



Elevating the CG&S sales workforce to win in the new normal

Our perspective

NOVEMBER 2021



STRATEGY & CONSULTING
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Adjusting to the new normal

The COVID-19 pandemic largely accelerated the increased demand for digital channels.

While 61% of all B2B transactions now start online, only 1/3 of the CSOs are confident that customers consistently have positive interactions in every channel they use.

Smart leaders must focus on how they can best repurpose and digitally upskill their Sales Workforce and equip them with state of the art tools and data-driven methods to reflect the channel shift.



Why take action **now?**

With the emergence of more diverse selling approaches (i.e. ecommerce and omnichannel), the complexity of the sales journey rises heavily. Customers and distribution partners require CGS companies to move to virtual and disruptive digital selling. To react to these demands, CGS companies must rethink their sales organization with its roles and responsibilities.

In many CPG companies that struggled during the crisis, the current sales capabilities and skill sets are not fully ready for the post pandemic environment. Companies must identify crucial digital and agile skills to enable the new capability clusters for the Sales Workforce.

While other functions such as Marketing jumpstarted their interactions in the digital universe, for instance, the sales function lags in technology advances. Without implementing and scaling sales technology solutions (e.g. an enterprise sales platform), the Sales Workforce will not be able to satisfy internal and external customers anymore.

To regain competitive edge, the New Normal warrants a fundamental realignment of the sales organization. Accenture can help CSOs with the initial assessment of the fit of their organization, skills and technology with the emerging customer journeys and channels.



33%

of CSOs are confident that customers consistently have positive interactions in every channel they use

78%

of employees say their greatest worry is the pressure to keep up with new technologies to remain effective

80%

of CSOs are not confident about the adoption of sales technologies they have deployed

In the new normal every CPG company wishes for...

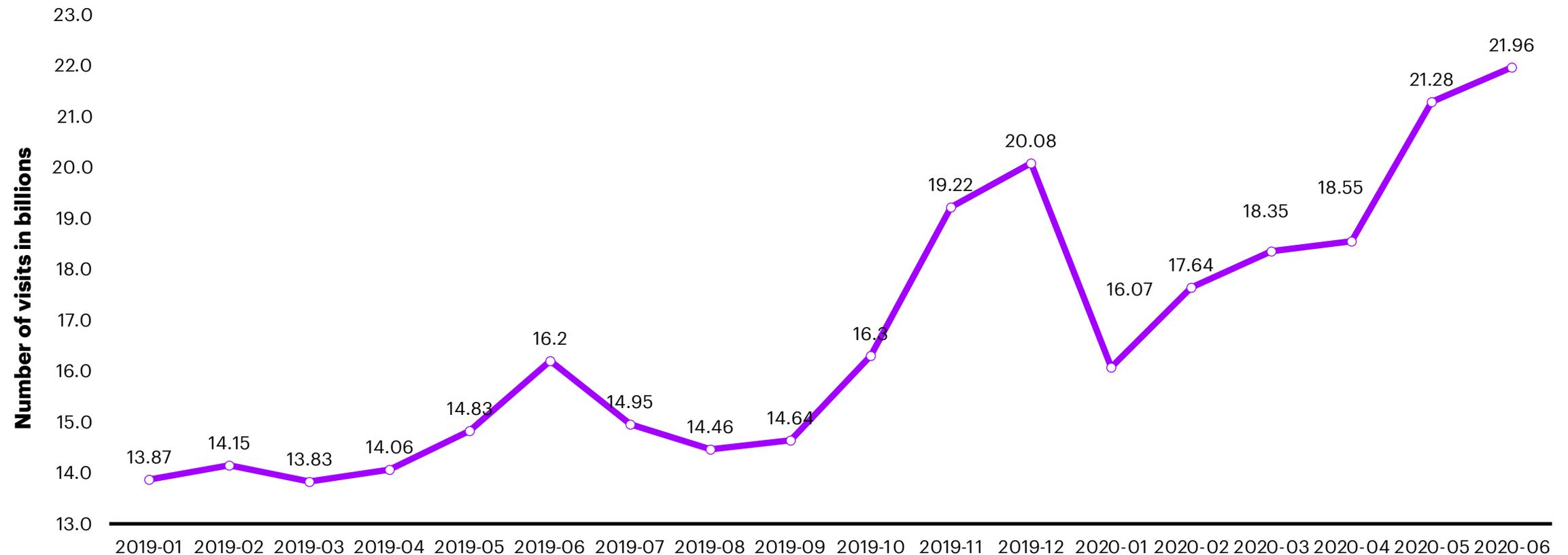
- Having the **business capabilities** to better **differentiate** in a disrupted world
- Being more **digital & data driven** in order to stabilize and accelerate the own market position in a more digitized world
- Being more **connected to consumers & customers** to build on a strong client relationship
- Having stronger **e-commerce and omni-channel capabilities** that further develop their own go-to-market strategy
- Having **full visibility** and control of the **availability of the products** for the customer and consumer
- Being able to **adapt their strategy** more quickly to consumer's/customer's needs



E-commerce has experienced a strong accelerated growth during covid-19....

