Industry Blueprint for Consumer Goods

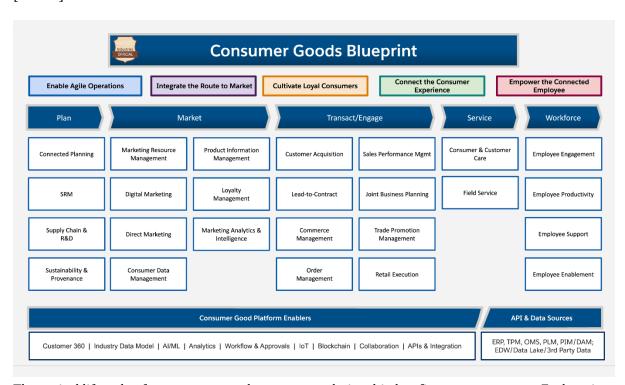
Examine the Salesforce view of strategy, product innovation, and partner relationships to enable B2B and B2C business processes on an integrated platform in the consumer goods industry.

The industry blueprint describes the end-to-end consumer goods customer lifecycle. Use the industry blueprint to understand how Salesforce Customer 360 platform capabilities help structure, organize, and support digital transformation.

- Map customer-facing business capabilities that are common to consumer goods stages of the customer lifecycle across planning, marketing, transacting, servicing, and the workforce experience.
- Determine which capabilities are most important to your organization, and prioritize implementation accordingly.
- Organize projects that deliver business value with maximum benefit.
- Gain alignment among key business process stakeholders.
- Understand the high-level platform capabilities and the Salesforce partners that power your organization's business needs.

Contact your Salesforce account team or a Salesforce partner for help with assessing the business and platform capabilities most suited for your organization.

[IMAGE]



The typical lifecycle of a consumer goods customer relationship has five process groups. Each major process group contains a number of business processes that together fulfill a business need or industry imperative.

- Enable Agile Operations: Optimize the value chain. Grow and protect the brand through realtime collaboration across functional boundaries. Proactively use data while building a sustainable business.
- Integrate the Route to Market: Become the brand of choice by letting account and field teams plan and execute. Drive sales growth through data-driven insights. Integrate all B2B sales channels. Gain a single source of truth with key account management, field execution, customer service, and channel partner incentives on the Salesforce platform.
- Cultivate Loyal Consumers: Make each consumer digital interaction with your company easy, connected, and personalized. Drive the right data strategy to simplify experiential, personalized, and consistent engagement. Turn individuals into loyal and repeat consumers, no matter where they engage.
- Connect the Consumer Experience: Deliver an Omni-Channel shopper experience that adapts to the rapidly changing paths to purchase. Let the shopper select, find, and buy products that are relevant, desired, and aligned to their values.
- Empower the Connected Employee: Equip employees with digital tools that enhance productivity and drive growth with your customers. Digitize your HQ and field operations through connected systems and collaboration.

Salesforce partners with independent software vendors (ISVs) and consultants to extend platform capabilities that suit business processes. Other industry-specific integrations and complete solutions are important in a typical business context. To learn more about ready-to-install applications, solutions, or consultants, check out AppExchange.

NOTE To understand which business capabilities, solutions, and Salesforce products can help your organization achieve the business needs identified on the blueprint, review the <u>Business Scenarios</u> for Consumer Goods.

Platform Enablers, API, and Data Sources are common across all lifecycle stages and business processes. Use platform enablers, APIs, and data sources as a baseline of functionality to support tailored solutions.

NOTE To understand how industry and business requirements link to the underlying technologies that support them, review the <u>Reference Architecture for Consumer Goods</u>. Use the industry blueprint as a framework for creating a reference architecture for planning customer experience enhancements.

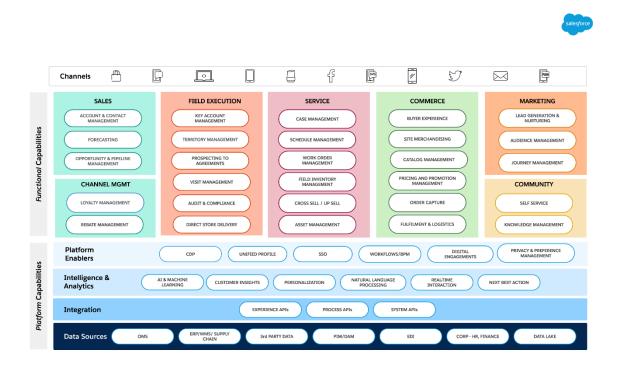
Reference Architecture for Consumer Goods

Map specific Salesforce products to the functional capabilities and operational activities of consumer goods organizations.

