



High performance. Delivered.



Helping a leading consumer packaged goods company identify opportunities for new ventures, growth and ultimately, high performance

The client is a leading consumer packaged goods company that manufactures and markets ready-to-eat foods worldwide and has reported sales exceeding \$10 billion.

Accenture's experience and ongoing High Performance Business research program have revealed that top companies gain an edge over their competitors in several important ways. Most notably, they establish and maintain a robust market focus and position. They develop hard-to-replicate capabilities. And they build a strong performance anatomy, which describes the cultural and organizational mindsets that drive their businesses forward. These are the three building blocks of high performance—market focus and position, distinct capabilities, and performance anatomy. Against all these measures, the client is on its way to achieving high-performance.

Business challenge

Operating in the highly competitive consumer packaged goods industry, the client has always strived to find new ways to stay ahead of its peers. It has succeeded, in large part, because of its knack for introducing innovative products that appeal to consumers, its ability to develop strong capabilities that drive operational excellence, and its unrelenting focus on carving out—and maintaining—a healthy market share in a number of product categories. However, in the face of new and more sophisticated competitors and a proliferation of private-label brands—its successful tactics of the past were no longer as effective as they once were. At the same time, many of the markets in which the company operated were undergoing a rapid evolution in terms of customer demands and expectations, the role of technology and general business dynamics.

• Consulting • Technology • Outsourcing

To retain its competitive position, the company knew it could no longer run its business the same way. Its future success called for a repeatable formula for growth, an even greater focus on innovation, and the ability to identify new and lucrative market opportunities. For help in charting its future growth strategy, the client turned to Accenture. In addition to having global industry experience and insights, Accenture brought a team of resources highly skilled in helping organizations boost their competitive positions by penetrating new markets with innovative new products. Equally important, Accenture had consistently demonstrated its commitment to working closely with its clients to help them achieve high performance.

How Accenture helped

Accenture deployed resources from its Process & Innovation Performance service line to help the client discover opportunities for future growth and greater market penetration. As a first step, the joint client and Accenture team set out to identify broad categories of consumer need in various markets. Armed with this initial assessment, the team interviewed key company experts and conducted targeted secondary research to understand key trends and gain additional insights into the identified market needs. These efforts paved the way for a multi-day Exploration Workshop, in which representatives from across the client company collaborated with outside experts to identify new trends, gain new insights and identify new, high-potential business opportunities that would be subject to further analysis and development

In the next phase of work, the team generated additional insights into each focus area and produced briefing documents that described each proposed opportunity in detail. These briefing documents presented the team's initial understanding of trends and drivers of change within each focus area and a high-level depiction of the market landscape. They also articulated key

value propositions and solution criteria, suggested consumer segments and associated needs.

In the third phase of work, the team organized another multi-day workshop—this one aimed at identifying new growth platforms that had the potential to become new and differentiated sources of revenue for the client. Working in small groups, experts from within and outside the client company looked at the specific focus areas and established a vision, a strategy and a preliminary development blueprint to bring these opportunities to life. These workshop exercises unearthed hundreds of potential business ideas, prioritized the clients' preferences, and provided a better understanding of how current market solutions could be applied to the select focus area. Most importantly, the workshop helped the team identify the top two growth platforms that held the greatest potential.

In the final stage of work, the client worked with Accenture to develop several specific venture pitches for each of the prioritized growth platforms. These venture pitches described the venture opportunity and provided the business rationale for moving forward, evidence of market potential, a refined migration path, examples of near-term and long-term outcomes, and an initial experimentation and testing plan.

High performance delivered

Accenture research shows that companies that outperform their competition continually invest in refreshing their products and services. This focus is equally important during good economic times and during periods of economic turbulence such as the world is now experiencing.

The client recognized the importance of maintaining its commitment to innovation, identifying new consumer needs and pursuing opportunities that address those needs. With Accenture's help, it strengthened its focus on innovation, and made the process of innovation more disciplined and more rigorous.

Through interviews, research, analysis, focus groups and workshops, the client and Accenture developed a portfolio of six venture pitches for prioritized growth platforms. Each of these new ventures targets a new market estimated to be worth more than \$8 billion. In addition, the team identified 15 other growth platforms, which will inform and accelerate the identification and development of future innovation efforts.

To prepare the company to implement these ventures, the team created short-term learning and testing approaches, as well as key venturing tools, methods and processes. With these capabilities in place, the client is well positioned to successfully launch new, innovative businesses that will help keep the company on its path toward high performance.

For more information about Accenture's capabilities in Process & Innovation Performance, visit www.accenture.com/processandinnovationperformance or contact senior executive:

Tony Gardner

+1 312 805 3320

anthony.w.gardner@accenture.com

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 186,000 people serving clients in over 120 countries, the company generated net revenues of US\$23.39 billion for the fiscal year ended Aug. 31, 2008. Its home page is www.accenture.com.

Copyright © 2008 Accenture
All rights reserved.

Accenture, its logo, and High Performance Delivered are trademarks of Accenture.