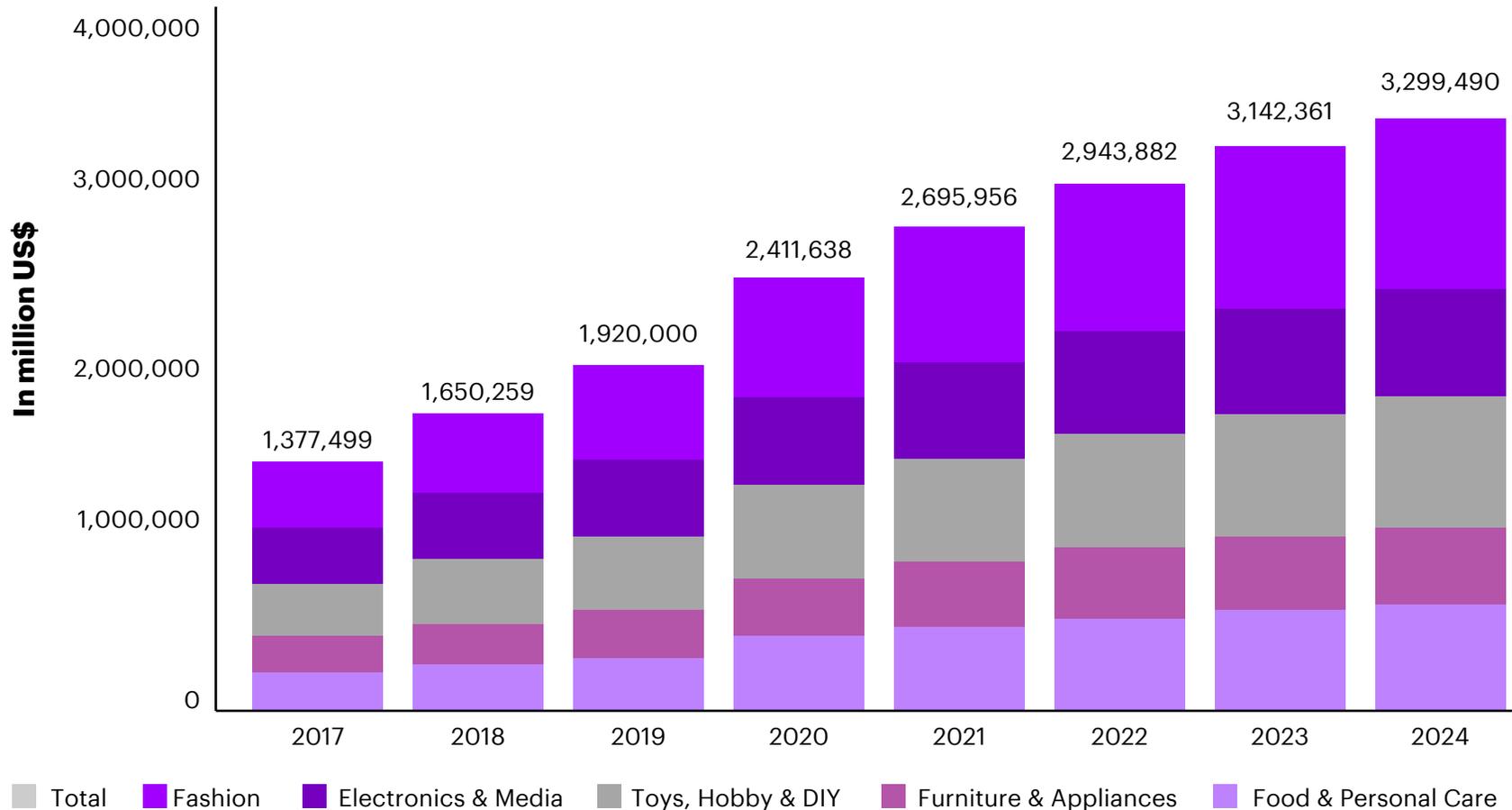
Coronavirus impact on retail ecommerce website traffic worldwide as of June 2020, by average monthly visits.

Ecommerce acceleration US ecommerce penetration as a % of retail sales



...and the changes are predicted to stay in the new normal

Revenue growth in the ecommerce market is projected to increase by ~20% from 2019 to 2020.



Revenue in the ecommerce market is projected to reach US\$ 2,411,638m in 2020.

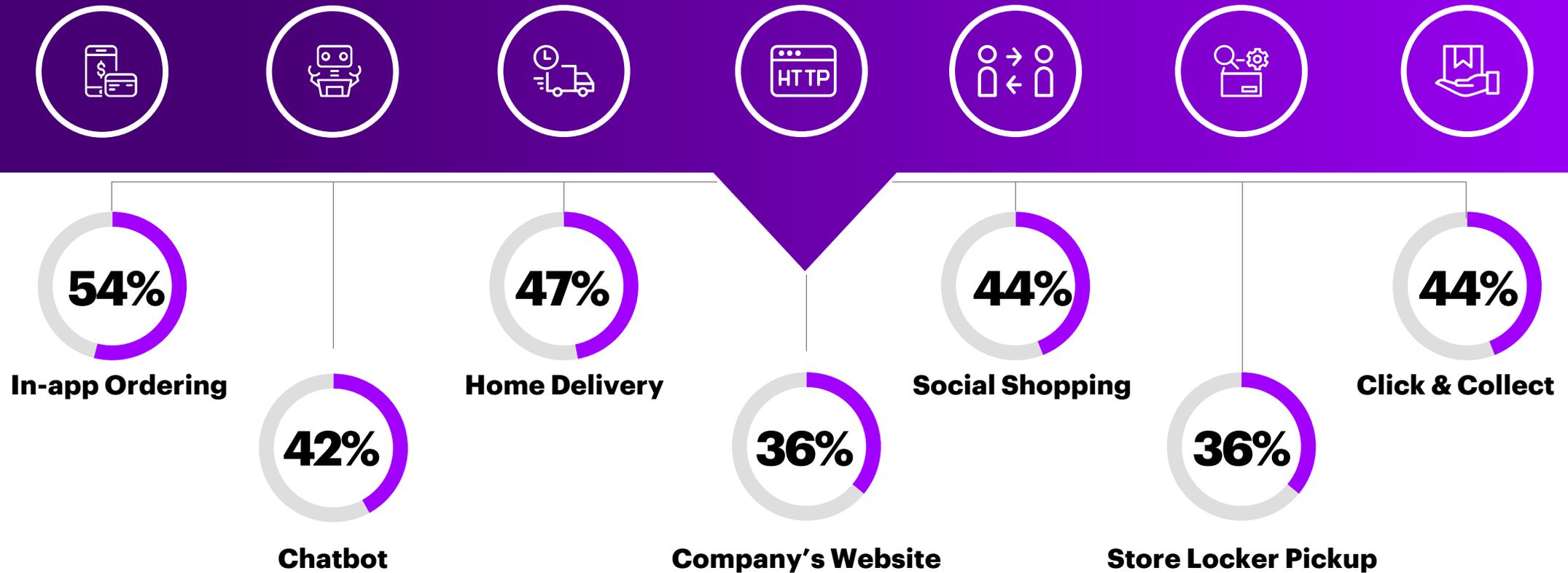
Revenue is expected to show an annual growth rate (CAGR 2020–2024) of 8.2%, resulting in a projected market volume of US\$ 3,299,490m by 2024.

The market's largest segment is Fashion with a projected market volume of US\$ 664,474m in 2020.

User penetration will be 46.6% in 2020 and is expected to hit 60.3% by 2024.

The average revenue per user (ARPU) is expected to amount to US\$695.36.

