HOURS PER WEEK

- Working
- Socializing
- Exercising
- Volunteering
- Shopping online

SINGLE, EDUCATED
ECO-FRIENDLY
HEALTH CONSCIOUS

RUNS
15 MILES
PER WEEK

DINING IN OR OUT

OUT - 45%
IN - 57%

READS LABELS
RECYCLES
REUSES
Consumer packaged goods (CPG) companies are under pressure from all sides, struggling to achieve sustainable growth during significant market and economic uncertainty (Figure 1). Mobile, value-driven consumers are more demanding than ever, and their tastes and paths to purchase shift more rapidly, making it challenging for consumer goods manufacturers to stay relevant to the shopper. CPG manufacturers also feel increased pressure from retailers that push private label products and look to control the consumer relationship; witness Wal-Mart’s “Get-on-the-Shelf” crowdsourcing initiative to put new, consumer-requested products in its stores. Additionally, “big data” has left many marketing and sales organizations with a bad case of information overload but too little insight about how to win consumers’ loyalty.

This uncertain environment requires companies to make faster, better-informed commercial decisions and take concrete action to improve market performance. Employing analytics solutions can make such decisions and actions easier, yet many CPG companies struggle with how to execute an analytics strategy that clearly generates value. Our recent survey of how CPG leaders use analytics found that while the majority of respondents thought they were analytic “leaders,” only 12 percent rated their ability to execute as "exceptional" (see sidebar). The issue is figuring out why that gap between intention and execution exists, and then finding ways to close it.

Internal impediments frequently prevent companies from reaping the full benefits of analytics. A lack of sponsorship and governance of analytics at the enterprise level means that analytic solutions or capabilities reside in pockets across the organization with no strategic framework or principles to coordinate and prioritize them. This whack-a-mole approach allows point solutions and data sets to proliferate as potential synergies are ignored. The lack of integration leads to incremental gains but not leaps in performance or insight. Finally, insufficient analytic talent, a lack of rigorous value realization processes, and subpar technology enablers also undercut the impact of analytics.

Continuing on this path is far too expensive and time consuming for companies that need new avenues of growth and higher efficiency in their enterprise and commercial functions. Consequently, CPG companies that Accenture serves are increasingly concerned about how to make the most of their investments in analytics and build analytic capabilities. That concern is well placed: Our research into high performance in the CPG industry revealed that having analytical capability that drives actionable insight is a differentiating, distinctive capability of high performers in the sector. More importantly, our recent survey of executives responsible for analytics in CPG companies revealed that the majority of companies are not prioritizing analytic capabilities consistent with where Accenture typically sees the most value (price, promotion, assortment, retail execution).

Clearly executives are invested in and motivated to use analytic solutions, but need to refine their execution to derive maximum impact. This report details three actions companies should consider to improve analytic capability and impact.

1. Developing a cross-functional, integrated analytics vision: CPG manufacturers need an integrated commercial analytics vision and processes aligned around the shopper to enable consistent decisions through the company to maximize results. Cross-functional analytics enable the organization to balance competing objectives and priorities to increase overall impact for the company.

2. Prioritizing analytics to create value: Focusing analytics on high-value commercial processes, specifically those related to sensing and satisfying demand, will support market share growth. Using consistent criteria and lenses to prioritize market-relevant analytic investments will allow companies to move the needle on sales.

3. “Operationalizing” analytics throughout the enterprise: Executives need to embed analytics throughout the enterprise and improve timeliness of insights and accessibility to them by decision makers. Analytics by themselves don’t generate value. It takes a governance structure, processes, metrics and technology support to facilitate wider use of analytics and to expedite movement from analysis and insights to actions that connect with shoppers and result in growth.

Given all the challenges CPG companies are facing the timing could not be better for them to proceed on all three of these fronts.

Executing an analytics strategy that integrates and prioritizes analytic efforts across the enterprise, and builds the capabilities and infrastructure to operationalize analytics, will allow CPG companies to extract more value from investment in analytics, and become more responsive and relevant to consumers.

