management, selling in trade promotions and monitoring partner, region or individual outlet sales performance.

### **Improve efficiency in your Route to Market :**

- Engage more effectively with your distribution partners to share data, expose business processes and collaborate to better serve and support the end customer.
- Support the varying needs of the complex mix of stakeholders that form your various routes to market, making their sales activities more aligned, transparent, predictable, and efficient.

### **Plan, manage and measure B2B performance more easily:**

- Gain a single view of retail channel performance, trade promotion analytics and sales representative activities across geographies, regions or by brand. It can be accessible from any device, yet retain the ability to drill deep into data to inform decisions and planning.
- Use powerful analytics tools, designed around accessibility, speed and agility, to help every member of the sales community to make critical decisions about what to sell where, when and how.

Fulfil consumer expectations with a **change in outlook and behaviours** as well as technology.



Pillar 2

## Connecting with consumers

The age of the customer is already upon us – but the impact is only beginning to be felt. Consumer Goods companies will need to meet the rising demands of the millennial generation who expect an individualised, personal brand experience as a matter of course. It will require not only an investment in more direct engagement and retailing channels, but a change in organisational outlook and behaviours, for institutions that have customarily not had to think about the direct customer relationship. It will require powerful, connected digital platforms and data management to enable companies to energise and personalise their consumer marketing and engagement, manage the marketing process and revolutionise their innovation management processes.

## Flexible, integrated and connected digital B2C platforms can enable you to:

### Make Consumer Engagement personal :

- Create 1-1 journeys and engage with consumers directly through individualised messaging, tailor made applications and social chatter groups. Monitor what customers are saying about your brand with the help of Salesforce Social Studio and connect them to customer care agents instantly and easily.
- Pursue personalisation ambitions at a more individualised level with smaller segments, to serve specific needs and expectations and inform decisions about things like product formulation, composition and packaging, as well as marketing and messaging.
- Create conversations with consumers, listening to and learning from them across multiple channels. Create omni-channel connections that span online, social networks, and consumer mobile apps, ensuring a consistent and accessible brand conversation in real time that isn't purely related to buying – but which consumers can take action upon via any channel they choose.
- Bring all the data and insights from the conversation as well as sales, service or other interaction history into a central CRM repository, enabling analysis to support marketing planning and informing future consumer-facing promotions and merchandising.
- Build consumer marketing and promotional campaigns based on deeper knowledge of the customer than ever before, with greater predictive insight and assurance of return on marketing investment.

### Monitor and manage your Marketing process :

- Maintain visibility of the marketing process through all key stages, both internally with brand teams and externally with marketing agency partners.
- Foster innovation internally by digitising the collaborative experience across key stage gates from Insight to Launch, also with external partners, creating social groups to share ideas and generate transparency. Connect omni-channel consumer service management into the innovation process to convert customer dissatisfaction into the next insight for NPI/D.
- Embrace customers and consumers into the innovation process, encouraging them to engage with you across all channels, including social media, to provide feedback, ideas and suggestions about your products from any device.
- Analyse information at the level you choose, from a single micro-segment up to global geographies. Gain real-time insight into consumer spending trends, enabling rapid and responsive decision-making and development of new targeting strategies.
- Connect call centre and other service teams with access to this powerful CRM data so they have insights, concerns and personal perspectives instantly at their fingertips to transform customer service management across any channel.



Achieve **rapid development** of applications by **releasing information** from legacy silos.