Omnichannel services are becoming increasingly relevant for consumers



Proportion of consumers who have increased usage of digitally enabled services during the COVID-19 outbreak
Consumers who have increased or significantly increased usage, of those that use the service

The shift towards digital interactions is also seen in customer behaviours

When researching products, customers' preference for digitally enabled sales interactions has jumped significantly, with suppliers' mobile apps and social media or online communities showing a sharp increase over the last years.

Because buyers are now:

B2C experience driven

82% of B2B buyers want the same experience as when they are buying for themselves (B2C).¹

Credibility-focused

Consumer behaviour research⁴ suggests that trust is essential to forming an intention to purchase.

Self-Directed

68% of B2B buyers prefer to research independently online.²

Highly expectant

73% of B2B buyers have higher standards for how companies interact with them.¹

Digitally-empowered

61% of all B2B transactions now start online. And 58% use social media as a research channel.³

Source: ¹ Salesforce Research, [State of Sales, 3rd edition](#). ² Forrester, [The Ways and Means of B2B Buyer Journey Maps](#), Aug, 2017. ³ Accenture Strategy, [B2B Customer Experience Research](#), 2017. ⁴ ScienceDirect, [Intuition, risk, and the formation of online trust](#), Sep 2015. [Hbr.com](#)

Three powerful dynamics arise for sales leaders from the omnichannel evolution

In this perspective, we explore how the New Normal will shape the future of selling. It is time to adapt the sales strategy to the new market conditions. Enterprises should consider three strategic steps to capture the market share while keeping pace with constantly changing customer demand.

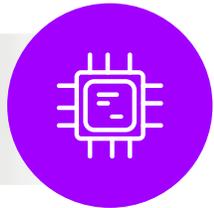
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Refocus sales organization and align sales resources

- Responding to the new and complex market conditions by realigning the sales organization, its roles and resources to achieve best effectiveness

2



Equip the Sales Workforce with new skills and capabilities

- Re-skilling of the Sales Workforce to become versed in emerging digital capabilities and respond to agile requirements

3



Enable the Sales Workforce with technology and platforms for data insights

- Utilizing data analytics and leveraging technologies and platforms to enable the salesforce perform in their new roles



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Sales organizations in the new normal align to the rising digital channels

Consumer Disruption

Embedded

Good is good enough



Convenience



Experience, shareable



Personal, custom



Authentic craft



Personal AI



Subscription replenishment



AR / VR



PBX vs PPD

Emerging

Channel (Re-)volution

Disrupted



Distributor



Modern trade & discounters



Ad display



Traditional trade



WEB / ecomm



The home



1 hour delivery



On trade



B2B - beyond ordering

Pop-up



AI / ML intelligent Agent



Mobile



Chat not talk

New

Key implications for sales organizations and teams

1. Accelerated momentum of growth of both ecommerce and omnichannel
2. Emergence of more diverse selling universe and specialists, digitally native and demanding customers / distribution partners
3. Requirement to move interactions with customers and partners virtual and adopt disruptive digital selling

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The sales organization is at an inflection point

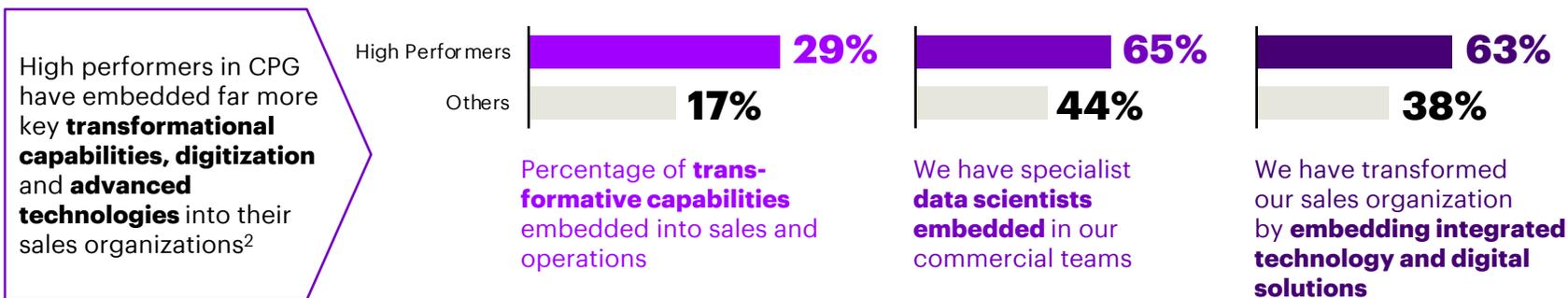
The New Normal forces sales organizations to transform sales operations and move field sales into a so far unforeseeable future. It also amplifies the need for innovative selling approaches which are powered by data insights and technology. However, 80% of CSOs are not yet confident about the adoption of the various sales technologies that were developed.¹

It is time to:

- Unlock the potential of digitalization and automation of sales processes to deliver better customer experience
- Invest in resources and infrastructure to enable the Sales Workforce to transform their job and make it more virtual, online or contactless

The expected outcome is twofold (combined impact):

- Sales cost efficiency (e.g. decreased need of people on the field at equal perimeter)
- Commercial effectiveness through re-allocation of sales force time towards high added value tasks (e.g. negotiation vs. compliance check) and/or expanded geographical or portfolio scope



Source: ¹ CSO Insights. All That Glitters Is Not Gold: Key Findings From The CSO Insights 2019 World-Class Sales Practices Study. ²Learning from Sales High Performers in CPG - Transformational sales capabilities to help future growth, 2020

“B2B sales teams are at an inflection point. What used to fill the funnel won’t fill the funnel anymore. Refocusing on defining new digital sales journeys is a must for what is to come.”

Jennifer Lidsky
Managing Director
Customer Sales & Service
Strategy



Trade investment must be aligned to enable the sales transformation

Trade investments are often the biggest line-item in the P&L of CPG companies, after cost of goods. In the New Normal, TI should be articulated around 3 axes : (1) support services to consumers, (2) foster digitization of customers and (3) maximize pay for performance.