Figure 1. A Tough Environment for CPG: Decisions and Actions Requiring Integrated Analytics

**Strategic Commercial Planning**
- How do we focus on the variance between plan vs. actual and take specific actions?
- How does taking actions in the field and corporate change our financial forecast?
- How can strategic commercial planning improve profitability?

**Marketing & Trade Spend**
- What marketing/promotional mix do we have to choose from?
- In what way can we prioritize our trade spend allocation?
- How do we optimize our spend across current and new brands/products and/or geographies to maximize the ROI?

**Trade Promotion Effectiveness**
- What are our top- and bottom-performing brands and promotional product groups?
- What are the causes of poor promotional performance?
- What actions can we take to make changes to promotional strategies like pricing, display, etc. to get sales lift?

**Digital Consumer Interaction**
- How can we effectively interact with the new digital consumer across different digital channels?
- How can we achieve relevance and increase conversion rates in our digital marketing activities?
- What is the role we need to play in the social media environment?
- What is the business case to start direct channel (eCommerce) operations?

**Sales Force Effectiveness**
- Why is our sales volume and profitability down?
- How do I achieve my sales targets in emerging markets?
- How do we collaborate between corporate and field on actions such as contracting deals, monitoring metrics, promotional programs, pricing, etc.?
- What actions must we take to improve volume and profitability?

**Shelf to Cash**
- How do we manage product supply issues on an exception basis?
- What actions must we take strategically and in the field to improve on-shelf availability?
- How do we use the historical data to get a better demand and supply chain planning process?

**Executive Management**
- What performance metrics should we focus on?
- How do we understand causes of performance issues?
- How do we become more agile in adapting faster to changes in consumer and shopper behavior?
- What actions should we take to improve performance?
- How can we rate the effectiveness of our:
  - Marketing
  - Sales force
  - Trade programs
  - Supply chain

**Retail Partner Driven**
- How can we manage periodic changes in the terms of the deals?
- Are traders satisfied with timeliness of payment?
- Is it possible to reduce claims for customer dissatisfaction?
Accenture’s Research in What Makes Analytics Work

Accenture recently completed a global research effort to understand how CPG companies are using analytics, where they are in their journey to make their organizations more analytic-driven, what results they have seen to date and the focus of future investments. We surveyed over 75 CPG executives with responsibility or oversight of analytics in organizations with revenues of more than $2 billion. The results of this survey were published in the summer of 2012 in the report Commercial Analytics: Using Insights to Take Action.

Figure 2. Analytics Maturity Curve: The Analytics Evolution

High performers change the game by understanding what has happened and what will happen.
1. Developing a Cross-Functional, Integrated Analytics Vision

The Costs of Taming the Data Monster

Feel like too much time and money are spent looking at or searching for data to better manage your business? You are not alone—not by a long shot. Consider that:

- Information workers waste 3.5 hours per week on searches that don’t yield useful information. Assuming an average salary of $60,000, the cost of ineffective search is $5,251 per worker per year. For 1,000 workers the cost is $5.25 million.²
- The big data market is expected to grow from $3.2 billion in 2010 to $16.9 billion in 2015 according to one firm. This represents a compound annual growth rate (CAGR) of 40 percent or about seven times that of the overall information and communications technology (ICT) market.³
- Fifty-three percent of large retailers indicate that customer analysis is difficult due to enormity of data from different channels.⁴

“You’ve got to think about big things while you’re doing small things, so that all the small things go in the right direction.”

- Alvin Toffler, author and scientist

It’s easy for companies to lose sight of the forest for the trees when developing and executing an analytics strategy. Toffler’s advice remains relevant; CPG companies need to keep the end goal—generating business value—in mind when making choices and decisions about the types and volume of analytical efforts they undertake.

It is easy to get distracted from that end goal because the demand for analytics is increasing from within and outside the company walls. Amazon and Google use predictive analytic capabilities to serve consumers every day, and consumers expect the same customer-centricity from CPG manufacturers. There is also increasing internal demand for analytics due to growing financial oversight and risk management requirements. In short, the demand and potential to use analytics are expanding, driven by the rapid explosion of data, cheaper processing power available through the cloud and the desire to not fall behind competitors.

