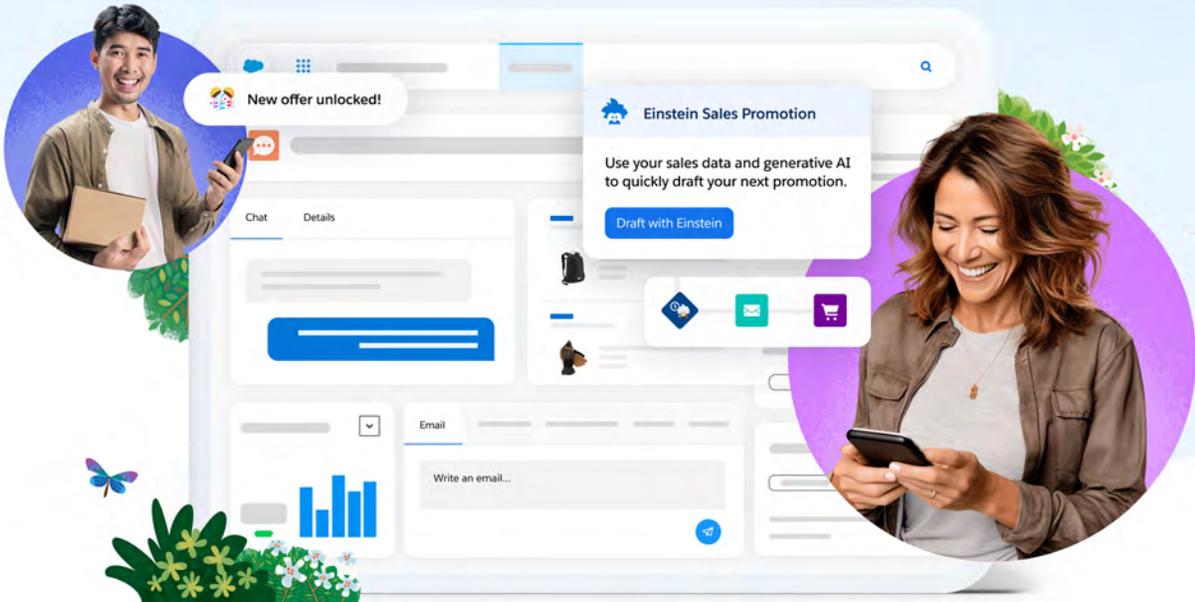




The Consumer Goods Profitable Growth Playbook

As the industry looks for a path to profitable growth, you should start by harnessing the power of your data.



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Your Data is the Key to Profitable Growth

Despite challenges over the last two years, consumer goods (CG) companies have continued to grow. The industry expects a 3% CAGR through 2028, bringing us back to a place of steady predictability.

But there are challenges. Consumers are price-conscious and many are trading down to lower-cost brands. Supply chain issues remain, even if fueled by different forces. You need increased productivity from employees, but they're often asked to do more with less. With a return to slow growth, traditional solutions no longer work in the CG industry. To achieve growth and profitability, you'll need to evolve your strategy and build in efficiency across the business.