The market place integration has massive impact on trade investment structure and objectives



Growth of both ecommerce and omnichannel

More diverse universe showing different places where the value is delivered to the consumer

Cross channel interactions and multiple transaction options

Trade investments¹ should reflect the new complexity of consumer-centric omnichannel strategies:

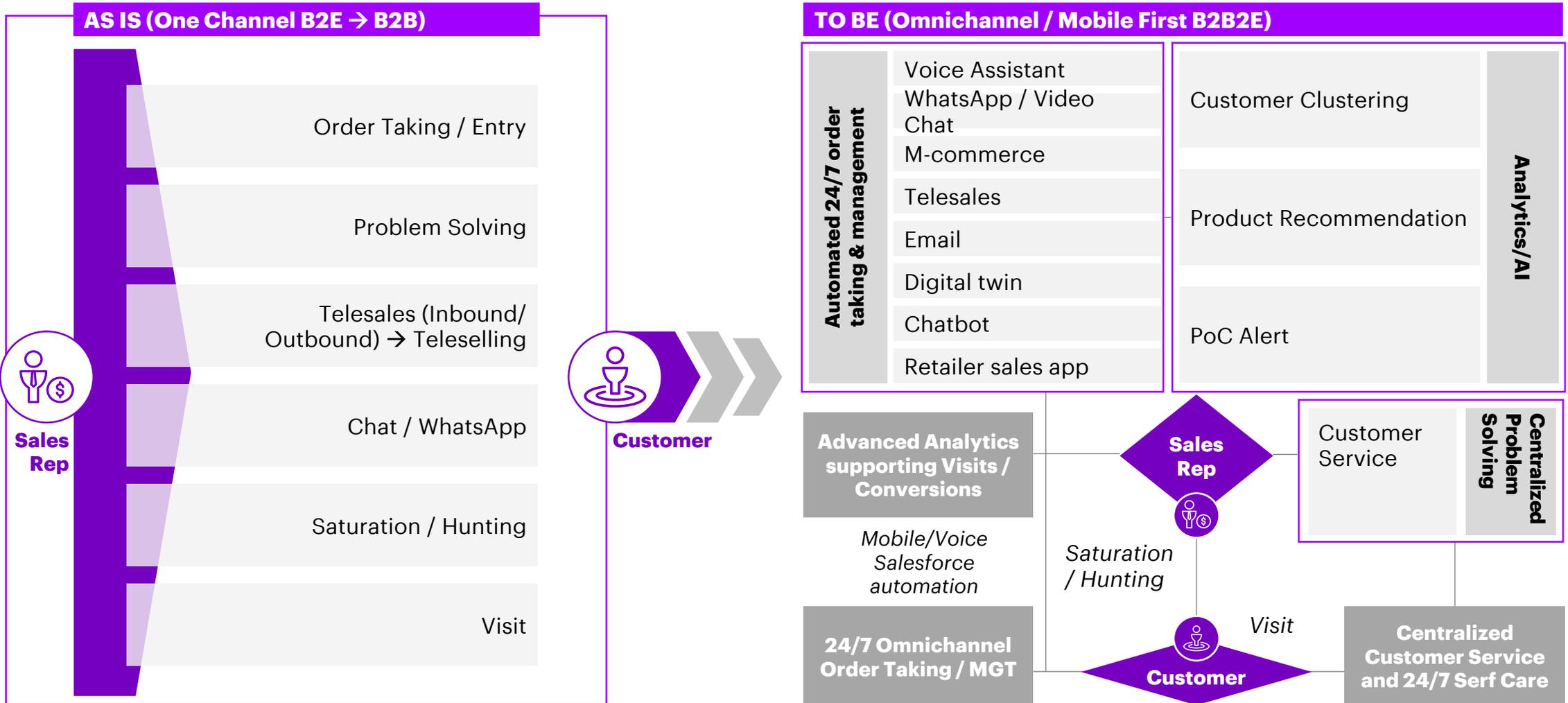
- Focus the investment not only on sales fundamentals but on accelerating customer digitization and delivering value to end-consumers
- Maximise the productivity of trade investments by aiming at pay for performance terms
- Improve transparency of the money invested with customers and maximize the variable part
- Manage the risk of trade pricing differentials in an omnichannel environment
- Drive consistency across categories, geographies, channels and customers to avoid channel leakages and destructive price comparison (i.e. defensibility of terms)
- Link terms to hard financial KPIs to ensure P&L impact transparency

Building transparency and consistency will ensure that the investments made with the trade and to consumers is managed as effectively and efficiently as possible

1



The sales workforce needs to be aligned to the new digital journey



1



Sales roles need to evolve further to successfully navigate the new normal

Sales operations must evolve from disconnected and obsessed with efficiency to focus on experience with a customer centric, omnichannel enabled, adaptable workforce. As sales organizations invest in gaining a greater understanding of customer needs and opportunities, they must also rally their workforces around newer and better concepts of value.

Illustrative excerpt of sales roles



Sales Representative

This role takes on organizational tasks in distribution and selling goods. They support existing customers intensively and sales-oriented.



Sales Manager

This role focuses on pursuing new customer relationships and cross-selling opportunities, while supporting their existing customers.



Sales Analyst

New expertise

This role supports the sales team with data analysis, providing insights into opportunities, including cross-sales.





Sales representatives re-orchestrate the customer experience and sales processes



Sales Representative

Traditional role 	New role 
<ul style="list-style-type: none"> • Drive product launches and customer acquisition within a specified sales area • Sell products via in person push model and live demonstration of products 	<ul style="list-style-type: none"> • Re-orchestrate customer experience and accompany sales processes across new different channels
<ul style="list-style-type: none"> • Interact face-to-face with customers: Sales Workforce travels to customer for pitch meetings to strengthen personal relationship • Direct influence on shelf placement in stores 	<ul style="list-style-type: none"> • Need to satisfy new demands and requirements: Virtual communication (web sales via video or telephone) and demonstration of products • Support a company's transformation combining face-to-face engagements with digital interactions (engagement model)
<ul style="list-style-type: none"> • Work in silos with limited interaction with peers / sales team 	<ul style="list-style-type: none"> • Collaborate with peers / sales team to drive action working together to solve problems, convert more leads and increase deal size
<ul style="list-style-type: none"> • Spend time to gather data from system for customer interactions • Coordinate between production and sales team to define possible delivery dates 	<ul style="list-style-type: none"> • Take advantage of intelligent and centralized tools with data driven insights to gather client requirements



Sales managers leverage data insights to plan and execute strategic account planning