Yet CPG companies do not have the resources to undertake all possible analytics; they have to focus efforts on the right type of analytics. Most CPG companies already have significant descriptive analytic capabilities—analysis that accurately depicts what happened in a specific market, channel or consumer group. Far fewer have advanced analytics that detect or predict an unmet consumer need (Figure 2). One objective for CPG companies is to be more strategic and make conscious decisions to use analytics that align to their strategy and support the known drivers of actual business value.

Companies are clearly struggling with coordinating various analytic efforts, and few have an integrated analytics vision grounded in business value. While proliferation of analytics efforts is expensive, the conundrum is that companies are seeing some incremental value in one-off analytic efforts, so they question if integrating analytics is actually needed.

We believe that it is worth the effort. From an organizational perspective, the lack of integration and prioritization of analytics efforts weakens the ability to make consistent decisions that maximize results and resonate with the needs of shoppers and consumers. There are also funding and sponsorship issues: Who is driving the integrated vision—the supply side, demand side, finance? And where does the funding come from?

To address the cost and organizational issues, we believe that developing an integrated analytics vision will multiply the value generated from analytics investments, as well as streamline analytic operations.

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A Lot of Analytic Activity, in Too Many Places

A lot of analytic activity is driven by the desire, or even need, to keep up with "big data." Companies have more data than ever, in all kinds of structured and unstructured forms. The combination of traditional channels and sales data, syndicated data from external providers, and a tsunami of social media metrics and data streams has resulted in an abundance of data, perhaps more than companies even need.

Managing so many data streams is difficult, and made harder still when data and the analytics applied to them are fragmented across different functions and not readily visible or usable by others. It is not uncommon for teams in the same company—or even brand teams working from the same office—to purchase similar data sets from the same provider and not realize it. Different teams might ask for similar data in slightly different formats. The results are higher costs and a lot of effort put into data compilation and harmonization, not analysis (see sidebar).

A similar challenge exists with uncoordinated analytic initiatives. At any given moment most CPG companies have several analytic efforts underway. Some are focused on data management, others are focused on commercial reporting and still others are focused on more advanced analytic areas such as pricing. There are operational analytic efforts as well, documenting the efficiency of manufacturing and supply chain processes. What usually doesn’t exist is synergy among them. A recent report found that only 30 percent of marketers feel they integrate data from sales, service and marketing into a single management framework.5

Needed: An Integrated Analytics Vision to Generate Value

So the good news is that companies are using analytics more and more, but efforts remain fragmented and largely independent. In such an environment the potential business impact of analytics is diminished—any insights are viewed through a small lens rather than one that would capture a wide-angle, panoramic view.

What’s needed is an integrated vision for analytics so that priorities can be set and investments made taking into account and balancing various functions’ objectives to optimize business results. The same holds true for data collection, harmonization and management. The whole of commercial analytics requires a shift in mindset from internal to the use and integration of internal and external data. Integrated, accessible data will provide a uniform foundation for analysis—one version of the truth—thus avoiding the "apples and oranges" problem when two teams use different data sets and different analytic applications. Figure 3 identifies the components of an integrated analytics model that can be leveraged by commercial functions.

5 Forrester Research Inc., Global Marketing Leadership Online Study: Four Steps to Tackle the Shift to the Customer Life Cycle, (June 2011).
An overriding goal is for company leaders to develop an integrated commercial vision for analytics, one that coordinates analytics across the enterprise and with external channels and data providers. This exercise not only yields cost efficiencies by revealing and eliminating duplicative efforts, it has the added benefit of forcing managers to focus on goals and results of analytics, not data compilation. Further, companies can better balance their use of descriptive analytics of historic business results with more predictive analytic insights that uncover future market opportunities.