Salesforce provides configurable product solutions that support a consumer goods company's ability to effectively engage their customers and partners. The reference architecture helps communicate the vision and strategy of a solution to business executives and stakeholders. Learn with Trailhead.

Our reference architecture presents Functional and Platform capabilities. Each layer contains a representative subset of systems or capabilities that are most relevant for consumer goods organizations. It doesn't list all possible systems or capabilities.

[IMAGE]



Platform Capabilities

These components form the underlying technology base for achieving your goals. Each layer in the platform builds on top of the next. B2B systems typically rely on these elements.

CAPABILITY	DESCRIPTION
Data Sources	Data sources are systems that create, collect, and manage various types of data. These systems can act as systems of record. They're often purpose-built to handle particular functionality and data requirements, but some provide general system needs.
Integrations	Integrations include tools and routes that connect systems of record with each other or with higher-level experiences. Integrations can include varied tools like APIs that connect separate systems, single sign-on services to manage customer identity across different systems, and customer data platforms that segment customers.
Intelligence	Smart automation like machine learning and AI helps you optimize your use of customer data. To enhance your customer relationships and drive sales, the intelligence layer serves functions like delivering actionable customer insights, personalized product recommendations, and improving real-time customer interactions.
Analytics	Analytics helps you better understand your data and make smart business decisions.

	 Descriptive analytics summarize existing data to help you better understand the current state or past activities. Descriptive analytics typically answer "What?" questions about your data. Diagnostic analytics use the output of descriptive analytics to identify patterns and outlier data. Diagnostic analytics typically answer "Why?" questions about your data. Predictive analytics use historical data to anticipate future outcomes, such as the likelihood that a subscriber opens an email. Prescriptive analytics suggest courses of action based on your existing data. Prescriptive analytics typically answer "Should?" questions about your future actions.
Platform Enablers	Use common capabilities that drive the business processes across the enterprise. Build a unified profile using a customer data platform. Drive workflows and engagement based on that unified profile.

Functional Capabilities

Business-specific elements at the functional capabilities level are connected more directly to the customer's experience and measured in terms of maturity. Successful implementation of functional capabilities depends heavily on implementation of the platform capabilities.

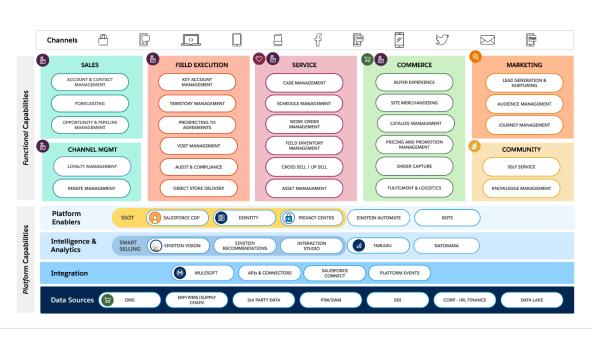
The consumer goods industry is evolving to handle disruption and change. The traditional integrated route to markets focused the B2B business model on key account management and field retail execution via sales channels. The industry is now starting to engage end-consumers directly via B2C Commerce and self-service models in partner systems. The recent evolution of privacy is also driving marketing changes to understand consumer behavior more directly by gathering more first-party data.

To identify strategic goals around which to focus your implementation, review common B2C Business Scenarios for Retail and their included functional capabilities.

A Business Capability Maturity Assessment arranged by your Success Manager or Account Executive can help you determine which areas of your business can benefit from more focus.

Mapping Platform Capabilities to Salesforce [IMAGE]





Specific Salesforce products handle each of the needs identified at the platform capability level.

Identify gaps in your underlying capabilities by customizing this model to include other Salesforce products or third-party systems in your current technology stack.

To explore the reference architecture specific to your business, contact your Success Manager or Account Team.

Business Scenarios for Consumer Goods help you better understand your business capabilities and find solutions that support your business goals.

Learn more about Salesforce products in this industry.

- Consumer Goods Cloud
- CPQ
- Mulesoft
- Commerce
- Experience Cloud
- Service
- Field Service
- Sales
- Analytics
- Work.com
- Marketing

Business Capabilities for Manage Key Accounts

Get a detailed view of maturity levels, best practices, and recommended solutions for enhancing sales capabilities for consumer goods organizations.

