

High performance delivered

Accenture's route to consumer approach harnesses our unparalleled abilities in sales, marketing and supply chain to drive new levels of performance in consumer goods companies. It also leverages a depth of experience from both the manufacturing and the retailing sides of the business. Working closely with product manufacturers, we align value propositions with the internal customer contact structures and external distribution partners to boost business performance levels significantly. We offer pioneering tools and techniques to address a range of sales and marketing needs from channel management and sales force automation, to customer profitability and sales effectiveness.

For more information on how Accenture can help improve business performance through our route to consumer approach, contact:

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About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. With approximately 90,000 people in 48 countries, the company generated net revenues of US\$11.8 billion for the fiscal year ended August 31, 2003. Its home page is www.accenture.com.



High performance. Delivered.

High Performance Delivered: Accenture's Route to Consumer Approach

• Consulting • Technology • Outsourcing

Companies within the consumer goods and services industry have worked to create compelling value propositions to their end consumers. Yet those propositions can be eroded by the time they reach the point of sale. Because companies rely on intermediate customers — i.e. wholesalers and distributors — price points and marketing strategies can change throughout the route to consumer. The issues and problems within route to consumer are often overlooked until new competition or declining product revenues highlight configurations that no longer fit the company's requirements.

Accenture has created an approach that helps to define the route to consumer so that value propositions are more likely to stay intact from marketer to consumer. This involves a structured and logical approach that significantly raises the influence of products companies among intermediaries within the route to consumer network. The approach can be used to more effectively manage an existing route to consumer configuration, or to enter new regions or channels and significantly boost business performance.

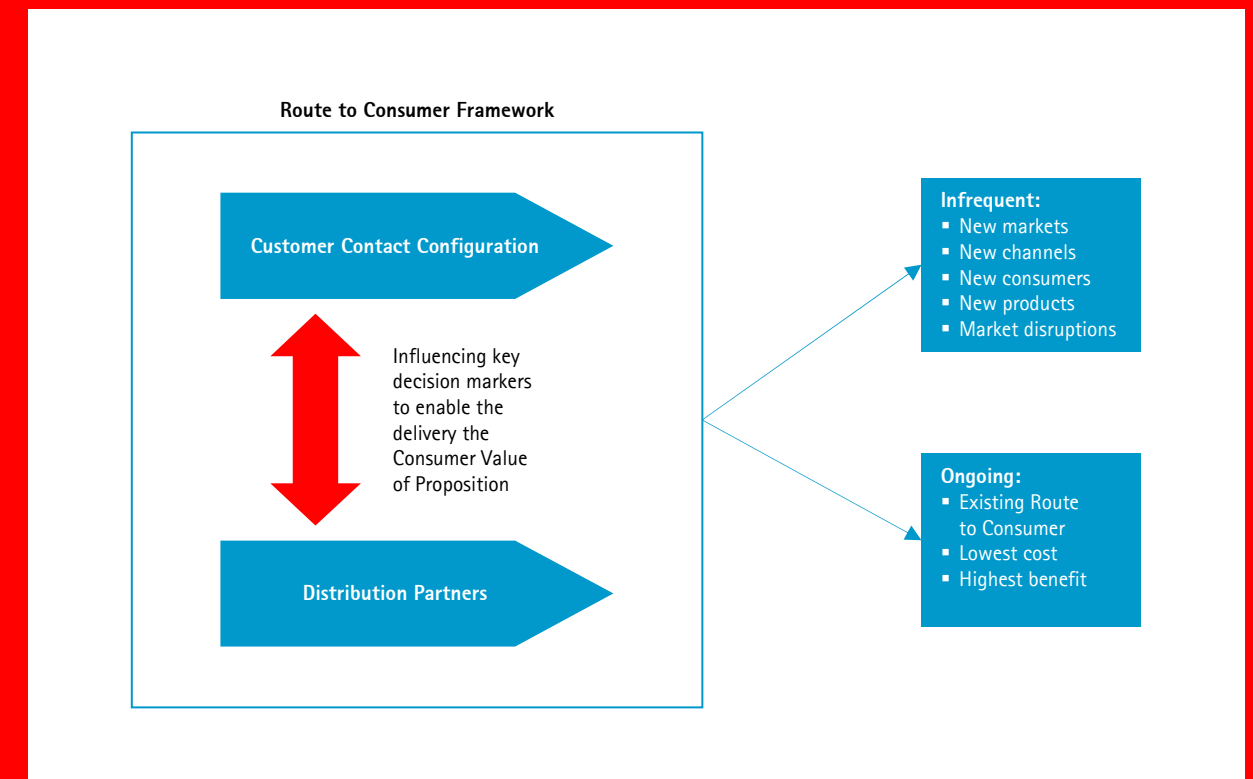
A new route to high performance

The route to consumer does not consist of a single road. A complex array of internal structures "touch" an equally complicated set of intermediaries with critical information on pricing and promotion. Accenture's route to consumer approach works to clarify the key roles within a product company — and those within the distribution network — for delivering the value proposition.

Our work involves fact-based, data driven decision making that also values management experience and learning to enhance business performance. The approach entails:

- **Aligning the value proposition with the internal and the external distribution network:** Are current capabilities, people, processes and structures supporting the value proposition of a given product?
- **Understanding, through a structured approach, the complex route to customer environment:** What are the internal structures for managing route to customer and are they aligned with business objectives?
- **Optimizing route to customer configurations:** Are the right people, with the right capabilities able to influence the right intermediaries?

Figure 1: Accenture's route to customer framework begins with the product value proposition, then ensures that the customer contact configuration and distribution network are aligned.



Here's how Accenture collaborated with one consumer goods manufacturer to create high-performance route to consumer capabilities:

This global consumer goods manufacturer operated in growing markets but had low brand penetration in key categories. Their existing route to consumer featured a network of third-party distributors that handled not only the company's brands but also those of competitors — a usual practice in this category. Accenture helped the product manufacturer strengthen its marketplace position by creating a new, more effective route to customer. Through this change, Accenture also helped the company recognize growth opportunities and develop a wider portfolio of products and brands. It also saw the opportunity to more effectively align the physical distribution network to support the portfolio, brand and channel objectives. Accenture worked with the company to create professional key account and field sales capabilities, a critical mass and complementary product/brand portfolio, national distribution coverage across multiple channels, and local production capabilities for potential tier two and three brand licensing agreements. With these changes taking place, the customer is expecting greater market share and profitability, and higher levels of business performance.