Developing an integrated analytic vision that is grounded in value-generating solutions requires leadership to answer questions such as:

1. What is the business need for the analytics proposed? How does it enhance or complement what we are doing already?
2. How would investing in data or analytics solutions lead to a better understanding of consumers?
3. Are there interdependencies across functions, providing the potential to leverage analytics broadly?
4. What alternative data sources exist, and what are the pros and cons of each?
5. Have we investigated whether the data exists in-house already?

With an integrated vision of data management and analytics, efforts can be rescaled appropriately, saving time and effort. Articulating a clear strategic focus for analytics, as well as adopting a common approach to evaluating and shaping analytic activity, can impose order on the chaos that exists in many companies.
2. Prioritizing Analytics to Create Value

“The right information at the right time can change your life.”
– Stewart Brand, technology innovator and futurist

With so much data and so many analytic solutions available it can be difficult to cut through the noise and figure out what data and analytics really generate value and grow share. Ideally, companies would focus on analytics that are shown to identify products that consumers want, the marketing that works best to engage them, and the most productive channel to satisfy consumers’ purchase aspirations. To do so CPG companies need to focus analytics squarely on data and processes tied to demand generation and fulfillment.

Prioritizing Analytics to Respond to Demand Signals and Increase Sales

So what to focus on first? In our experience investments in analytics should be prioritized based upon value creation potential, with analytics shown to increase sales and/or profit margins getting top billing. The value tree in Figure 4 reveals the potential performance improvement that analytics can deliver when focused on commercial activities.

The largest opportunity may be in applying analytics to sales and customer processes that have traditionally relied more on art and instinct than science. Today, we can build on the experience of executives with greater and more consistent application of analytics throughout marketing and sales decisions to improve results. For example, brand teams should use analytics to optimize the marketing mix, as well as assess in-store execution, digital strategies and sales performance. Putting processes in place to ensure the flow of information and insight across and within commercial capabilities such as those detailed in Figure 5 will expedite decisions and actions to deliver significant business benefits.

Figure 4. Analytic Capabilities and Benefit Ranges
Consistently applying analytics to sales and customer processes and decisions across the company—from the boardroom to sales force—represents the largest opportunity to improve market performance, and investments in these analytics should be prioritized accordingly.
Value Creation from Demand Side Analytics

Demand signal repository (DSR) solutions and demand signal analytics use rich item/day/store-level data and distributor data to guide and direct manufacturers, suppliers and channel partners with precision alerts and exception flags. Robust inventory and supply chain analytics that generate real-time insights and reporting can help CPG companies avoid the waste and inefficiency that result from excess inventory, inaccurate forecasting and irrelevant assortment. Several large CPG companies have quantified the benefits of having advanced DSR solutions:

- **Unilever** saw a 40 percent improvement in 7-day forecasts.⁶
- **Del Monte** reduced inventory rates by 27 percent in two years, decreasing pallet space requirements in retailer distribution centers by up to 65 percent.⁷

We believe analytics could quickly benefit CPG manufacturers in each of these areas.

1. **Shopper Analytics.** Analytics can help manufacturers gain deeper shopper insight, identifying what high value consumers buy, their intent and how to increase share of basket. These insights in turn can guide both product development and promotional allocation mix.

2. **Brand Marketing Analytics.** Brand marketing analytics can help organizations understand which products are most relevant to the consumers, become more efficient in managing spend, focus campaigns, manage brand equity, and ultimately increase consumer awareness and drive trial and continued consumption.

3. **Digital Analytics.** Just as with traditional campaigns, analysis of digital marketing and sales initiatives as well as consumer-generated content can help companies find the right mix of promotional and informative content to engage consumers with relevant messages and offers.

4. **Portfolio, Assortment and Space Analytics.** Offering the optimal portfolio depends upon deep understanding of shopper needs and analyzing in-store activity. This optimization includes retiring products that don’t meet needs and developing products that address gaps.

5. **Price and Promotion Analytics.** Analytics can help manufacturers become much more sophisticated in managing pricing across the value chain. This would include shelf-based pricing, price to distributor and price to retailer as well as optimization of promotional spend—a massive expenditure for CPG companies.

