**Consider the Lead-to-Cash Lifecycle**

Today, it's not just about marketing, or sales, or operations, or service. It's important to think of the entire process and how data is flowing (or not flowing) between activities.

Every customer touchpoint is your chance to show that you value your customers as people. Otherwise, you risk treating them like they're just another transaction. That can give you short-term gain, but in the long run, you miss out on loyalty, building a community of customer evangelists, and recurring business.

Consider this—in an era where people are more connected through smartphones, smart devices, and AI serving up personalized data, 83 percent of B2B buyers expect the companies they do business with to understand them and their needs. In other words, the market is demanding more personal engagements.

This challenge goes well beyond CPQ software and requires you to rethink your processes. But in the following units, you learn how, in the grand scheme of things, CPQ is critical in enabling a deeper customer experience across your business.

## Then Versus Now

With the lead-to-cash lifecycle, it’s important to differentiate between a point tool that just helps your sales team generate more quotes and a solution that enables stronger customer relationships overall.

With traditional CPQ, your reps can:

* Pull prices and products.
* Generate quotes.

... and that may be just about it.

What else should a modern CPQ solution do? And how does it plug into the bigger picture, connecting marketing and sales to operations and service?

With Salesforce, quote data resides on the opportunity, providing valuable tracking for campaign performance for marketing and accurate forecasting for sales. Through this market intelligence, your business can better understand what customers want and how you should speak to them.

Salesforce CPQ takes it further—by compiling quote and deal data in one place, it becomes easier to deliver on contracts, which affects how your company recognizes revenue (think making your finance team happy).

Quotes also contain critical info on what services you've sold. So, with this data residing on the Salesforce platform and naturally plugging into Service Cloud, your customer service team has an unfettered view into service level agreements (SLAs). They can see exactly what was sold, how much was sold, and when customers are due for renewals. This empowers them to better prioritize tasks and meet customer expectations (think making your service team happy).

So many happy teams working to make your customers happy!

## Product Rules

CPQ product rules help ensure sales reps are putting together the right products and bundles every single time. You don’t have to worry about checking whether products and options are compatible with one another, or whether a specific SKU is appropriate for your customer’s business size and use case. We do that busy work so you can move quickly to deliver on the high expectations your customers hold for their buying experience. Increasing accuracy and customer satisfaction at the same time? That's a win-win situation if we ever saw one.

Learning how different product rules function can help you understand how you can transform the way you go to market—everything from how you’re putting together SKUs or packaging products and prices to how your reps sell.

There are four kinds of product rules: validation rules, selection rules, filter rules, and alert rules.

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| **Validation Rules** | Validation rules confirm that a quote’s product combinations or quote line field values match predetermined conditions. |
| **Selection Rules** | Set up rules to automatically add, remove, hide, enable, or disable options in a bundle. |
| **Filter Rules** | Prefilter the products that are available to add to a bundle. |
| **Alert Rules** | Guide and inform through messages during configuration or pricing. |

You can combine these product rules to improve the selling experience while increasing quote accuracy.

## Price Rules

In addition to product rules, Salesforce CPQ price rules help control quoting and optimize sales. Price rules automate price calculations and update quote line fields. This feature is useful if your business contains products that change in response to the presence of other products on your quote.

Price rules inject a static value, field value, or summary variable into a quote or quote line field. You can also set up price rules to target either the configurator or the calculator on the quote line editor.  You can activate the price rules during quote creation by clicking **Save** or **Calculate**.

Price rules will also contain price conditions. For instance, if you wanted to sell 2 ink cartridges with each printer, a price rule can ensure that if you increase the quantity of printers to 3, it will also increase the quantity of ink cartridges to 6.

**If you are looking for more dynamic ways to handle things like subscriptions we got you!** With multi-dimensional quoting (MDQ), you can declaratively set up these line items with blocks of time (for example, days, months, years, and so on) with quantity and discounts separate from one another. You can control quantity and discounts over time without having to add new line items.

## Delivering Value to the Customer

Getting a quote to your customer in record time? Check! Ensuring you hit the right price? Check!

Speed and accuracy are essential in the sales cycle. Reps are more productive and customers appreciate the rapid service. But dig deeper. With dynamic product and pricing rules, what you're really able to deliver is accurate value.

Reps can become trusted advisors when they reflect the right market value of products and services, as well as the market value of working with a company whose people take the time to listen, respond thoughtfully, and recommend long-term solutions to critical problems. Combining the right tools with the right processes, you elevate the conversation from products and price to how your customers benefit in the long run when they do business with you

## Salesforce Approvals Versus Advanced Approvals

Salesforce has standard approval functionality, which meets a lot of common use cases. But for businesses with more involved approval workflows, Salesforce CPQ offers advanced approvals (AA).

This figure demonstrates an approval path with multiple tiers as well as serial and parallel approvers. For some systems, something like this can be complex to implement. Not for AA.