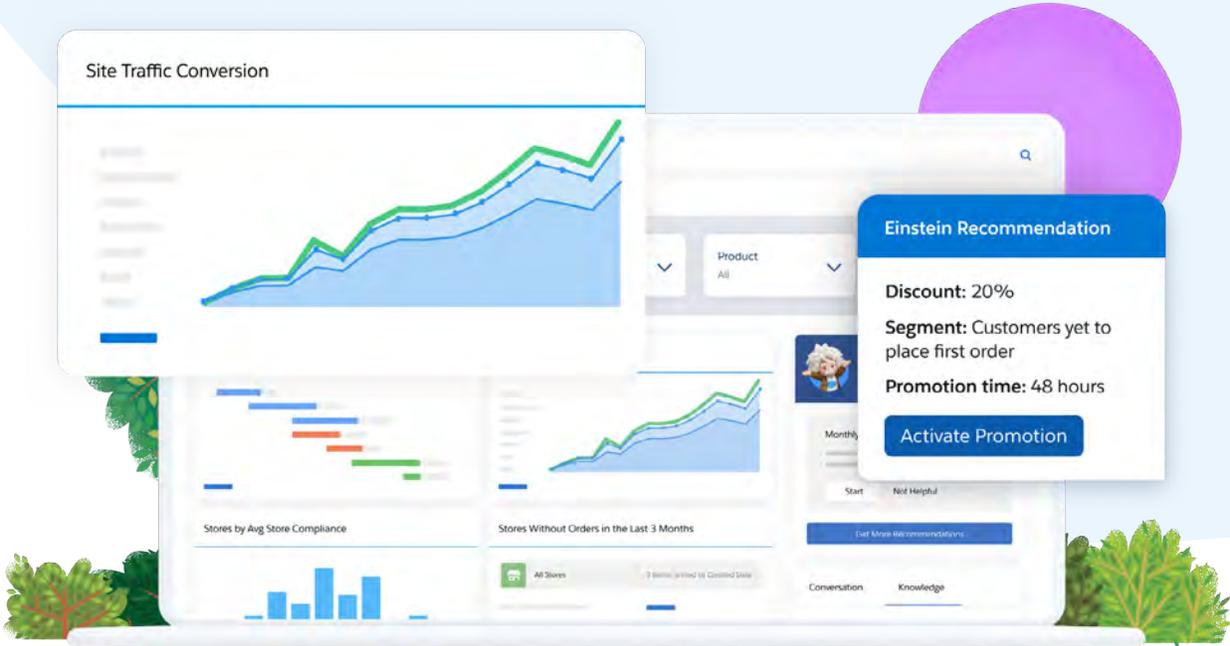
The key to profitable growth right now is your data. Combined with technology like predictive and generative AI, data can be a powerful tool for unlocking increased productivity, efficiencies, and profit. Many CG brands are turning to tech [innovations like generative AI](#) to automate and optimize across their organizations. One company doing this well is [Gucci](#), using AI for store allocation, planning, and helping store reps engage more successfully with retail shoppers.

In this playbook, we look at the power of data and how it can transform every part of your business. Let's get started.



STEP 1:

Activate Data to Seize New Opportunities



Activate Data to Seize New Opportunities

As part of aggressive growth initiatives, consumer goods companies are in a race to deploy AI: 84% of CG leaders agree [generative AI helps them better serve customers](#), and nearly all executives are [experimenting with the technology](#). And yes, AI can give you greater visibility into the expectations and behavior of your customers and consumers so you can make actionable, data-driven decisions in real time as market demand evolves.

Data is the critical component of AI initiatives. And if you're like most CG companies, you've got a data issue. Why? Because CG brands' data is often siloed across an average of [976 different applications](#). When data is scattered across systems – and [75% of CG leaders](#) say theirs is – there's no holistic view of your customers or your business. This means teams can't easily collaborate, the customer experience is disjointed, and everyone works harder to accomplish less.

Companies that unify their data on a single platform can create a 360-degree view of their B2B and B2C business, including holistic customer and consumer profiles. Having this data readily available empowers everyone with the right information and streamlines the decision-making process. That's critical because data-driven companies are 1.5x more likely to grow revenue by more than 10%, have 245% higher asset turns, and are 2.5x more likely to increase the lifetime value of their consumers.



Data-driven companies are 1.5x more likely to grow revenue by more than 10%.

[McKinsey Global Survey](#)

Here's where generative AI amps everything up. Once you've unified your data, you can [embed AI in the workflow](#) so you can automate and deploy AI, at scale, across your organization. The value of AI's output, however, depends on the strength of your data strategy. When you collect, connect, and activate data from every source available to your organization, the AI model outputs more accurate and relevant data.

Using unified data, holistic views of the business, and modern analytics, you streamline employee decision-making and help everyone deliver real-time, personalized customer and consumer experiences. The best part? Research shows that bringing together B2B and B2C data for planning and execution helps deliver sustainable growth. Data-driven marketing, for example, drives [5% incremental growth](#) and [4.9x greater annual growth](#) in cross-sell/upsell revenue. And data-driven companies are [22% more profitable](#) and have [23x the likelihood](#) of outperforming competitors in acquiring new customers.



STEP 2:

Build Brand Relevance to Boost Consumer Loyalty

Special Offer For You!