6. **Channel Management Analytics.** Analytics can help identify which channel partners actually provide the best return on manufacturer investment. While a strong personal relationship with channel partners is always positive, it may not always translate to added sales. Analytics can provide the evidence to recalibrate customer strategy.

7. **Retail Execution Analytics.** Analytics can help identify and drive consistent execution of the highest value in-store activities, and also promote efficient and reliable collection of retail performance data. A flexible toolset of analytics can enable manufacturers and retailers to optimize merchandising activity.

In addition to sales processes, applying analytics to supply chain activities can improve shopper relevance and performance. While many CPG manufacturers have developed DSRs of some sort, the analytics used in conjunction with DSRs may not be as robust as those applied elsewhere in the organization. That’s unfortunate, because superb demand-side analytics of replenishment and inventory optimization, or commodity price forecasting, can have a significant flow-through effect on overall performance. Companies that have focused their analytics investments on demand are reaping substantial rewards (see sidebar).

To standardize and optimize use of analytics across the value chain, companies should consider centralizing the management of analytics, just as they do with other shared services. This would make premium analytics services both cost effective and more accessible.

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Figure 5. CPG Analytic Framework: High Performers Prioritize and Sequence High Value Analytics Opportunities

- **Brand Marketing Analytics**
  - Brand Strength & Awareness
  - Marketing Return on Investment
  - Media Mix Optimization (Traditional + Digital)
  - Media Audit and Performance
  - Campaign Investment & Tactics Optimization

- **Digital Analytics**
  - Clickstream Analyses
  - Visitor Tracking & Segmentation
  - Cross-Channel/Multi-Format Analytics
  - Lifetime Value Analysis
  - Consumer Sentiment

- **Portfolio, Assortment & Space Analytics**
  - Portfolio Optimization
  - Assortment Optimization
  - Space Optimization
  - Demand-Based Store Clustering
  - Promotion Event & Calendar Optimization

- **Price & Promotion Analytics**
  - Cost to Serve & Margin Leakage
  - Base Volume & Price Elasticity
  - Shelf Price Threshold & Gap Optimization
  - Promotion Allocation Optimization
  - Trading Partner Collaboration

- **Channel Management Analytics**
  - Customer Profitability
  - Retailer Segmentation
  - Distributor Segmentation
  - Sales Channel Resource Allocation (Direct/Broker/Dist.)
  - Sales Force Size & Structure

- **Retail Execution Analytics**
  - Broker Performance Management
  - Distributor Performance Management
  - Predictive Demand Sensing at Shelf
  - Route Optimization
  - In-Store Activity Optimization
  - Retailer Compliance Monitoring
What's needed to make the integrated vision a reality and capture the highest return on analytic investments? A large part of the answer lies in building processes and enablers that operationalize analytics effectively. Most companies we serve have a range of analytic skill and will, yet it's fair to say that analytics are not truly embedded in their organizations nor is the use of analytics promoted, measured or rewarded consistently. The consequence is that some areas have deep analytic capability (finance, obviously, or R&D) while others do not, creating an internal dissonance.

Fragmented pockets of initiatives also make it challenging to build an industrialized capability. Yet, timely access to such analytic capability and insights is necessary to develop strategies for growth and achieve operating excellence.

To ensure that timely access, companies need an end-to-end operating model that embeds analytics throughout the enterprise. New structures, processes and enablers such as those identified in Figure 6 can help a company operationalize analytics and ingrain analytics as part of a company's culture.
Analytics as a Managed Service: One Path to Increase Speed-to-Value

The consumer division of a global life sciences leader realized it needed to improve its analytics capabilities to capture "a single version of the truth" to develop more relevant marketing and sales campaigns. Accenture helped refine the company's data strategy and proposed improvements to how the data and insights were communicated to increase the probability that the insights would be acted on. The solution, supplied under a managed services arrangement, includes a new interactive portal serving 2,400 users across Europe, a report service bureau that generates more than 100 reports, and a hosted client data center to ensure accurate, standardized data. The subscription-based analytics service delivers insights on sales related to more than 500,000 customers, 30,000 SKUs and 150 brands. The new capabilities integrate data from noncompatible sources to provide a single source of information used by the entire business. Managers can now extract better insights faster, collaborate more easily, and leverage advanced reporting and predictive analytics to serve markets better.