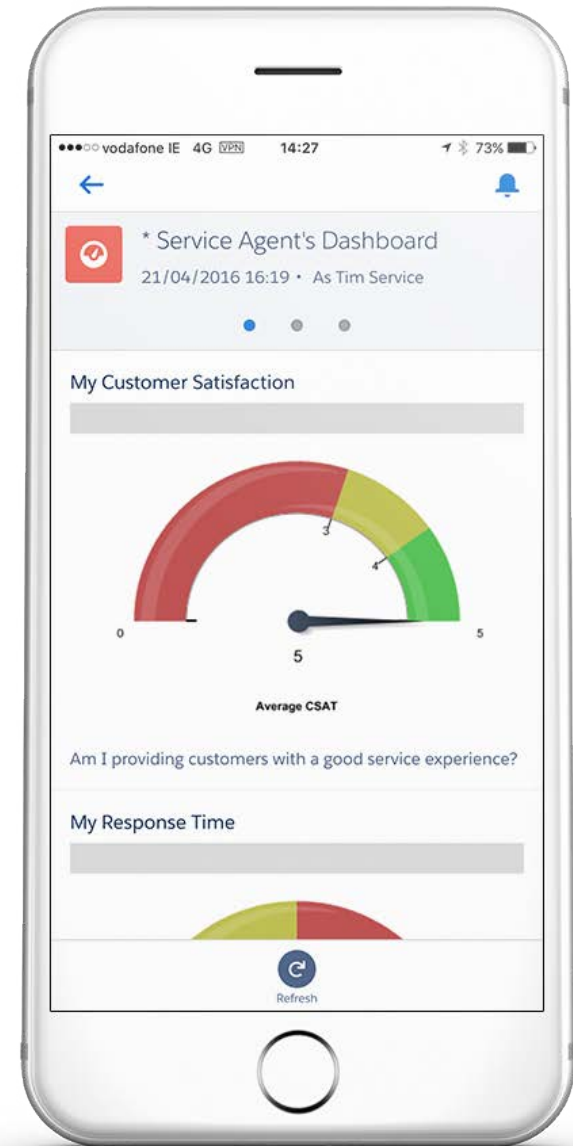
### Pillar 3

## Achieving amazing agility

In a tough and fast-paced business environment it is vital that organisations can move quickly and with confidence to secure opportunities, execute on ideas or address business process issues and inefficiencies. It means that back-end systems must be flexible, and that platforms exist for rapid development of new applications. Unfortunately, most systems of record (SOR), such as legacy ERP solutions, were never designed to enable that. The critical data to support key processes is locked in transactional silos within SORs and enterprise databases – while yet more valuable information can be floating around, entirely disconnected, within desktop software such as spreadsheets.

## Businesses can augment their operational agility by:

- Adding a unified cloud-based layer over legacy systems, to unlock the data they contain and make it more accessible for analysis and use, and thus to digitally enable, streamline and accelerate key workflows including Plan to Forecast, Source to Pay, Make to Deliver and Order to Cash.
- Enhancing the ability of employees to access and take operational decisions based on better and more useful data, and digitising and automating certain routine processes and freeing them up to spend more time focusing on their jobs, rather than finding information.
- Enabling information sharing and collaboration around this data, to support more informed dialogue with business customers and distribution channel partners. Insight and analytics within the process can be actioned immediately and on any device, posting directly to social feeds, both internally and as appropriate, across the extended value chain.
- Driving efficiencies and create proactivity across the sales, distribution and supply chain by creating a 360-degree view of the customer, empowering service centres and people and enabling every stakeholder to collaborate proactively around customer needs.
- Building customer service management best practice capabilities, which are as relevant and impactful to internal processes in finance, HR, manufacturing and procurement; thus opening up the opportunity to transform integrated business service management on a single digital platform.



Build a **knowledgeable** and **connected** workforce to represent your company at its best.



Pillar 4

## Engaging and empowering employees

Employees are the ultimate key to business success. Service teams are in the vanguard of reputation management, sales reps make or break retailer or distributor relationships, marketing teams are on point to develop high-delivering trade promotions, and you rely on your back-office functional teams to keep the business running. Integrated digital platforms can help ensure that companies not only recruit the best people but engage them to the maximum at all times, empower them with knowledge, keep them connected with each other and with the business, and deliver them tools to do their job to their best ability.

## Digital platforms can help you to:

### Boost Employee Engagement:

- Deliver the digital workspaces that employees (especially millennials) increasingly expect – implement social collaboration platforms and mobile apps that are similar to those they use in their private lives, deliver real-time information and personalised communications.
- Provide company-wide social collaboration and communication capabilities to help teams share and build knowledge on digital platforms that can retain such information as an effective corporate knowledgebase.
- Build platforms and campaigns that utilise personalised communication, gamification and apps to keep employees informed, engaged and motivated to communicate openly with their employer and their teams.
- Create personalised employee experiences and journeys that start with talent identification and recruitment and endure throughout careers with the company. Create integrated platforms on which you can build 360-degree perspectives of individuals and manage performance, learning and development – and ensure that staff work in close alignment with corporate aims and objectives whilst maximising back office HCM, and LMS systems.
- Digitise key stages of the HR process, such as on-boarding, expenses, e-learning, helpdesk and payroll, to simplify the life of your employees; embedding the customer service digital experience into employees' daily lives.