Use maturity levels to determine your organization's progress in each capability area. Implementing best practices and recommended solutions improve maturity in each area.

These capabilities represent the most critical capabilities in this business area.

- Territory Management Approach
- Account and Contact Management Approach
- Account Planning
- Sales Forecasting Approach
- Opportunity and Pipeline Management
- Lead Generation
- Quote Management
- System Integration
- Data Visualization
- Customer Communities

Territory Management Approach

Assign sellers to accounts, and ensure that standard objects have a master-detail relationship with accounts. Create necessary sharing records, and provide a roll-up mechanism for reporting and forecasting.

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
Minimum Level: Practicing Reporting and forecasting needs are met using Territory Management, but the setup and design of territories in the CRM doesn't support the company's go-to-market strategy. Recommended Level: Optimized Territory management setup supports the go-to-market strategy. The process to make updates is cumbersome and time-consuming, and delays are common.	 Invest time in crafting a balanced territory management strategy. Specify which sellers sell what products to which customers. Establish confidence that the territories are balanced and that each seller has sufficient and equal opportunity to reach their goal. Collaborate and communicate transparently to align with the rest of the organization on business impact. Establish a consistent territory management process based on the company's go-to-market strategy. Establish an account segmentation approach. 	Sales Maps Configuration Get started with Salesforce Maps Territory Management Basics Intermediate Enterprise Territory Management

	 Define and document territory policies and exceptions. Establish a data-centric territory management process with workflows that allow for flexibility and automation. Make data-driven decisions to establish and optimize territories. 	Define the area that your reps are responsible for targeting • Salesforce Maps Territory Planning Analyze and design your sales territories
	Management Approach ilities. Create, augment, govern, and manage ac	ccounts.
MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
Detailed account profiles provide a holistic view of the customer, such as bookings, account relationships, segment, tier, news, and more. Recommended Level: Optimized A 360-degree view of the customer exists in a CRM system, including links to other applications and systems with account information.	 To ensure effective account and contact management, foster the right culture. Align on the roles within the account and contact management process, and assign specific resources to those roles. Align on expectations by role for the account and contact management process. To encourage collaboration, create account teams. Establish a consistent account and contact management approach. Define a process to create an account. Align on the criteria for an account profile and what fields must be populated during creation. To relate accounts to each other, create an account hierarchy. Set up a data governance team that owns and maintains account ownership and rights to creation, editing, and deletion. Determine a modern data management (MDM) strategy for accounts and whether to maintain accounts in Salesforce or an outside database. To measure the success of account and contact management, align on the leading and lagging indicators. 	Get to know the consumer goods data model • Accounts and Contacts in Retail Execution • Sales Cloud: Considerations for Accounts and Contacts Strategies for using account data to close deals • Deploy and Use Analytics for Consumer Goods Get insights on your territory, stores, and sales rep performance with Analytics

and lagging indicators.

Set up the reports and dashboards required to run the business as it

Define and document territory

Define the area that your

	relates to account and contact management	
Account Planning		
Foster team selling, increase customer satisfaction, and decrease customer turnover using a living		
account plan and business revi	account plan and business reviews.	

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
Minimum Level: Practicing Account plans follow a standardized process in the CRM system, but they aren't automatically connected with the account record information. Recommended Level: Optimized Account plans are living, meaning that they're collaborative and linked with the account record, which drives goal-setting and knowledge-sharing.	 Establish a consistent account planning approach, including aligning on the benefits and cadence of account planning. Determine which components of an account plan template the internal team and the customer must populate. Craft an online user experience that allows the account plan to be collaborative and living. Ensure that account plans define value realization (renewal-driven) and net new business, and plan for specific actions to take throughout the year. 	Deploy and Use Analytics for Consumer Goods Get insights on your territory, stores, and sales rep performance with Analytics Sales Team Collaboration Use Salesforce Collaboration Tools to Sell as a Team Salesforce Anywhere for Customer 360 Use Salesforce Anywhere to sell as a team Get Started with Sales Agreements Track target metrics for retail, HoReCa, and professional channels Intermediate Calculate Key Performance Indicators Learn the definitions and calculations of key metrics

shown in Einstein Analytics

	for Consumer Goods
	dashboards

Explore Einstein Object
 Detection and CRM
 Analytics

Improve in-store checks and maximize efficiency

• Collaborate with Quip

Learn how your team can work better together with Quip

<u>Use Prebuilt Assets from</u>
 <u>Mulesoft</u>(AppExchange)

RECOMMENDED SOLUTIONS

Sales Forecasting Approach

MATURITY LEVELS

Understand the concepts and methods necessary for successful forecasting.

