

# INVENTIVE CONSUMER BRAND EXPERIENCE

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New ways to engage  
consumers with energy  
and purpose







# WILL YOUR BRAND STAY RELEVANT IN A FICKLE, FAST-CHANGING WORLD?



**In a world that lives online, social media, influencers and micro trends can make or break your brand's relevance in minutes. With Inventive Consumer Brand Experience, we help consumer products companies build end-to-end capabilities for consumer and shopper engagement. We enable you to create sustainable value and become better connected, by rethinking the relationship your brand has with the wider world.**

Our offer helps brands stay relevant while they navigate a series of major shifts in the brand development equation. Brands need to take a broader view of how people live their lives through more meaningful experiences. Inventive Consumer Brand Experience re-orientates consumer products companies from a focus on categories, like food, fashion and footwear, and luxury and department stores, to a broader view of how people live.

In order to empathize with customers, brands must embrace a purpose that builds societal value and is put into action

internally, externally and, just as importantly, deep in the supply chain. This initiative helps brands move away from obsessing with the bottom line, to embracing a purpose that builds societal value.

The strategic development process also needs a reboot. This helps brands move from static plans and planning processes to agile, fluid, intelligent planning. At the same time, it can help consumer products companies reconsider their data-driven marketing, shifting from optimizing the selling process, to maximizing the whole brand development process. And it can help move from a focus on the marketing department itself, to optimizing the broader user experience across the whole organization.

Most consumer product companies know the environment is changing fast, but knowing changing trends is not enough. The challenge is to know where the trends are heading, how to analyze data and insights. And how to orchestrate a swift and successful response.

# SHIFTING FROM BRANDS AS SELLERS TO BRANDS AS COMPANIONS

**To create true and sustainable value, we help brands to rethink their relationships and become better connected to the outside world, going beyond category expertise to recognize consumers as people and contribute to society. And better connected to the inside world, creating a brand management ecosystem across the enterprise value chain.**

This demands a series of major shifts in the brand development equation:

- From a focus on categories, to a broader view of how people live
- From obsessing with consumption, to embracing a purpose that builds societal value
- From static planning models, to agile, fluid, intelligent planning
- From activating prescribed selling processes, to maximizing the whole brand development process
- From a focus on the marketing department, to optimizing the broader user experience across the whole organization.

In response, Inventive Consumer Brand Experience reinvents the capabilities of consumer products companies across the key areas that are driving marketing investment, with four interconnected sub-offers that can be implemented individually or in any relevant combination:

#### **Insight-driven engagement**

Putting insights at the heart of consumer engagement decisions.

#### **Future of relationship marketing**

Building brand equity through relevant, personalized, two-way engagement with consumers.

#### **Winning with content**

Delivering the right content, at the right time, in the right moment to engage consumers and shoppers.

#### **Disruptive shopper engagement**

Understanding and implementing the right channel strategy and retail activations across the path to purchase.

## THE QUICKLY SHIFTING SANDS OF CONSUMER PREFERENCES

**79%**

of consumers are changing their purchase preferences based on social responsibility, inclusiveness, or environmental impact.

**57%**

in the 18-24 age group have switched to lesser known brands because they were sustainable.



*Consumer Products and Retail: How sustainability is fundamentally changing consumer preferences"*

**Capgemini Research Institute**, *Sustainability in Consumer Products and Retail Survey, April–May 2020*

Physical stores:

**59%**

of consumers worldwide said they had high levels of interaction with physical stores before COVID-19, but today less than a quarter (24%) see themselves in that high-interaction category. In the next 6–9 months, 39% of consumers expect a high level of interaction with physical stores – clearly below the pre-COVID levels.

Online channels:

**30%**

say that they had high levels of interaction with online channels before the crisis, but 37% would characterize themselves in that light today. In the next 6–9 months, this interaction is expected to accelerate further.

