

Cultivating tomorrow's analytics enterprise CPG manufacturer ramps up their innovation and analytics maturity

Abstract

Based on the Grocery Manufacturers Association (GMA) 2013 report "*Formula for Growth — (Innovation) Big Data & Analytics*", a CPG manufacturer pinpointed data analytics as a strategic imperative to double its top-line over the next decade. Although not new to analytics, the manufacturer realized emerging technology enabled new approaches to tackle traditional industry problems. Collaborating with Deloitte, the manufacturer looked at their analytics in action across five key capabilities. The result was a future-state roadmap that went beyond selecting new analytical tools to transforming the culture and organization, communicating insights more effectively, enhancing the decision-making process, and capitalizing on emerging innovation.

Challenge — Double the top line

Earlier in 2013, the GMA, teaming with Deloitte, delivered a 10-month report on how food, beverage, and consumer packaged goods (CPG) manufacturers can innovate with analytics to boost big data and improve marketplace results. With research in-hand, this global CPG manufacturer set out to create an enterprise capability — to drive insights from innovation and analytics for top-line growth. After a decade of acquisitions, the manufacturer had siloed information, as well as organizational disparity and change resistance to overcome.

Under Deloitte's direction, the challenge was to determine if they had the cultural, organizational model, decision-making processes, technology, and data capabilities to support their analytical aspirations and transform the organization in a practical manner.

Solution — Organizational transformation

Deloitte employed a methodical approach to analyzing and prioritizing opportunities for profitable CPG sales growth. The project centered on a current-state assessment and a future-state plan to phase in the manufacturer's "Innovation and Insights" Center of Excellence (CoE) for analytics. Collaborating with more than forty senior executives and conducting multiple working sessions, the Deloitte team helped provide visibility and exposure of business process gaps and pain points.

The CPG manufacturer's current analytics business state was found to be functionally siloed, inhibiting the capabilities required to support future analytics initiatives. Deloitte looked across five business dimensions: tools and techniques, information management and data visualization, decision-making, organization and talent, and executive leadership and culture — to help the manufacturer develop an enterprise-wide analytics approach. The future-state CoE combined emerging technological and digital innovations to harness big data for deeper and richer analytical insights.



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“Deloitte has helped transform the culture of the organization to capitalize on the opportunity for using data and analytics throughout our business.”

Results — Enhanced retail collaboration

Once aligned with the current-state and armed with a plan to improve enterprise analytics capabilities, the manufacturer set out to showcase their leadership position with retail trade partners. To do this effectively, the manufacturer fundamentally re-engineered their organizational teams to deliver enhanced insights.

More broadly, the CPG manufacturer identified opportunities to leverage analytics as a capability to understand if marketing, sales, and supply chain strategies are actually paying off in the storefront.

Deloitte’s deliverable went beyond technology and dove into how the organization could better embrace a data analytics driven approach to conducting business. Furthermore, innovations such as crowd-sourcing talent, customer self-reporting, and enhancing the digital in-store experience, have brought about new strategies for applying analytics to better understand individual consumers. The redesigned CoE defined the role of analytics across the enterprise and combined the power of previously siloed business functions. This redesign provided for shared learning, services, and insights throughout the organization.

As the manufacturer executes against their analytics vision and roadmap, they have continued to engage Deloitte to support their technical, organizational, and innovation needs. They view improving analytical capabilities as a journey which begins with the right leadership and culture.

Contact

If you think your organization can benefit from similar strategies, we should talk. Please reach out to any of us to get the conversation started:

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