Sales Manager

Traditional role 	New role 
<ul style="list-style-type: none"> • Create the territory plan focused on existing customers 	<ul style="list-style-type: none"> • Strategic account planning and execution through analytics-based decision making • Digital tools and automation are reducing the reliance on acquiring product and process knowledge in order to be successful
<ul style="list-style-type: none"> • Plan accounts in traditional ways 	<ul style="list-style-type: none"> • Allocation of right resources to key accounts and customers • Increasing transparency and planning security based on data insights: Appointments and sales areas are interconnected
<ul style="list-style-type: none"> • Manage team focused on sales opportunities and customers served • Exchange in person with sales reps to increase motivation 	<ul style="list-style-type: none"> • Real time performance monitoring of their teams • Motivation and enablement of the sales teams considering new ways of working and remote working environment • Evaluation of new digital approaches to train the Sales Representatives
<ul style="list-style-type: none"> • Add opportunities to the sales pipeline 	<ul style="list-style-type: none"> • Increased focus on acquiring new business • Sales projection and prioritization based on yearly targets

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Sales analysts analyze products and customer data to provide insights to the team



Sales Analyst

New expertise

Key responsibilities

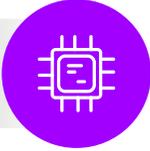


- Utilize new technologies to analyze product and customer data to provide insights to sales teams
- Provide insights into opportunities, including cross-sales
- Together with Sales Manager the Sales Analyst manages sales strategy for a product family using data and analytics to optimize revenue

Core competencies



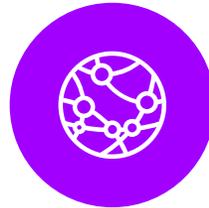
- Analytical Thinking
- Cross-Function Teaming
- Digital Channel Management
- Digital Awareness
- Data-Driven Selling
- Utilizing Emerging Technology



The sales workforce has to be equipped with new skills and new behaviours

CPG companies must offer talent re- and upskilling that enables the Sales Workforce to work in the new digital environment. This is relevant for the new ways of working, business-value driven, tailored, time-efficient, and continuously improving.

Next generation sales organizations will be driven by digital capabilities, clean & comprehensive data, connected insights, automation & AI, and agile / adaptive workforces for effort and resource optimization.



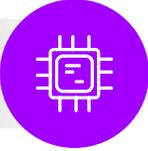
Enable and onboard Sales Workforce on

- Digital functional skills, e.g. digital customer engagement
- New platforms and business processes



Shift behaviours towards

- New mindset, e.g. customer-centricity, growth mindset
- Stronger collaboration within and beyond the company



Digital functional skills are becoming more important to master new customer demands

1 Drive digital transformation

Using data and analytics to place shopper / customer centric solutions at the heart of business decisions

Designing and delivering excellent omnichannel shopper purchase journeys

Exploiting technology as an enabler of sales excellence to tailor sales approaches to the customer

2 Optimize Sales Force effectiveness

Identifying, prioritizing and visualizing data that empowers salespeople to personalize the customer selling experience

Utilizing technology to manage and build relationships with customers

3 Deepen customer understanding

Managing complex customer journeys and Pureplay / Market Place / B2B ecommerce providers

Understanding & developing digital strategy of omnichannel retailers based on their digital capabilities and the associated tailored customer strategy and plans

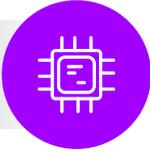
Leveraging big data and analytics to fuel robust 360 customer understanding

4 Enhance digital customer engagement

Being familiar with methods of digital customer engagement, including interactive online experiences, video, AR / VR / XR and other emergent technologies

Managing customer interactions and data with CRM tools to aid retention and drive sales

Maximizing the social selling opportunity to deepen relationships with key customers



Besides acquiring new skills, changing behaviours is vital

Shift behaviours and set right motivation to encourage collaboration

- **Breaking Down Barriers**
- **Customer-Centricity:** Working collaboratively and with agility to respond to customers' needs
- **Experimentation (Fail Fast):** Adoption of a "test and learn" mentality towards innovation, customer understanding and business growth
- **Growth Mindset:** Challenging the status quo, supporting fresh perspectives, trying out new approaches and enlisting support for change initiatives
- **Drive to Achieve:** Motivated to succeed, thriving on challenges, demonstrating perseverance, and driving towards personal and/or team objectives without settling for less than excellence
- **Prudent Risk-Taking**

People Challenges



Disengaged Employees
From lack of awareness

Resistance to Change
Due to Uncertainty

Frustrated Behaviour
Because of change of ways in working

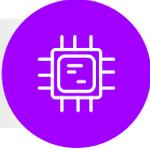
Loss of Power and Ownership
Due to Organization realignment

Continued old ways of working
Due to unfamiliarity with the new system

Productivity Decline
Because of lack of training

Employed Turnover
Due to lack of clarity about their role/career

To increase acceptance of being collaborative across the organization a financial incentive structure is recommended. This will drive a more collaborative organization where sharing insights is encouraged.



However, Physical and Mental Health needs to be seamlessly integrated

WHO & WEF have warned of COVID-19 impacts on mental health

- 47% of people surveyed by ONS reported high levels of anxiety
- The UK's MH crisis text service SHOUT has seen 750 > 900 calls per day
- Bupa reported 300% increase in calls to healthy minds helpline
- Levels of anxiety increasing as people begin to manage the relaxation of lockdown

Government Standards

1

Prioritise mental health in the workplace by developing and delivering a systematic programme of activity

2

Proactively ensure work design and organisational culture drive positive mental health outcome

3

Promote an open culture around mental health

4

Increase organisational confidence and capability

5

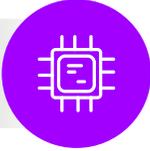
Provide mental health tools and support

6

Increase transparency and accountability through internal and external reporting

What does it take to differentiate?