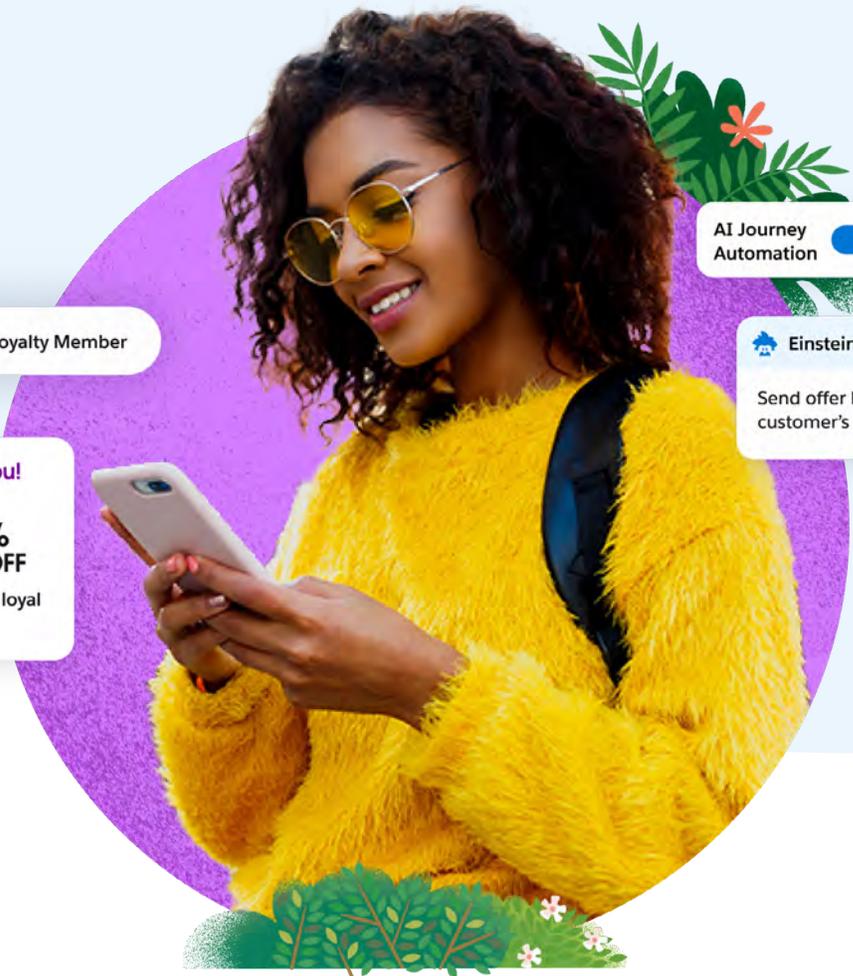


20% OFF
sitewide for loyal customers

 Loyalty Member

AI Journey Automation

 Einstein Sales Emails
Send offer based on customer's view history.

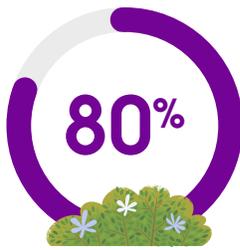


Build Brand Relevance to Boost Consumer Loyalty

Growth and profitability starts with consumer love. How can you keep shoppers opening their hearts and wallets to your brand in the long run?

Every consumer goods brand wants to be relevant. Yet 53% of CG execs are concerned about keeping pace with changing customer expectations. As 70% of consumers are [omni-channel shoppers](#), they want and need to be engaged wherever they choose to connect with brands. And [90% of consumers](#) say the buying experience is as important as the product or service they're buying.

The consumer goods industry's traditional one-size-fits-all approach across consumer touchpoints doesn't work in today's connected world. We know that [90% of consumers](#) who recently switched brands will continue to explore their options. Personalizing interactions like marketing messaging, service queries, shopping experiences, and loyalty programs could keep consumers coming back: 80% of consumers are more likely to buy (and buy again) when the experience is personalized.



of consumers are more likely to buy when the experience is personalized.

The challenge, however, is scaling personalization in real time across all touchpoints – which is what today's consumer has come to expect of their favorite brands. Here's where you'll use AI to automate segment creation and use [intelligent marketing engagement](#) to be sure you reach every consumer where and when they are most likely to act on your messaging.

