



A construction industry case study

CLEVVA digital co-workers help Flooring sales staff craft need-based solutions

A large national manufacturer of wooden doors, windows and skirting distributes over 10 000 product variations. The sales channels include online sales, direct sales and sales via national retail chains.

The challenge

- The three sales channels (website, direct sales and retail stores) offered varying levels of product information and support. This impacted the overall brand experience and customer perception.
- Sales staff struggled to learn all the technical details of the products on offer. They therefore focused only on the products they were familiar with, often targeting clients who asked for these standard or 'remembered' products.
- It took up to 12 months for a new sales person to be able to operate fully on their own because there was so much they needed to learn about the industry, the products and the technical aspects of window frames, door frames, doors and accessories.
- Staff struggled to physically carry large, cumbersome sample bags into meetings – and the cost of samples for the huge product range was significant. Clients found it difficult to differentiate between competitive products, mainly because very few people could effectively explain the technical differentiators. This resulted in price and colour being the main drivers of most buying decisions.
- Sales teams had little sight of what was available for delivery so they often simply took paper-based orders and then had to re-contact clients if their request couldn't be fulfilled.
- Retail sales staff didn't work for the manufacturer and therefore lacked the motivation to learn and understand the technical differentiators of the products. Retail customers' price-driven decisions impacted sales volumes.

The requirement

- + Enable all sales staff, including retail staff, to conduct a detailed need analysis per client, highlighting key facts that should influence their final decision
- + Enable all sales staff to recommend relevant products, linked to identified needs
- + Improve cross sales
- + Improve workflow management once an order is captured
- + Improve sales call reporting
- + Improve client satisfaction ratings
- Reduce the time needed to get a new sales rep performing effectively



The solution

To ensure that a consistent sales experience was offered across all three channels, a small internally trained team built a CLEVVA Digital Co-worker that navigated staff through the process of identifying the relevant product(s) aligned to every client need. It also highlighted relevant cross-sale products. All sales brochures, presentations and product technical-data sheets were also made available at the relevant time.

The CLEVVA Digital Co-worker ensured customer choices triggered resulting actions and tracked them against the assigned person to ensure the loop was closed.

The CLEVVA Digital Co-worker was also integrated into the company's enterprise planning system to ensure all sales advice leveraged up-to-date customer, product and stock data. Sales staff, via their CLEVVA Digital Co-

worker, were guided through every sales activity, assured that every step and decision was tracked against the client and the activity itself. They could therefore focus their efforts on the client, rather than on whether they were asking the right questions, offering the right products, or following the right sales procedures. Their CLEVVA Digital Co-worker ensured they always did.

As a result of the success of the CLEVVA Digital Co-worker, the Manufacturer has now made this logic available directly to customers – using a CLEVVA Digital Specialist via their website. Prospective customers can now access intelligent online product advice, not just more product information.

The results

-  Sales staff have grown their individual sales by increasing their cross-sale ratios and have broadened their client base due to being able to offer new products.
-  Sales reps no longer need to be product experts in order to sell effectively. The key determining factors of success are their ability to service their clients and act as trusted advisors – using their CLEVVA Digital Co-worker as their just-in-time support platform.
-  The Sales Director can see exactly what every sales and support person is doing and, via GPS tagging, where they are doing it.
-  Sales activity workflows are planned effectively, using CLEVVA's sharing and assigning features.
-  Key clients enjoy real-time online support, both when placing orders and when resolving technical queries.
-  The Manufacturer is now exploring ways to use CLEVVA Digital Specialists to power in-store kiosks for customer self-service.

The benefits

CLEVVA has enabled the business to hire sales staff with no prior industry experience, with the confidence that the desired customer experience will be consistently delivered across the national footprint. No matter who makes the sales call, customer will be asked the same questions, offered the same answers, and provided with the same experience.

Through this anticipated deployment of customer self-service, CLEVVA has fundamentally changed the Manufacturer's ability to expand its footprint across new markets and territories.