BODY		PHYSICAL ENERGY	Exercise Nutrition Sleep Digital detox
MIND		MENTALLY FOCUSED	Focused Productive Leveraging strengths Innovative Learning
HEART		SENSE OF BELONGING	Connected Trust-based relationships Feeling valued Included
SOUL		SENSE OF PURPOSE	Intrinsic motivation Passion and Intent Legacy Volunteering



We have seen companies adopt six habits which can be applied remotely or physically



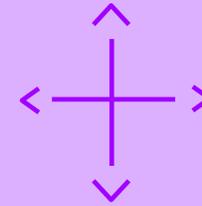
High Cadence Reviews

- Regular and short stand-ups to address critical issues across markets or functions that can be resolved quickly
- Traffic light reporting
 - Weekly review
 - 30 mins
 - Decision making quorum
 - Issues prioritisation
 - Rapid response & action



Drop-Ins

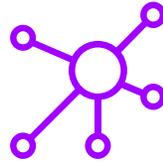
- Global leadership can leverage regular country or functional meetings to "drop-in" and drive engagement with global employees through quick Q&A sessions
- Enables ability to rapidly communicate, conduct temperature checks and test or source ideas from the employee pool



Big Rock Sessions

- Cross-functional and cross-geographical problem solving
- Addresses the issue of co-creation and knowledge sharing between markets
- Facilitated, regular calls on a non-hierarchical, multi-level basis to address shared big rock problems (e.g. Digital Media optimization)

- Increased interaction and collaboration with external partners to problem solve shared big rock questions
- Partners span from suppliers, customers, distributors to "competitors"
- Cross-company sharing
- Outside-in approach brings different external perspective



Ecosystem Collaboration Sessions

- Quarterly global broadcast across all levels, to share and recognize people and achievement (e.g. financial performance, market success stories, plan and mission)
- All-hands for top 1000 leaders to share key updates, initiatives, action plans



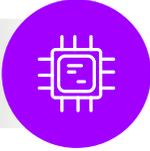
Company-wide Knowledge Sharing and Recognition

- Cross-level and cross-geography calls enable universal outreach to inspire our people
- Inviting internal and external industry gurus and experts from other companies to share their POV can get talent up to speed on emerging industry challenges and new trends



Fire Starters

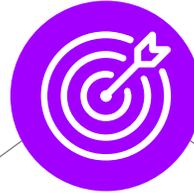
Real time collaboration enabled by a single source **Collaboration and Knowledge Sharing Platform** where content can be shared and accessed globally, with a "search" tool to make relevant content identification quick and easy



Reskill and digitally upskill your sales workforce in the new normal

1. Envision

Recap of the new role profiles and priority skills to bring to life your Sales Workforce in the New Normal



2. Assess

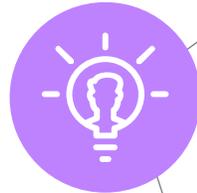
Inventory of current skills and assessment of current behaviours to determine the gap to your desired future state



Sustain this cycle as the business continues to transform, driving changes into the sales organization

5. Upskill

Continuous learning pathways to encourage lifelong learning mindset fit for the future of selling



4. Source

Dynamic approach to hire, develop, contract or automate roles required for the Sales Workforce in the New Normal



3. Craft

Repository of refreshed existing and new roles with clearly defined required skills and level of proficiency needed





Sales workforce in the new normal works most effectively with data analysis tools

Sales representatives need to be equipped with data analysis tools, enabling them to work more collaboratively and innovatively with partners & customers across channels.

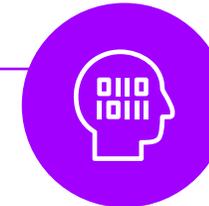
Traditional

- Incomplete view of entire sales cycles
- Unable to track key accounts
- Administrative tasks
- High rate of opportunities
- Up-sell & cross-sell is a challenge
- Communication skills with ability to recommend
- Working knowledge of the product



Future

- Optimized sales channel
- Integrated view of entire sales cycles
- Intelligent analytics and process automation
- Lead identification and increased collaboration
- Data analysis, problem-solving, and interaction skills with ability to convince
- Deep knowledge of the products and competitors

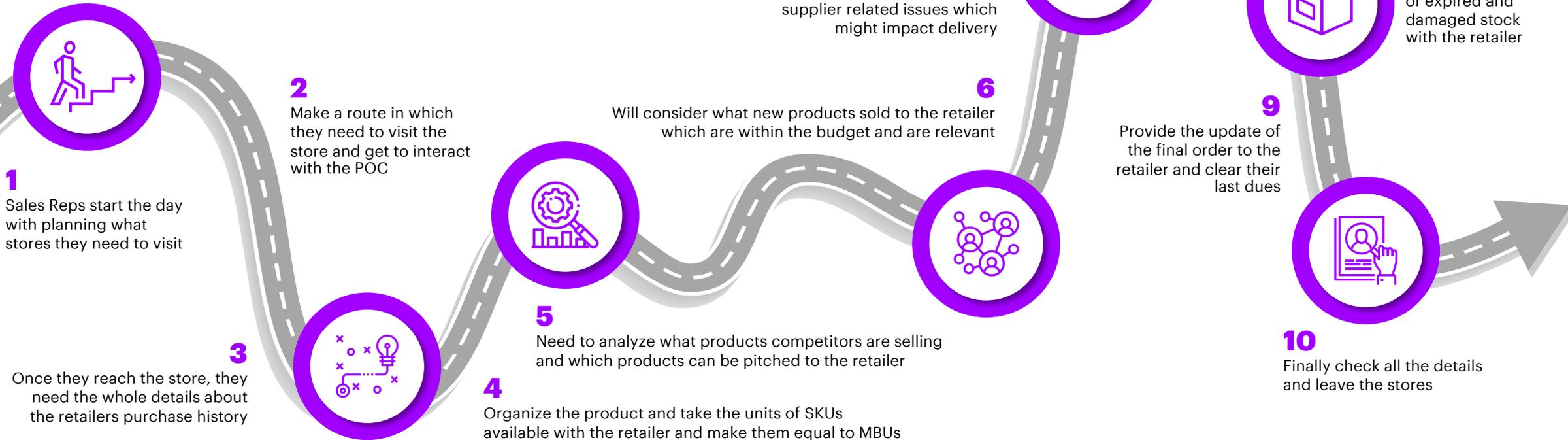




Without adequate tools, the sales workforce is caught up in manually processes

“As is” daily routine of the Sales Workforce

Sales Reps spend 34% of their daily time on actual selling and the remaining of the time is spent on remaining of the operational activities.



