A global leader in consumer products works with Accenture to define an analytics strategy and design a new analytics organization that will target $1 billion in potential benefits.

Overview

Market pressures, combined with rising demands from retailers and consumers, led the leaders of a consumer products company to search for improved analytics capabilities. Accenture collaborated with senior leaders to complete a comprehensive analytics diagnostic, prioritize analytics capabilities that would drive the most value, align the executive team with a common vision and strategy, and design a new, global, cross-functional operating model to “leapfrog” competitors.

The 14-week project included a comprehensive assessment of the company’s current-state alignment with a common analytics vision, prioritization of analytic capabilities, design of a “next-generation” analytics reference architecture, outline of a new global analytics organization, and development of an integrated roadmap and business case.

Suggesting “quick-win” projects that could save millions and build momentum for change, the project team outlined programs with a multiyear target of $1 billion in gains. Promptly moving forward with Accenture’s recommendations due to the tremendous value potential, the company secured funding approval and immediately started mobilizing the new analytics organization.
Client profile
A consumer products leader with operations worldwide.

Opportunity
Retailers and partners are demanding new insights, and shoppers are becoming more elusive and technologically empowered. Decentralized operations throughout the world, however, made it difficult for the company to make optimal use of scarce expertise in consumer and marketing analytics. Pockets of excellence existed, but a mechanism was lacking to leverage capabilities across the organization.

The company’s new management team sought Accenture’s help in using analytics more effectively to engage consumers and influence them on the paths to purchase. Having a leading analytics capability would be an essential enabler for growth and competitive advantage.

Solution
The program started with a comprehensive assessment of the analytics landscape, including interviews with 35 senior leaders, assessment of existing and target capabilities and talent, an inventory of all in-flight initiatives and a data and technology audit.

The project team then conducted a series of regional workshops facilitated by Accenture’s in-market experts to assess existing and target the maturity of analytical capabilities, tools and processes skills relative to leading-class analytics practices, identify “pockets of excellence” that could be leveraged and scaled across the organization, understand primary gaps across the organization, data, technology and processes, and prioritize capabilities that would drive the most significant value to the organization. Ultimately, the process engaged more than 250 stakeholders around the world.

Findings from the assessment informed the development of an analytics vision and strategy, capability prioritization, “next-generation” analytics architecture design, global analytics operating model design, talent strategy, integrated three-year roadmap, and business case.

Results
The project team identified multiple opportunities for rationalization and growth. By sequencing capabilities based on value, structuring an operating model to better govern and deploy capabilities, and designing a leading-class data and technology architecture, the project identified more than $1 billion in potential benefits, comprised of revenue uplift and operating and capital efficiencies.

The development of a mature analytics organization is expected to result in improved decision making, competitive advantage, revenue uplift and cost savings. Immediately following this project, Accenture supported the investment request to enable the roadmap. Funding was approved and the client has subsequently taken steps to stand up and staff the new organization.

About Accenture
Accenture is a global management consulting, technology services and outsourcing company, with more than 323,000 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$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is www.accenture.com.