Leadership, Sponsorship and Organization of Analytics

Currently few companies have one point of accountability to make decisions regarding investments in data or analytics or manage analytic initiatives, hence the duplication and lack of integration discussed earlier. Leadership and clarity are needed to formalize accountability for moving from insights to action, while also supporting local markets' need for discreet analytic efforts at times. Clarifying who should receive insights from analysis, how frequently and in what format sounds obvious. Yet often great analysis is performed and then left to die on the vine because ultimate responsibility to act on analytic insights—both negative and positive exceptions and unexpected patterns—is not clear. Some of the challenge is simply anticipating where issues or variances may crop up so it's easier to spot them, but a large part of moving from insight to action is more structured communication of and clear accountability to use findings.

To make accountability clear and action more certain, companies could consider centralizing the management of analytics, just as they do with other services. Local variants in the type and volume of analytics will continue to exist, and are needed to ensure market relevance. However, if the overall intensity and maturity of analytic needs are great, a centrally managed, shared service model could standardize and optimize use of analytics while reducing costs and duplication across geographies. Gartner expects the convergence of services with software and infrastructure to cause significant changes in sourcing strategies, driven by new offerings delivered "as a service."8 Our direct experience is that an analytics service model is already being used and frequently leverages the capabilities of external service providers (see sidebar).

Embedding Analytics in Core and Enabling Processes

Operationalizing analytics also depends upon embedding analytics in a range of processes and functions. The goal would be to provide employees with reliable analytic resources and tools with which to complete their work, and facilitate the evolution to a more analytic organization.

- Traditional HR processes such as talent management and capability development will need to be refined to reflect the stronger emphasis placed on analytics use and competency. Job descriptions, hiring policies, skills development curricula, and career paths and levels can support analytics transformation. Workforce planning and scheduling as well as employee engagement and performance feedback processes are crucial to developing and retaining analytic talent given the current shortage of candidates with relevant analytics capability.9 Accenture's experts in building analytic-driven organizations have offered strategies to close the analytics gap (see sidebar).

- New processes such as insight management could focus investment on building a small group of statisticians and scientists skilled in interpreting analyses to generate insights. This group could also capture and prioritize insight requests (and ensure elimination of duplicative requests). Equipped with the right tools and capabilities the team should be able to analyze data to detect and/or predict marketplace trends.

- Enhanced process management capabilities are critical to ensuring that insights are acted upon. The process management team collaborates with the business to develop and execute a plan that turns insights to action and market impact. Process managers also play an important communication role, syndicating insights to relevant parties and functions to ensure a higher level of cross-functional use and consistency.

Some processes such as Customer Relationship Management (CRM) are already very analytic-driven. Yet an enhanced toolset and access to more resources could provide more support for the day-to-day decisions the CRM team makes. What's more, teams that use resources like Insight Managers could strengthen ties to and synergies with other parts of the organization such as R&D or Channel Management, helping build enterprise-wide, industrialized analytic capability.

8 Source: Gartner, Predicts 2012: IT Services Sourcing Strategies and Execution Demand Proactive Diligence, 1st Dec 2011
Technology is a key enabler of becoming an analytic-driven company. CPG firms need world-class data integration, harmonization and management to harness “big data,” yet many are struggling with how to synthesize and store the volumes of data they already have so that it is accessible, useful, flexible and secure.

CPG companies understandably want to leverage their legacy systems while also taking advantage of new capabilities and solutions. In many cases the best answer is to adopt a hybrid technology approach that blends legacy systems and new enabling technologies such as in memory computing, cloud services and mobility solutions. Flexible, open platforms and technologies are better able to apply analytic applications to “big data” stores and generate predictive insights about consumers, growth opportunities and market dynamics. P&G reported that new data warehouses allowed one user to trim the time it took to perform some analytic tasks from 20 hours to a few minutes.