Generative AI also can help [generate copy and images](#) that are relevant to each individual. It can compose compelling and customized subject lines, create social media images that spur social shopping, and help your marketing team create a data-driven campaign strategy. [With AI's help](#), you can generate much more output without using more resources. Your marketing strategy goes from a one-size-fits-all approach to a one-on-one encounter, while your team moves faster and lowers costs.



The buyer's journey offers other ways to demonstrate your relevance to consumers. Seize on [service opportunities](#) – when consumers have a question or a problem, are comparing prices or products, or interacting with you on social media or your website. With [AI embedded in your service](#) and contact centers, every agent can [offer better quality service](#) faster and more efficiently than ever before.

Keeping your brand relevant means consumers continue to reach for your products, increasing your value to retailers and ensuring profitable growth for your brand.



WHO'S DOING IT:

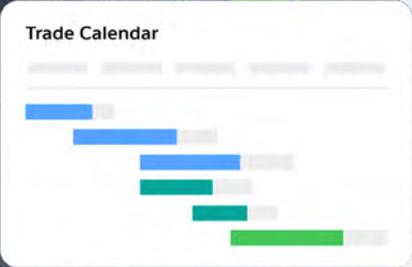
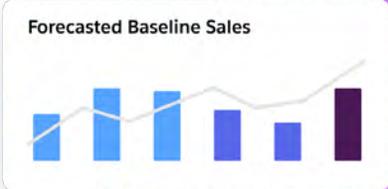
As the leader in the coffee machine market, Breville wanted to become a digital disruptor – while maintaining a flat budget. Breville needed to increase service rep productivity by answering customer queries without adding headcount. Now, generative AI responses will keep agents from wasting time writing their own, helping them avoid human errors.

In its pilot [of Einstein](#) for Service, Breville solved 50 – 80% more cases in one day, resolving customer questions faster in a more professional way. Because Einstein for Service is easy to self-implement, Breville will save even more budget launching the solution.



STEP 3:

Grow business with optimized planning and execution



Grow business with optimized planning and execution

[93% of CEOs](#) say that growth is their top priority. Balancing the investments needed to grow in this environment is a challenge, meaning companies are often choosing between delivering growth and protecting their margins. To deliver growth and protect margins in this challenging environment, companies need to [maximize their investments](#) across the selling organization.

Supercharge the sales team

Outperforming the market requires more robust insights, better relationships with your retailers, and improved strategic planning. But today, [78% of the sales team's time](#) is spent on manual tasks rather than serving the customer. That's a problem, because 74% of sales teams say their [jobs have become more consultative](#).

Outperforming the market requires insights, better relationships with retailers, and improved strategic planning.

Again, it all comes back to unifying your data. Rather than manually mining reams of spreadsheets for enterprise resource planning (ERP) and third-party data, key account managers can use AI to quickly find the right data, make the right connections, and build a smart sales plan. Integrating your data across forecasting, planning, and execution creates a supercharged loop that helps KAMs more easily create customer plans, optimize promotions, and manage their budgets.

Imagine the potential of AI-powered recommendations that help increase sales. AI can identify and track opportunities to move deals forward faster, creating a rich customer activity timeline that surfaces insights, next best actions, and cross-sell and upsell opportunities in the sales reps' workflows. The team can plan, track, and measure performance of every account, territory, and sales rep in a single dashboard.



Automating account planning and forecasting can increase revenue by 30%.

Unifying the selling process in one place lets sales teams collaborate more efficiently. Our research shows that replacing manual processes with AI and automated tools can significantly impact a CG brand's sales outcomes including:

- Up to 30% increase in revenue
- 27% more cross- and upselling
- Up to 28% increase in productivity
- 29% boost in customer satisfaction



Joint business planning for the win

In an ideal world, you want to provide sales with the ability to develop and optimize real-time forecasts, collaborate with key partners seamlessly, and deliver enhanced visibility into what's driving business. But 55% of CG leaders [don't trust their forecasts](#), and 80% say [they lack analytics](#) to identify issues and trends.

With a real-time, unified view of your data, you gain a competitive edge through visibility into year-over-year targets, shipments, consumption, guardrails, roll-up national plans, risks, and opportunities. Sales teams, the finance department, and demand planners all work from the same plan, improving efficiency across the organization.

