

CASE STUDY

JAPANESE CPG COMPANY: RECOVERING MARKET SHARE IN CHINA

Since 2015, Accenture has been supporting a Japanese CPG company in China, helping them to transform their eCommerce business. At that time, they were losing their market-share in eCommerce, which was the most significant segment in their category, accounting for over 30 percent of the China market. The share was being lost due to limited resources and insufficient expertise about the Chinese eCommerce business.

HOW WE HELPED

After a quick diagnosis, we concluded that to recover their market share, they would require major and immediate surgery.

To make this happen, Accenture consultants joined their organization chart in the eCommerce business and an Accenture project manager took on an official role as eCommerce strategic director. Under his leadership, a new strategic approach along with a new operational model and HR strategy was conceived from scratch and executed in six months.

THE RESULT

After putting in place the new strategy and operating model we have been continuously supporting the client to ensure their operation aligns with changes to customer and channels in the eCommerce market.

This partnership succeeded in rapidly recovering market share and now, with Accenture's support, the client is coming close to gaining the greatest share of the eCommerce market in China.



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