Key Features of Advanced Approvals

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| **Smart Approvals** | If an approver or approval group has already approved a quote and it gets rejected in a higher tier, the same approver or approval group isn't required to reapprove when the quote is resubmitted. Salesforce CPQ remembers the sequence. |
| **Requiring Approvals** | Reps have complete visibility into what approvals they'll need to obtain as they work on their quotes, so there are no surprises when they submit for approval. |
| **Delegated Approvers** | Used for assigning an approver to take over for someone while they are out of the office. |
| **Replacing Approvers** | If a certain approver is no longer required to approve quotes, they can be replaced with clicks. This eliminates the need to delve into every single approval process the old approver was a part of to manually replace them. |

**Keeping Things in Perspective**

Let's say your company is about to land a big deal—the quote has been accepted and it's time to go to the negotiating table. But things start to go south as you realize there are things coming up in the quote that are just outlandish. Oversized discounts. Untenable terms. Incompatible products and services. Yikes! That's not how you want to start off a new relationship with a customer.

Putting strong checks and balances in place with the right approval processes ensures a few things.

* Reps are making appropriate commitments.
* There are no surprises down the line for Legal or Service teams.

Simply put, you're setting the entire company up for success with accurate representation of what you can deliver. More importantly, customers will always have the right level of expectation—expectation that you can always deliver on.

## To AOM or Not to AOM?

Does a deal require that you deliver service to multiple locations at different times? Do you activate subscriptions after implementation? For businesses that need to place multiple orders against a single quote, CPQ offers advanced order management (AOM).

With AOM, you can split orders to create multiple orders from a single quote, letting you send products to multiple locations or at different times. But what does this look like for your business? And what does it mean for your customers?

Say you need to get a hospital up and running, or you're working on a construction job with multiple phases. You need to ship equipment at different times. Or maybe you're helping your customer implement a new piece of software in multiple offices around the world. With AOM, you can start small with one team and help them expand when it makes sense, without having to go through multiple sales cycles.

## Key Features of Advanced Order Management

So how exactly can you streamline operations and increase customer satisfaction with AOM? Let us count the ways.

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| **Fulfill Orders Faster** | Seamlessly generate orders from quotes to quickly get products and services delivered to your customers. |
| **Flexible for Evolving Customer Needs** | Split quotes into multiple orders, manage future dated orders, and modify with point- and-click. |
| **360-Degree View of the Customer** | Quickly generate contracts with all contract term, pricing, asset, and subscription details. |
| **Connect to Back Office** | Sync order details to ERP for order fulfillment. |

## Reliable Delivery of Goods and Services

When it comes to your products and services, customers just want them to arrive on time and work. AOM helps you deliver on that promise. It also has the intrinsic benefit of helping your operations team recognize revenue properly with a clear view into what was delivered when. Taking it full circle, service teams know what entitlements are in place for each customer at any given time, even if they get adjusted over time due to split orders. They are able to deliver against the right SLAs with minimal effort. That's kind of a big deal.

## How Salesforce CPQ Treats Time

Salesforce CPQ may be the only CPQ solution on the market with the concept of time built in. In the Product and Price Rules unit, you learned how our multi-dimensional quoting feature lets reps apply different quantities and discounts over time to ramp the deal. This is ideal for use cases such as subscriptions or other similar recurring sales models.

In the Advanced Approvals and Advanced Order Management unit, you learned how Salesforce CPQ allows you to split orders off of a single quote so products and services are delivered across that same time period you set up.

There's one more area where this concept of time is critical: renewal opportunities and quotes. Salesforce CPQ enables you to automate these as well. When renewals are in play, Salesforce CPQ automatically creates a renewal opportunity and quote so reps don't have to. On top of that, Salesforce sends the team a reminder when the renewal is coming up. All they have to do is jump into the new opportunity, ensure the data is correct (data is carried over from the original opportunity and quote), and then execute.

## Never Miss a Beat

This can very well be the most critical part of the customer relationship: understanding when and how to engage. With an automated solution that delivers service on time and knows when contracts are up for renewal, all of a sudden reps can pinpoint these exact times in the customer journey for ideal engagement.

Again, this insight is not just important for sales, but also for marketing, which may be launching new relevant products or add-ons, as well as for post-sales teams such as service. Service teams can now focus their energy on keeping their relationships warm with the right customers at the right time.

Even though Salesforce CPQ is a solution used by sales, it really does affect how a company as a whole goes to market and delivers service to customers. To sum it up:

* Product and pricing rules help product and pricing teams establish value and determine how to better package what you’re selling.
* Advanced approvals enable sales, operations, and legal teams to work better together to ensure there are appropriate checks and balances.
* Advanced order management helps post-sales teams (think services and partners) deliver as expected and on time.
* With all this data centralized, and with how Salesforce CPQ treats time, these teams can keep a better eye on the customer and iterate for better execution and delivery.

Remember at the beginning of this module, we mentioned how customers demand personalized engagements and how important it is to know as much as possible about them in order to deliver the right level of service at the right time. If you do that, you increase your ability to achieve both short-term and long-term success. This definitely goes beyond technology. It’s about process, the relationships you have between teams and with your customers, and how Salesforce CPQ helps you get there.