SAP Sales Cloud Case Study | SAP CPQ | EXTERNAL

Cleaver-Brooks Makes Quotes for Complex Boilers in 15 Minutes Flat

Automation streamlines and speeds the quote process, empowering sales reps and ramping up sales.

THE BEST RUN SAP

"You basically give the sales rep 1-2 days of their week back (with CPQ)...When you give back time to reps you are encouraging them to sell solutions to customers instead of just reacting to specifications."

– Chris Weckler, Development Manager - Sales Tools, Cleaver-Brooks

15x

faster quote for complex product

1,200

users generating some 500,000 quotes

CleaverBrooks

SAP

© 2018 SAP SE or an SAP affiliate company. All rights reserved.

Cleaver-Brooks Generates Complex Quotes in 15 Minutes Flat

About Cleaver-Brooks

Founded in 1929, Cleaver-Brooks is a complete boiler room solutions provider. Headquartered in Thomasville, GA, the company is the sole provider of integrated boiler/burner/control solutions and is a leading manufacturer of boiler room equipment across commercial, institutional, and industrial markets.

Industry

Manufacturing

Solution

SAP Configure Price Quote (CPQ)

Benefit

- Quotes generated in **15 minutes** – down from 4 hours
- **Eliminated errors** in quotes
- **New reps productive in first week**, despite very complex product

Challenge:

In the early 2000s, executives at Cleaver-Brooks realized they had a problem: sales quotes were inconsistent, error-prone, and time-consuming to create, given the complexity of their products. They tried a distributable product selection and an online ordering system, both of which failed to take off. Boilers are complex products with numerous controls and components. For instance, to sell a Firetube Boiler, the company's bread-and- butter business, one would have to choose what fuel it would run on, drives, controls, safety valves, etc. Some of this was driven by specs, others by customer requirements, code, and how the equipment was to be applied. There are thousands of options and millions of different combinations for just the Firetube boiler. Due to the complexity, it was impossible for reps to be experts on all the products. So reps would quote equipment they were more familiar with, rather than what the customer really needed. To sell, reps needed to lug around some heavy material: a 575-page price book and a 1,000-page boiler book listed all the product specifications. Quoting was a time-consuming, manual process; reps often used outdated material and inconsistent branding, causing many mistakes. And mistakes were expensive to fix, running into tens of thousands of dollars, especially if the equipment had already been deployed.

Solution:

In 2005, Cleaver-Brooks adopted SAP's CPQ and has used it ever since. The entire product portfolio was built into CPQ with 43 different configurable products, representing five different divisions, two different channels, operating under unique brands with thousands of variables and tens of thousands of rules built-in. With CPQ, all the complexity is still there, but it is all buried behind the scenes so the rep no longer has to deal with it directly, with calculations done automatically, and appropriate options listed. In order to smooth the transition from the paper world to the online world, the company created the same tabs within CPQ that the reps were used to in the offline world. So if reps knew where a particular option was in the price book, they knew immediately where to find it within CPQ. That really helped people get comfortable. Cleaver-Brooks now generates accurate, consistent proposals all of which carry the most up-to-date pricing, correct options, uniform branding, and terms and conditions in a 30- to 35-page indexed format for million-dollar boilers in a matter of minutes. Based on the configuration, the pictures, diagrams, and copy change automatically. No longer can the reps configure something the company can't build. CPQ enabled the sales force by putting information at their fingertips, making selling easier, faster, and repeatable, thereby increasing sales and margins. The tool encourages reps to upsell; if a rep is preparing a quote for a boiler, the tool suggests an economizer, which the rep can select in a series of clicks and put in front of the customer along with its performance information and potential for monetary savings.

Results:

Generating a quote for a complex product was a four-hour process, which CPQ reduced to just 15 minutes. Between the company's reps and distributors, about 1,200 people use CPQ to generate some 500,000 quotes. New reps are onboarded faster because CPQ puts all the information at their fingertips. Despite the complexity of the equipment, new reps have actually gone from quote to close in their first five days with the company. In terms of intangible benefits from CPQ, the company reexamined and simplified its business processes, filled gaps in its product definitions and pricing, and captured tribal knowledge.

© 2018 SAP SE or an SAP affiliate company. All rights reserved.

ABOUT SAP SALES CLOUD

SAP Sales Cloud, part of SAP Customer Experience, allows you to sell more and create a lasting connection with your customers with AI-powered solutions that transform your quote to cash processes.

Follow SAP Sales Cloud

Learn more at
www.sapsalescloud.com

© 2018 SAP SE or an SAP affiliate company. All rights reserved.

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of SAP SE or an SAP affiliate company.

The information contained herein may be changed without prior notice. Some software products marketed by SAP SE and its distributors contain proprietary software components of other software vendors. National product specifications may vary.

These materials are provided by SAP SE or an SAP affiliate company for informational purposes only, without representation or warranty of any kind, and SAP or its affiliated companies shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP or SAP affiliate company products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

In particular, SAP SE or its affiliated companies have no obligation to pursue any course of business outlined in this document or any related presentation, or to develop or release any functionality mentioned therein. This document, or any related presentation, and SAP SE's or its affiliated companies' strategy and possible future developments, products, and/or platforms, directions, and functionality are all subject to change and may be changed by SAP SE or its affiliated companies at any time for any reason without notice. The information in this document is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, and they should not be relied upon in making purchasing decisions.

SAP and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP SE (or an SAP affiliate company) in Germany and other countries. All other product and service names mentioned are the trademarks of their respective companies. See https://www.sap.com/copyright for additional trademark information and notices.

THE BEST RUN SAP®