

SIX STEPS FOR SUCCESSFUL DIGITAL COMMERCE

VIDEO TRANSCRIPT

Kaustubh Rajnish

What do you reckon is the five or six things that CPG C-Suite should be doing today to be able to be successful in the digital commerce topic?

Oliver Wright

The first of those is very much around understanding how they should participate across those 14 channels, which of those are the most relevant to them and ensuring that they are aligned as a team around those. Because what we're finding when we talk to teams is that what emerges is that some of those channels, particularly ones like social commerce, the ones that have been less address than they need to be. Second thing then is actually being able to effectively manage the engagement with customers and consumers across those channels because a lot of them were established in silos.

And what that creates is quite a fragmented level of consumer and customer experience maintaining that consistency. And then the third thing underpinning that is that there is the actual management of the enabling capabilities for those, get shared across those different channels because in the same way that they've been created in silos, that often then means that there are the recreation of similar sorts of capabilities to support those.

So things like having understanding of pricing, having common views of, actual brand information, understanding of customers, understanding of consumers, etc., those are all

assets that are common across all of these channels. And so, what we're suggesting is that we create mechanisms to be able to share those assets in a much more unified way with technology, so that we can manage the costs of these channels and the development of future channels in a way that's actually going to maintain the right level of margins in the industry. So those are three I would call out in the first instance.

Nevine El-Warraky

And I would say that once you have the unified platform that you're operating on, you'll be able to have a proper data foundation, allow yourself to have the analytics to drive insight out of internal and external data. And as sustainability and ESG measures become more important in the future, allow you to even monitor and track over time. So having the right data foundation is absolutely critical and the platforms, unified platforms, allow you to do that.

Now, the other thing I think is quite important is commerce operations. As the number of channels increase, so does complexity, and it's important that you set up a sort of a streamlined commerce operations that allows you to deliver in time and connect to supply chain manufacture in a meaningful way, without the margin erosion that we might see otherwise. And then lastly, very importantly, is rethinking the operating model, because most consumer goods companies have functional silos between marketing, commerce, sales and even insights and thinking around this fluid journey for the



consumer and the customer that we've talked about previously, we think about how the wiring needs to work internally to allow this real time and sort of inside development into action going forward.

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