

Accenture Interactive

Global CPG Company:

New Digital Marketing Operating Model
and Platform Help Improve Value, Speed
and Quality



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Strategy | Consulting | Digital | Technology | Operations

Summary

A global consumer packaged goods (CPG) company had a decentralized digital operating model with multiple vendors, platforms and processes. It found that as the company's digital marketing properties and initiatives grew, this approach was becoming unwieldy and costly. To help improve the quality of digital marketing initiatives, reduce costs and increase the speed to market, the company tapped into Accenture Interactive's extensive digital marketing knowledge, experience and global resources. Accenture and the client implemented a common digital operating model and platform. The team's activities covered the spectrum of digital marketing work, including website development, analytics, search engine optimization, consumer data management and campaign management. The results were tangible: Using offshore resources reduced fees by approximately 33 percent versus the digital agencies previously used. Other savings were realized by reusing digital assets. Plus, some brand websites improved their organic search results by as much as 95 percent. The enhanced capabilities built into the digital platform and marketing services mean that the company now has a foundation to take its digital marketing initiatives to the next level.

Business Challenge

The company wanted to better engage with consumers and boost brand loyalty using new digital technology. First, however, it needed to improve its digital delivery, since it had a very fragmented digital environment with duplicate technologies and content. In addition, it lacked standardized processes, governance, workflow and pre-launch testing. All of these factors increased the likelihood of errors, conveyed an inconsistent brand image to consumers, and contributed to escalating costs. The company collaborated with Accenture Interactive to help develop a new, cross-vendor operating model and technical platform that would also be flexible and scalable. The goal:

To help improve the quality of digital marketing output and the consumer's brand experience, get promotions and new product launches to market at speed, and reduce digital technology and resource costs.

How Accenture Helped

Accenture first conducted an assessment of the company's historic digital marketing spend and identified opportunities to decrease costs and improve quality. In collaboration with the company, Accenture developed a multi-vendor, global digital operating model that streamlined processes and focused resources on more specialized tasks. The company's incumbent digital marketing agency would focus on digital brand strategy, creative planning, visual design, insights, and creative development processes using a more simplified governance and workflow.

All technical aspects of delivering projects were transitioned to Accenture. Accenture also assumed program-wide responsibility for the programming, testing, quality assurance, technical maintenance and project management support for all digital marketing programs.

Accenture has:

- Implemented a common operating model and digital platform.
- Assumed responsibility for all website development, maintenance, quality assurance, and operational updates.
- Collaborated with the client and its digital marketing agencies/vendors to implement common processes with defined roles and responsibilities.
- Migrated the majority of the company's key brand websites into a content management solution to reuse content across geographies, languages and channels.
- Driven search engine optimization using proprietary Accenture Digital Diagnostic assessments for cost-effective improvements in search engine rankings.

- Assumed responsibility for the company's consumer data management and campaign management and analytics services.

Accenture also provided digital marketing outsourcing, project management, digital diagnostic, and site search performance services, as well as services to reduce database and campaign management costs and improve quality. Accenture provided a global delivery model, streamlined processes, a global consumer database, and a campaign management and analytics platform to power the client's consumer marketing campaigns.

Results Delivered

- Supported multiple brands, languages and geographies across Web, e-mail and mobile (SMS and mobile web) channels.
- Provided digital marketing and consumer data management services across approximately 15 brands plus a multi-brand site using teams in Chicago, Costa Rica and India.
- Migrated 10 brand sites onto a common content management system.
- Coded and tested more than 200 email campaigns (executed monthly or periodically), encompassing more than 800 million messages.
- Delivered 18 microsites.
- Conducted more than 50 strategic search optimization and digital diagnostic website scans.
- Integrated e-commerce functionality and ratings and review capabilities on multiple brand websites.

High Performance Delivered

With a robust digital delivery model and platform in place, the company was able to achieve its strategic digital marketing goals:

Reduced Costs

- Generated cost efficiencies using offshore resources, with fee reductions of approximately 33 percent versus the incumbent digital agency.

- Created flexibility to increase or decrease staffing based on business needs.
- Scaled and facilitated efficient reuse of digital assets and content across channels, geographies and languages to avoid wasted time (drove at least 30 percent reuse of digital assets).
- Real-time dashboards capturing results of every digital marketing campaign allow brand managers and client agencies to understand the most effective tactics, which they could then adjust to enhance the consumer experience.

Increased Speed to Market

- A standardized platform, common tools, a global workforce and automation helped streamline workflow efficiency and speed.
- Used global delivery centers to “follow-the-sun” to get marketing campaigns and promotions to market more quickly.
- A consumer data management solution to enable dialogue marketing services with consumers in a timely manner.

Improved Quality and Consumer Experience

- Standardized development, maintenance, workflow and governance processes helped improve the quality and consistency of digital marketing initiatives.
- Operating model offers on-site, localized presence with dedicated interactive production managers (iPMs) for each brand. The iPMs liaise across the vendor and subcontractor ecosystem and drive digital initiatives to completion.
- Monitored and enhanced business key performance indicators with a digital dashboard.
- Drove significant improvement in organic search, with some brand websites attaining improvement as high as 95 percent.

Attaining more advanced and effective digital marketing capabilities to target new consumers globally is a top priority for the company, and the digital investments made position it well to compete in a fast-paced CPG market. The company's new digital capabilities and operating model lay a foundation for more sophisticated, interactive, timely and relevant digital marketing initiatives globally.

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About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 281,000 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\$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is www.accenture.com.

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