In short, you can develop a better customer plan because you can collect customer-level information and understand key volume drivers. Then use AI to import baselines, targets, and other HQ guidance to jump-start planning. Break out account volumes by factors like seasonality and capture store counts and customer growth. You'll quickly build a granular plan, in one place, that lets you plan at the product level by geography, region, or even warehouse.

Then you can share this same information with the customer for their input, feedback, and visibility. Retailers are responsible for over 90% of revenue for many CGs. Easy access to all information across your organization keeps retailers informed, which makes them more likely to continue to invest in their relationship with you.

Increase trade promotion effectiveness

Trade spend – estimated at [\\$500 billion per year](#) – is on the rise, but 80% of CG executives are unhappy with the results. In fact, data shows that up to [80% of promotion budgets](#) fail to contribute to category growth.

[Improving trade promotion effectiveness](#) helps maximize profitability, but it requires better planning and more collaboration with your retail partners. When manufacturers and retailers work together to manage investment decisions, it can lead to a [15% improvement in ROI](#).

To [make the most of trade dollars](#) in both digital and physical channels, CG companies need a single source of truth for planning, executing, and assessing trade promotions. But 23% of CG brands still manage trade manually with spreadsheets. Manual spreadsheets are disconnected from your data and processes, with no link to claims, no inclusion of syndicated/point-of-sale data, and definitely no guardrails.

But with connected and automated data, you can quickly carry out multiple simulations, using AI to forecast the baseline, predict uplift, and estimate volume and revenue against goals. Our research shows that this can result in a 50 – 500 base-point improvement in gross promotional margin, which translates to millions of dollars in savings.



Unlock perfect retail execution

The CG industry spends \$200 billion each year to promote products in stores, but CG leaders say 38% of in-store marketing plans are carried out incorrectly. Worse, poor [retail execution](#) is responsible for [25% of lost sales](#). The biggest issue? Lack of communication between HQ and the field. In fact, 57% of CG leaders say the [field doesn't have the right store-level insights](#).



Poor retail execution is responsible for 25% of lost sales.

One big issue is that reps don't have enough time to sell because the average field rep loses [1,372 hours](#) to non-value-add tasks like looking for display instructions, working between systems to find information, and looking for signage in a store. Reps are often disconnected from HQ, resulting in no feedback loop to inform sales strategies.

Here again, automating manual processes and unifying siloed, offline systems increases efficiency and productivity to maximize their selling time. If you give them store-level insights at their fingertips, [reps are empowered to drive growth](#). This kind of connection lets you activate brand plans in the field. You also can provide dynamic selling support to reps with multi-media marketing materials, sales folders, sell sheets, and other tools loaded on their connected tablets. This can result in a 36% productivity increase with store task prioritization and a 10% revenue increase with suggestive order quantity.