Top 5 Things Reps say they spend too much time on

1. Managing emails and communication things
2. Logging activities manually and tracking them
3. Inputting sales data
4. Finding the right person to contact
5. Creating follow-up tasks

Top 5 Things Reps Say they spend too little time on

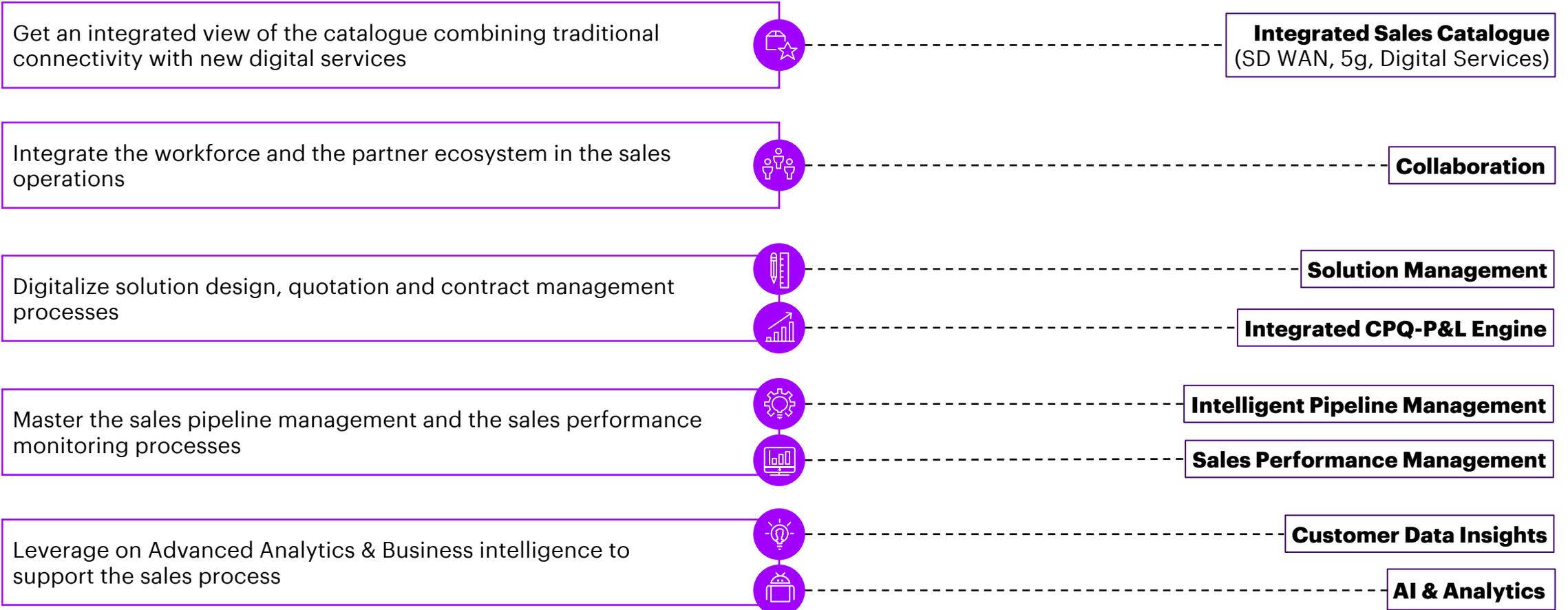
1. Researching competitive activity
2. Researching competitive offerings
3. Discovering a customer's / Prospect's needs
4. Reviewing pipeline
5. Researching a customer's / Prospect's current solution



An enterprise sales platform enables the sales workforce to scale the new business

Sales Force Key Priorities

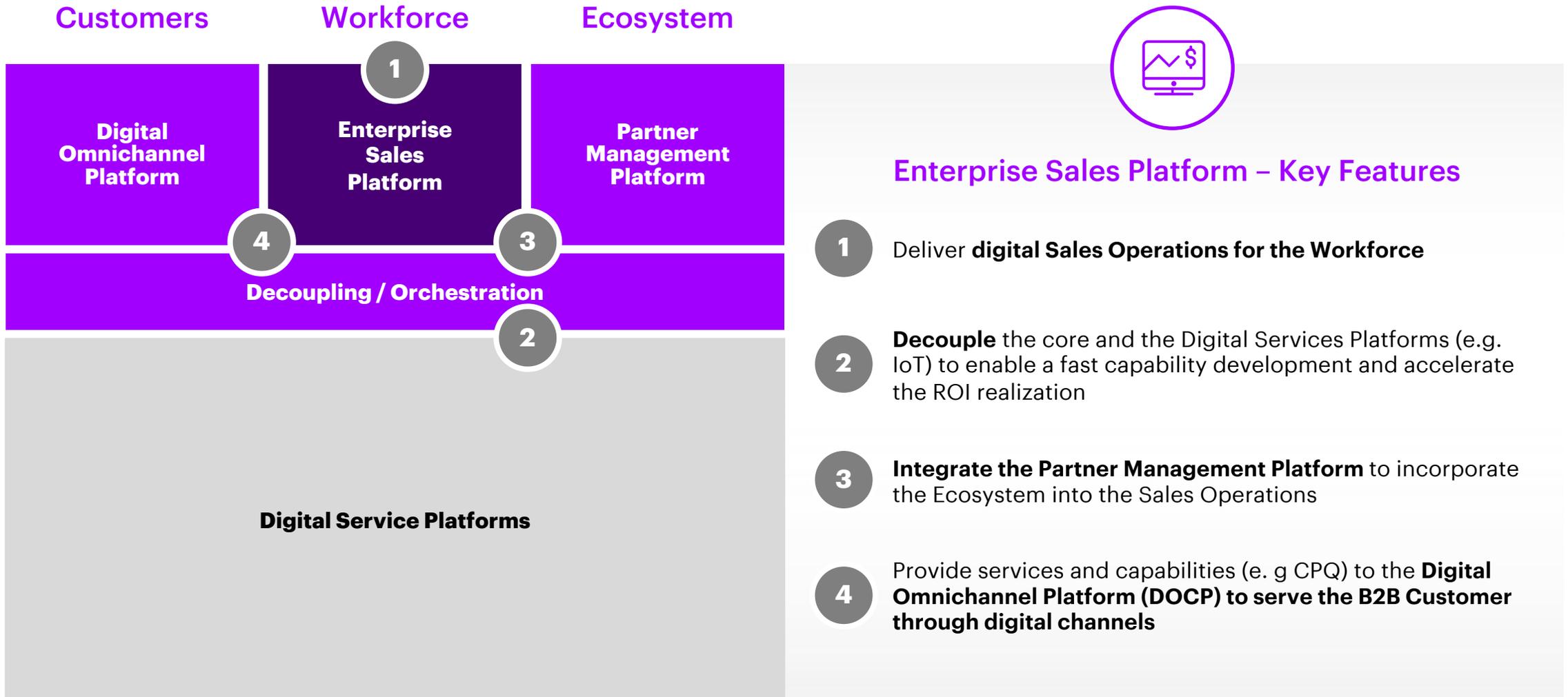
Enterprise Sales Platform – Key Capabilities