BEST PRACTICES

Forecasting is handled online using CRM data as the source of truth. Recommended Level: Optimized The organization views the forecasting process as an integral part of a larger cycle that runs from pipeline strategy and programs, opportunity management, and forecasting to management decision-making.	foster the right culture. Align on expectations by role. Understand the relationship between pipeline management and forecasting, and understand the purpose of forecasting as part of strategic business planning. Align on definitions of forecast	Leads & Opportunities for Lightning Experience Sales Accounts and Forecasting Get the Most Out of Forecasting(Accelerator) Intermediate How to Use Einstein Prediction Builder for Opportunity Scoring How to Use Einstein Prediction Builder to Predict Opportunity Amounts Territory Based Forecasting(video)

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
	Establish a process for understanding and closing the commit vs. quota gap.	Manage your reps more effectively across territories • Territory Forecasts
		Advanced
		Einstein Opportunity Scoring

Opportunity and Pipeline Management Approach

Create opportunity stages, define entry and exit criteria to move from stage to stage, and use a sales coaching process to help sellers effectively move opportunities through the pipeline.

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
Opportunity stage definitions are consistent and account for nuances across the business, but they're used inconsistently. Opportunity teams are created and used to help deal progression. Recommended Level: Optimized Sales reps and managers input and maintain opportunity records to consistently drive value with customers.	 management, foster the right culture. Align on the roles within the opportunity management process. Determine expectations by role, and assign specific 	Collaborate with Quip Build Great APIs and Integrations with Mulesoft Mulesoft

	Use mobile technology to increase seller efficiency.	
Lead Generation		
Attract prospective customers to engage with your brand. Capture prospective customers as prospects or		
leads.		

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
We have somewhat robust awareness and lead generation marketing campaigns, but we haven't used journeys. Recommended Level: Optimized We have fairly robust awareness and lead generation marketing campaigns, and we have customer journeys that are fairly personalized.	 Increase prospective customer engagement by including a call to action message that includes specific details on how to engage. Capture and track leads in a CRM system. Capture leads by including forms or tags on every page of your site. Capture lead information in popups that provide special offers in exchange for the customer's email address. Capture leads from Live Chat sessions on your site or through your mobile app. Drive engagement with interactive content. Amplify lead generation by encouraging sharing in communities and social channels. Test to identify the tactics that work best. 	• Get to Know Marketing Cloud

	Streamline your sales and marketing efforts into one platform
	Take on B2B and B2C Marketing with Account Engagement and Journey Builder (Solution Kit)

Quote Management

Create, send, and store quotes.

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
Minimum Level: Practicing Multiple quotes can be aligned to an opportunity and can go through an approval process. A delegation of authority matrix drives the approval process. Recommended Level: Optimized Integrations exist between the CRM, quoting, and contracting systems to provide visibility and simplify approvals. The delegation of authority matrix for approvals is reviewed on a consistent basis.	 with associated products, services, and prices. Allow a quote to be generated based on the information provided on an opportunity. Enable a methodology to drive CPO activities in the sales process. 	Configure Price Books, Templates, and Contracts Intermediate Get Started with CPQ(Accelerator) Get Started with Guided Selling(Accelerator) Create and Manage an Optimized Product Catalog(Accelerator) Best Practices for Price Rules Provide a seamless reorder oversioned using the

System Integration

Support planning by giving employees and customers the same view of sell-in and sell-out data, promotion/planogram compliance, stock outs, and trend analysis for volume planning.

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
Minimum Level: Practicing Sales agreements are targeted by month and quarter. Recommended Level: Optimized	 Review the sales view plan and revenue data and systems. Integrate compliance policies, data, and systems. Integrate rebates, data, and systems. 	Beginning • Get Started with Sales Agreements

We engage in joint business planning, use collaborative documents, and have a calendar-centric view of promotions. Account-based forecasting is available for net new business from existing customers and beyond the base volume sales agreement.

- Integrate promotions data and systems, including a shared calendar.
- Add collaboration document capability.

Track target metrics for retail, HoReCa, and professional channels

Intermediate

- <u>Build Great APIs and</u> <u>Integrations with</u> <u>Mulesoft</u>
- <u>Use Prebuilt Assets from</u> <u>Mulesoft</u>(AppExchange)

Data Visualization

Use visual elements to better express the significance of data.