Industrialization and Value Realization

As analytics become more integrated and embedded, companies will have a foundation on which to build a deeper and broader analytics competency. Yet ensuring that the investments in analytics generate positive returns requires an ongoing obsession with value capture. In operational terms, that obsession can be satisfied by implementing an objective value realization process. This process would assess the benefits and costs of investments in analytics, identify value drivers and key assumptions, and measure and report on value realization over time. Members of the value realization team would necessarily collaborate with business leaders and the insight management group to agree on performance baselines and develop the business case for analytics.

Fortunately, CPG companies do not need to go it alone when attempting to operationalize analytics. Third-party options exist to support development or management of most of these capabilities. The key for CPG companies is to identify providers who have the industry, functional and technology expertise needed to help them manage data and quickly expand analytics capability. Taking advantage of hosted, outsourced or managed service options can be the quickest route to becoming a more analytic company and capturing the full value of investments in analytics.

Conclusion

CPG companies face many challenges in today’s uncertain economic environment, including how to cost effectively develop deeper analytic capability that improves market performance. While many companies use analytics, most struggle to execute an analytics strategy that results in effective and efficient decisions and clear action because they are immersed in compiling data and conducting fragmented analysis. Getting out of the “analysis paralysis” trap and turning insights to action requires a more integrated, streamlined approach to managing and consistently extracting value from investments in analytics. Adopting a fully integrated analytics operating model would help companies focus analytic resources on high-value processes and activities—those that grow market share and sustain profit margins. Accenture’s work with CPG companies in developing and implementing data strategies and analytics solutions convinced us that the future and market advantage belong to companies who harness the power of both.

Implementing a formal value realization process is key to moving from insights to performance-enhancing action. A value realization team can assess benefits and costs of analytics, identify value drivers and key assumptions, and measure and report on value realization over time to ensure that returns on analytics are positive.

The Quest to Build Analytical Capability

Talent-powered analytical organizations aren’t just distinguished by the quality of their analytical talent: it’s their ability to unleash their analysts’ talents to maximize and continually expand the company’s analytical capabilities. To create a talent-powered analytical organization executive sponsors need to do the following:

1. Define specific analytical talent needs that are clearly tied to the organization strategy.

2. Remain on the lookout to discover top sources of analytical talent within and outside the firm.

3. Develop analytical talent continuously, in junior to senior team members to deepen “bench strength.”

4. Deploy analytical talent wisely by creating the best possible match between analysts’ skills and business demands.


About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 249,000 people serving clients in more than 120 countries. 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. The company generated net revenues of US$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.

Shaping the Future of High Performance in Consumer Goods

Our Consumer Goods & Services industry professionals around the world work with companies in the food, beverages, agribusiness, home and personal care, consumer health, fashion and luxury, and tobacco segments. With decades of experience working with the world’s most successful companies, we help clients manage scale and complexity, transform global operating models to effectively serve emerging and mature markets, and drive growth through evolving market conditions. We provide end-to-end services as well as individual consulting, technology and outsourcing offerings in the areas of Commercial Services, Speed to Customer, ERP Transformation and Integrated Business Solutions. To read our proprietary industry research and insights, visit www.accenture.com/ConsumerGoods.

Authors

Robert Berkey
Director—Consumer Goods & Services, Commercial Analytics
robert.e.berkey@accenture.com
+1 917 817 5923

Kenneth Dickman
Executive Director, Marketing & Sales Transformation, Accenture CRM
kenneth.dickman@accenture.com
+1 312 961 1930

Massimo Casiraghi
Executive Director—Accenture Analytics
massimo.casiraghi@accenture.com
+39 335 6327699

Julio Hernandez
Executive Director—Accenture Analytics
julio.j.hernandez@accenture.com
+1 404 307 5363