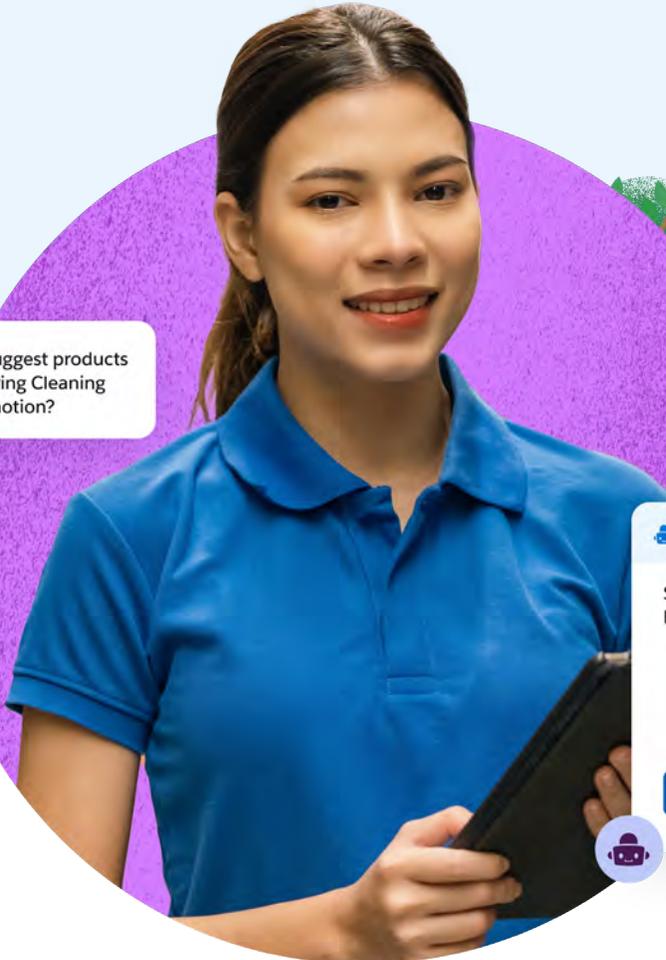


STEP 4:

Unlock Efficiencies Across Your Route to Market



Can you suggest products for our Spring Cleaning sales promotion?



Store Assistant

Sure! Based on last year's sales data, here are the top products.



[Add to Cart](#) [See Next](#)



Unlock Efficiencies Across Your Route to Market

Are your sales teams struggling to make quota? Are reduced headcount and resources impacting productivity? Are you feeling increasingly pressured to prove marketing's impact on sales? More than ever, B2B revenue teams must drive growth efficiently.

In 2022 and 2023, costs across the enterprise increased dramatically, making manufacturing and transporting products more expensive. Labor, shipping, and raw material costs required CG companies to take price increases to maintain their already slim margins (4 - 25%). Although margins are returning to normal, leaders are still looking for efficiencies that will allow for further growth.

For example, rethink your ordering process. Companies can use this opportunity to re-evaluate how they serve their customers. More than [one-third of customers prefer](#) to transact without a sales rep, so CG companies should build systems and tools for customers to self-serve and purchase online.

With 53% of all customers preferring digital engagement and more than half of all B2B revenue predicted to come from digital channels in the next two years, simply selling online isn't enough. The consumerization of B2B is accelerating at a rapid pace with evolving customer expectations and new developments in AI. That makes [connected self-serve experiences](#) for every buyer, on any channel, table stakes for CG brands.

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You can increase digital transactions and augment team productivity by using AI tools that make it easier than ever to get to value quickly with B2B ordering. Digital B2B ordering helps customers capture revenue around the clock with a personalized, self-serve buyer portal for easy purchasing and order tracking.

By building a self-service portal, you allow your customers to connect directly with both sales and service, providing a seamless experience that drives more revenue for you. Ordering is simplified because you'll have visibility into guest browsing and can build in pre-negotiated pricing and authenticated logins. [Service is then streamlined](#) with self-serve knowledge articles on common inquiries, AI-powered chatbots, and the ability to quickly reach a service agent across any channel.

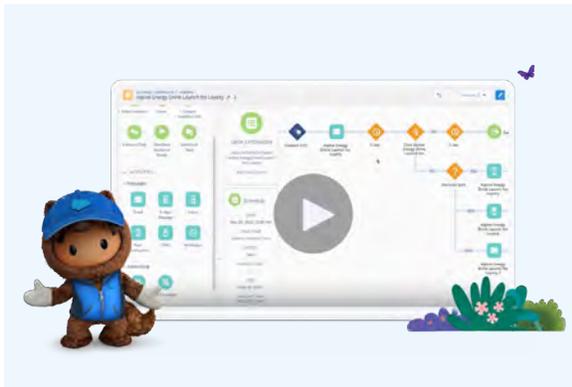
With one-click orders, smart search, and product recommendations, you offer your B2B partners a consumer-like experience that is fast and frictionless, available to them at any time of day or night. In the end, this reduces your cost to serve.



Get ready to grow

Your growth needs to be balanced with profitability. To make that happen, optimize your marketing budget, help employees achieve greater productivity, maximize on-shelf margins, and unlock efficiencies across your organization.

The keys to your profitable growth are modern tools, unified real-time data, and trusted, embedded AI. But these don't exist in silos and you can't consider them separate investments. They work together in a continuous loop to help you unlock the step-change transformation you need to stay competitive. To make your brand the greatest, make data the foundation to grow profitably and efficiently.



Want to learn how leading CG companies achieve profitable growth?

[Watch the demo](#)



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