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
Minimum Level: Practicing Data visualization is a part of the CRM system, but the data isn't always updated in real time. The data is accessible by the right users, but the training and delivery method don't always meet seller needs. Recommended Level: Optimized Data visualization tools are integrated and updated in real time. The customer-facing sales team can access the interactive sales dashboards from where they work most.	 insightful data visualizations, including how visualizations are selected, who sets them up, and how data access is handled. Enable employees to act based on insights from data visualization. To improve data visualization over time, create a feedback loop. Surface actional dashboards to sellers where they work most. Ensure that the data visualization tools are connected to the applicable data sources for real-time updates. 	Explore with CRM Analytics Intermediate Success with Einstein Analytics Deploy and Use Analytics for Consumer Goods Use KPIs and data visibility for accountability

Customer Communities

Create and maintain communities in which you can collaborate with your customers on a unified platform to create customer-specific sales agreements and joint business plans.

MATURITY LEVELS	BEST PRACTICES	RECOMMENDED SOLUTIONS
Minimum Level: Practicing Collaborative documents are used for sales agreements and joint business planning. Recommended Level: Optimized	and tools to share with channel	Improve Partner Collaboration with Experience Cloud

- A community portal is available with secure logins to access data, reports and dashboards, collaborative sales agreements, and joint business planning.

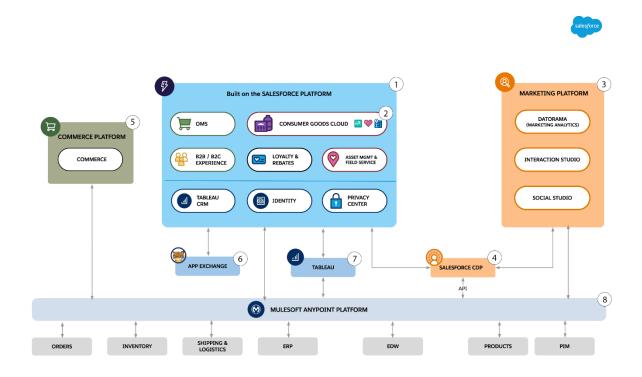
 Customers can post or upload key information.
- Launch a community portal with secure logins for channel partners to collaborate. Provide the ability to post or upload key information.
- <u>Community Cloud: Plan</u>
 <u>Your Chatter</u>
 Adoption (Accelerator)

Solution Architecture for Consumer Goods

Identify the specific tools and resources that can help you deliver comprehensive automation solutions for your consumer goods business.

Solution architecture diagrams show you how recommended products interoperate with backend systems and how data is passed between them. Learn with Trailhead.

Consumer Goods Solution Architecture with Key Clouds [IMAGE]



The Salesforce Consumer Goods architecture runs on three highly scalable and interoperable platforms: the core Salesforce Platform, Marketing Cloud, and Commerce Cloud.

Products built on the Salesforce Platform (1) include Consumer Goods Cloud, Sales, Service, Experience, Order Management System, Loyalty Management, Rebate Management, Asset Management, Field Service, Customer 360 Identity, and Customer 360 Privacy Manager. These products run on the same physical platform and share a common data model.

- APIs enable integration with other Salesforce and non-Salesforce platforms.
- The Salesforce Platform can be used for customer master and consent management, or it can integrate with a third-party Master Data Management system.
- Order Management System (OMS) is a Commerce Cloud product, but it runs natively on the core Salesforce Platform.
- CRM Analytics has direct connections to the Salesforce Platform and is best suited for Sales and Service analytics.
- Customer 360 Identity features single sign-on (SSO) and authentication management to ensure employees, customers, and partners sign on safely across all your applications and systems.
- Customer 360 Privacy Center manages data retention, rights, and actively manages consent to ensure compliance with global and local privacy and consent rules.
- Pre-built connectors such as Marketing Cloud Connect go even further to enable other expedited integration options.
- The Salesforce Platform can be used in several ways.
 - As a customer master
 - As an editable or non-editable certified copy of customer master data
 - o To integrate with a third Master Data Management system

Consumer Goods Cloud (2) is a superset of Sales Cloud and Service Cloud features, customized for consumer goods companies. It provides other elements within its data model, such as consumer goods-specific objects. Consumer Goods Cloud integrates sales, service, and retail execution capabilities to provide a consistent experience across your sales, merchandising, and key account management functions.

The Salesforce Marketing Cloud (3) is a powerful suite of communication and marketing automation tools designed for interoperability.

- Datorama offers deep marketing analytics.
- Interaction Studio provides real-time interaction management, personalization, and AI-drive recommendations.
- Social Studio enables social monitoring and social media interaction management.