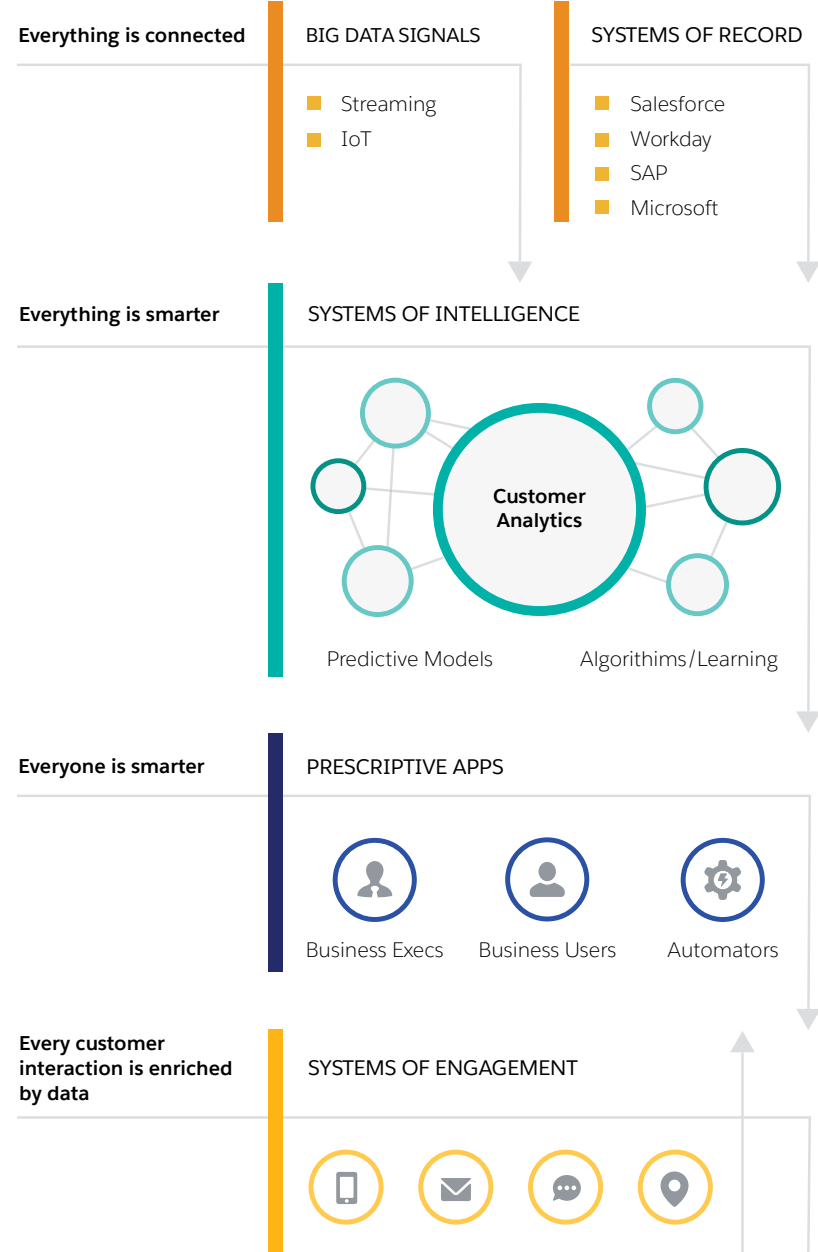
### Enhance the Employee experience:

- Provide employees with productivity tools such as mobile applications which unlock their access to information and functionality to help them sell, service customers and partners, or collaborate more effectively – developing these applications rapidly and easily in house. Make individual performance and productivity transparent and manageable to employees as well as their managers, through relevant metrics, KPIs and dashboards.
- Connect and harmonise learning and operational processes across individual brands, making it possible for employees to learn and build expertise as they move and rise within the organisation, creating career-driving benefits, as well as value to their employer.

## chapter 4

# Creating the connections

Creating systems of engagement and intelligence that meet these needs and connect all these pillars is possible with Salesforce. The customer sits at the heart of our business, but managing relationships with customers is far from all we do. We may deliver the world's #1 CRM solution, but it is just one part of a powerful integrated cloud business platform helping our own customers achieve success. Salesforce delivers a complete range of digital technologies to help Consumer Goods companies create connected and harmonised systems to help them operate more effectively and engage better across their business, with every stakeholder and, of course, with customers. With Salesforce's cloud platform, our customers can integrate data with processes, enable collaboration and assure an excellent user experience for all.







Salesforce has been named as one of the most innovative companies in the world for five years running by Forbes magazine. Innovation was part of our DNA from the start, making us the perfect partner in an industry which has always relied on innovation, and which must continue to do so. Partnering with Salesforce gives consumer brands the digital advice, smart tools and unified solutions that they need to see and stay ahead in an unpredictable marketplace, gain deeper insight into their operations and markets, and execute on their ideas.

Salesforce works with the world's most forward-thinking and successful consumer brands, and is continually building new partnerships for the Consumer Goods space with companies including Deloitte and Accenture, to deliver what our customers need now and in the future.



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