3



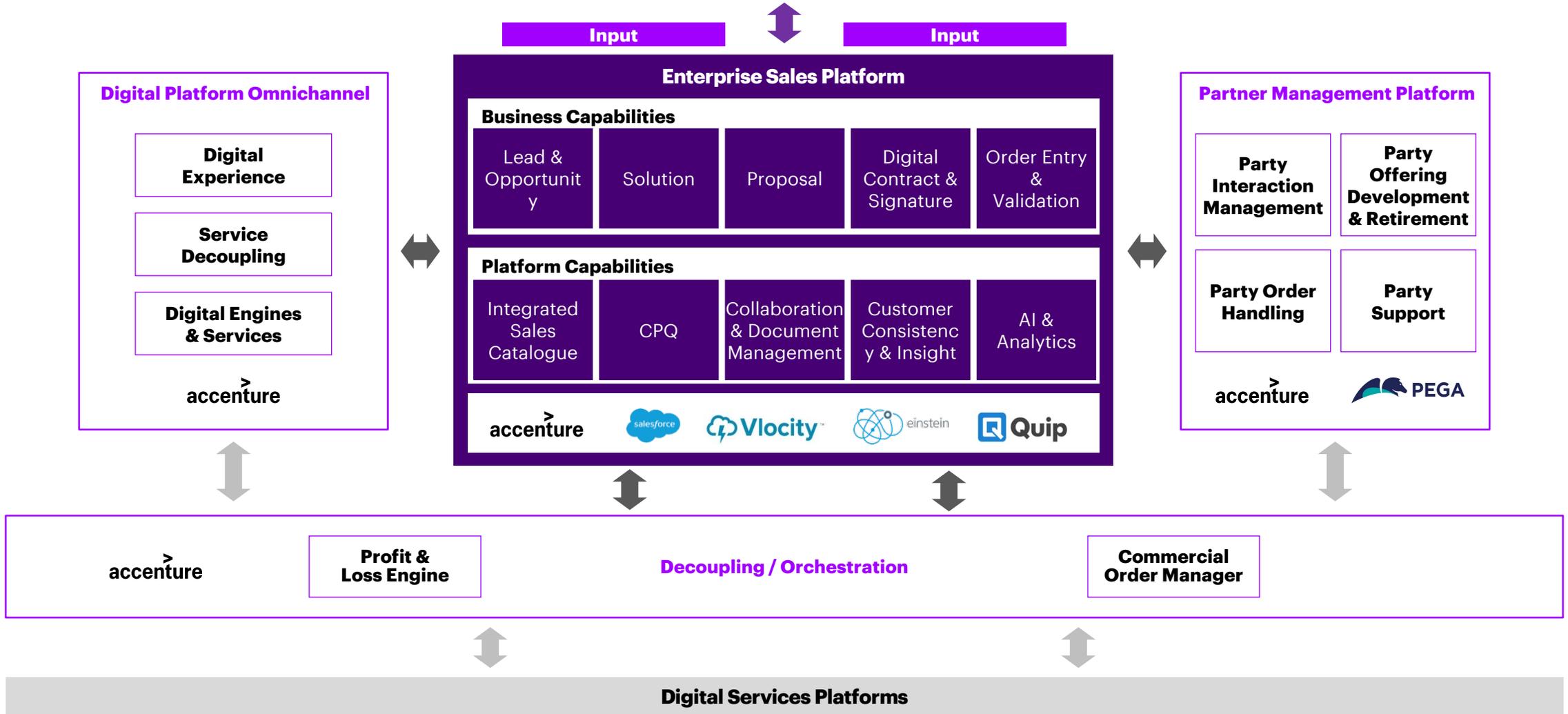
The sales team can work effectively and collaborate with customers & partners



3



Extended by Accenture, the Sales team can be further relieved from operational work



First steps to Elevating your sales workforce to win in the new normal

1. Assess current state

Create inventory of current sales roles, skills and technology



- Review current sales organization and roles
- Assess current skills, e.g. by supervisor interviews or online surveys
- Document sales tools in use across regions and countries
- Work with Sales Leaders and Teams to identify pain points and challenges

2. Develop new Sales (Workforce) Strategy

Imagine how to best serve the consumer in the New Normal



- Work with Sales Team, Customer and Partner representatives to imagine the B2B customer journey/s in the New Normal
- Derive revised global and potentially regional and local sales strategies
- Map (new) roles, ecosystem partners, people capabilities, technology & data capabilities into the new consumer journey/s
- Document required actions to
 - Align trade investments to incentivize all involved parties fairly
 - Align sales roles descriptions to document revised KPI's and required skills
 - Outline sourcing and re-skilling strategy to enable the Sales Workforces globally
 - Invest in new technology in order to release sales teams from manual work and equip them with data insights

3. Plan the transition

Outline the pathway to elevating your Sales Workforce



- Prioritize the identified actions to upskill workforce and upgrade technology
- Develop roadmap and action plan to elevate your Sales Workforce and enable them to successfully navigate the New Normal
- Align roadmap with key global, regional and local stakeholders and plan for roll-out

First steps to Elevating your sales workforce to win in the new normal

Typical Accenture support: 1 Project Lead and 3 Consultants for streams 'Organization & Roles', 'Workforce and Skills' and 'Platforms & Data'; part time MD engagement leadership & SME's

1. Assess current state

Typical duration of project phase:
2 weeks



Accenture Assets (excerpt):

- OrgAnalytics tools, e.g. OrgVue
- Ecosystem of Skill Matching and Skill Assessment Tools

2. Develop new Sales (Workforce) Strategy

Imagine how to best serve the consumer in the New Normal



Accenture Assets (excerpt):

- Design Thinking Workshops to ideate B2B customer journeys
- Trade investment approaches
- Sample current and evolving sales role descriptions
- Sample sales digital functional skills frameworks
- B2B Sales Workforce Transformation Playbook
- Accenture proprietary / partner learning platforms & contents
- Ecosystem of Enterprise Sales Platform vendors
- Sample Enterprise Sales Platform value tree and value case
- Sample Sales Platform roadmaps
- Sample Sales Platform vendor selection criteria

3. Plan the transition

Typical duration of project phase:
2 weeks



Accenture Assets (excerpt)

- Sample agile implementation approaches
- Proven agile hybrid project methodology
- Agile change enablement methodology
- Behaviour Science Toolkit for culture & mindset transformation

References

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Thank you!