Data Cloud (4) is Salesforce's enterprise-wide CDP solution. Data Cloud delivers a unified profile by bringing together customer source records, transactions, engagement activities, demographics, and signals from first or third-party data sources. It provides marketers a single source of truth for their customer and makes that data available for creating personalized experiences across every touchpoint.

Commerce Platform (5) is a highly scalable Commerce platform for web and mobile ecommerce.

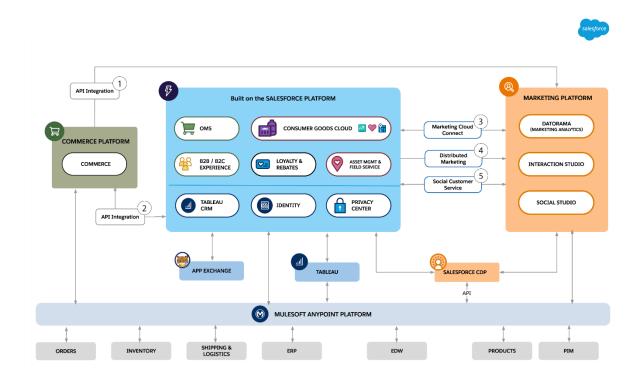
AppExchange (6) is the leading enterprise cloud marketplace, with over 4,000 solutions to help extend Salesforce into any department or industry. Over 1,000 consultants have deep expertise to drive business transformation.

Tableau (7) is a business intelligence platform and has direct connections to the rest of the Salesforce ecosystem. Tableau provides analytics independent of data sources.

Mulesoft Anypoint Platform (8) is an integration platform designed for service-oriented architecture (SOA), Software as a Service (SaaS), and APIs. Mule ESB, CloudHub iPaaS, API Manager, and hundreds of SaaS and on-premises connectors and templates are the building blocks of this unique connectivity platform for integration.

- Use APIs to connect applications, data, and devices, both on-premise and in the cloud.
- Rearchitect a service-oriented architecture from legacy systems, proprietary platforms, and customer integration code.
- Migrate technology infrastructure to the public or private cloud, and prioritize adoption of SaaS applications and other cloud technologies.
- Deploy integrations in a hybrid environment, connecting to SaaS applications and onpremises systems.

Consumer Goods Solution Architecture with Connectors [IMAGE]



Developing point-to-point connections with API solutions allows customer experiences to cross Marketing, Service, and Commerce platform boundaries.

API Integration (1) allows the Commerce platform to initiate actions in the Marketing platform.

- Track page views, searches, product views, cart contents, and order placement.
- Manage marketing opt-ins, email subscriptions, and preferences.
- Trigger transactional email, including account creation and update messages, password recovery, customer service messages, and order confirmation.

- Trigger behavioral emails, such as messages about abandoned carts, and browse and wish list-related messaging using a combination of productized solutions and API integrations.
- Sync data such as product catalogs, customer information, order details, and promotional details.
- This connector is community code and provides a development framework for customers to follow.

API Integration (2) integrates Commerce Cloud to Service Cloud. The integration allows for data synching between the two clouds to support several use cases.

- Submit cases from a storefront for anonymous or registered customers.
- Retrieve case details for a registered storefront customer from Service Cloud.
- Sync profiles of registered customers and profile-specific addresses between Commerce and Service Clouds.
- Provide Order on Behalf capabilities for service agents within the Service Console.
- Achieve order synchronization by using Salesforce Order Management.
- A community-based solution exists to provide an enablement framework for developing this integration. Contact your account team for more information.

Marketing Cloud Connect (3) connects Marketing platform products with Sales and Service Cloud products. The connector allows data to sync between clouds. It also allows Marketing Cloud products to trigger events such as emails and journeys based on Sales and Service Cloud data.

- Automatically sync data from Sales or Service Cloud to Marketing Cloud.
- Connect Journey Builder to other clouds.
- Use Sales and Service Cloud data to construct email.
- Provide Marketing Cloud email tracking data such to Sales and Service Cloud products.

Distributed Marketing (4) allows users in Sales and Service Clouds to view, personalize, and send onbrand, best practice content through Marketing Cloud.

- Use data stored in contact, lead, or person account records to address emails.
- Craft email to a segment of customers based on a list view.
- Send email about a campaign to a group of customers based on a touchpoint cadence managed by Marketing Cloud.

Social Customer Service (5) turns social network posts into case or lead records.