**Capgemini Research Institute**, *The consumer and COVID-19: Global consumer sentiment research in the consumer products and retail industry, April 2020*

# OUR VISION: TO HELP BRANDS REIMAGINE THEIR RELATIONSHIPS WITH THE WORLD AND BECOME BETTER CONNECTED

## CONNECTED MARKETING

**We help companies to establish meaningful conversations and authentic, human relationships with their customers, orchestrating a range of complementary initiatives created to help brands reinvent how they connect and communicate.**

**Inventive Consumer Brand Experience establishes connected marketing capabilities, to help our clients better align their marketing expertise, both with their customers, and across their business.**

The shift from the mass marketing of one price fits all, standardized products and mass physical distribution means old marketing models are no longer fit for purpose. The new brand reality demands personalized, influencer-led brand engagement, to create unique brand communities.

Brands must engage in multi-channel marketing across multiple touchpoints. And they need to offer solutions that are fit for purpose, using dynamic pricing and personalized offers, fulfilled through multi-channel distribution including direct to consumer (DTC).

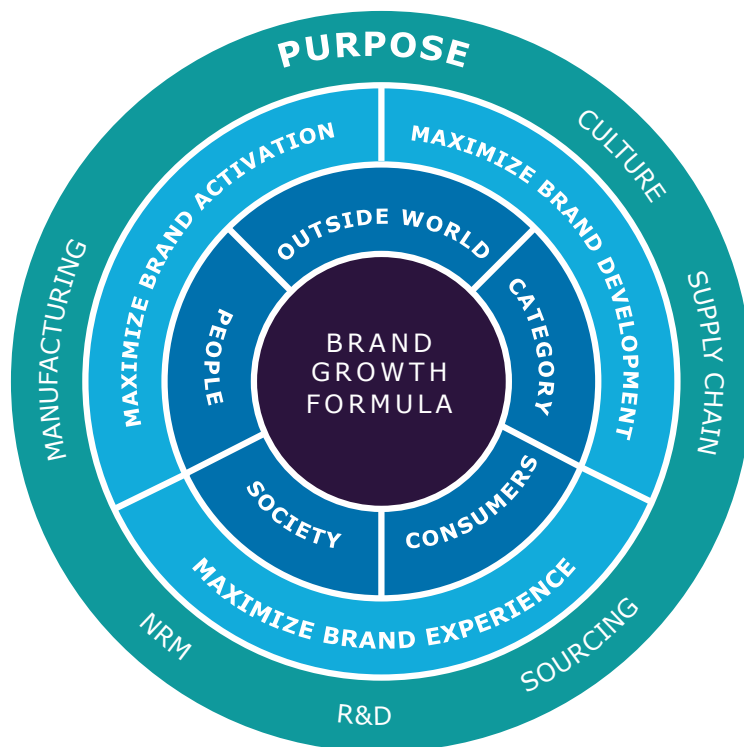
Consumer products companies are increasingly squeezed between new business models and agile indie brands, which are driving new consumer behaviors. To keep up with the pace of evolution, consumer products companies need to rethink their brand management process, drastically increasing their brands' capacity to understand the outside world.

Our unique Brand Growth Formula brings together a set of connected, front end capabilities, including brand activation, brand development and brand experience, to connect the inside and outside world.



## THE BRAND GROWTH FORMULA CONNECTING THE OUTSIDE AND INSIDE WORLDS

The Brand Growth Formula focuses on a variety of external forces such as consumers, society, people, the outside world along with internal forces within your company to bridge the gaps and build your brand at scale. This formula is designed to be a holistic, all-encompassing approach to weave your brand ideologies with consumer-centric behaviors to develop a deeper, meaningful sense of marketing strategy.







## HOW WE ACCELERATE DELIVERY OF YOUR CONSUMER BRAND EXPERIENCE

### LIFE JOURNEYS

Mapping people's dynamic lives - a whole human approach to build brands fit for life

### CONTENT EXPLOSION

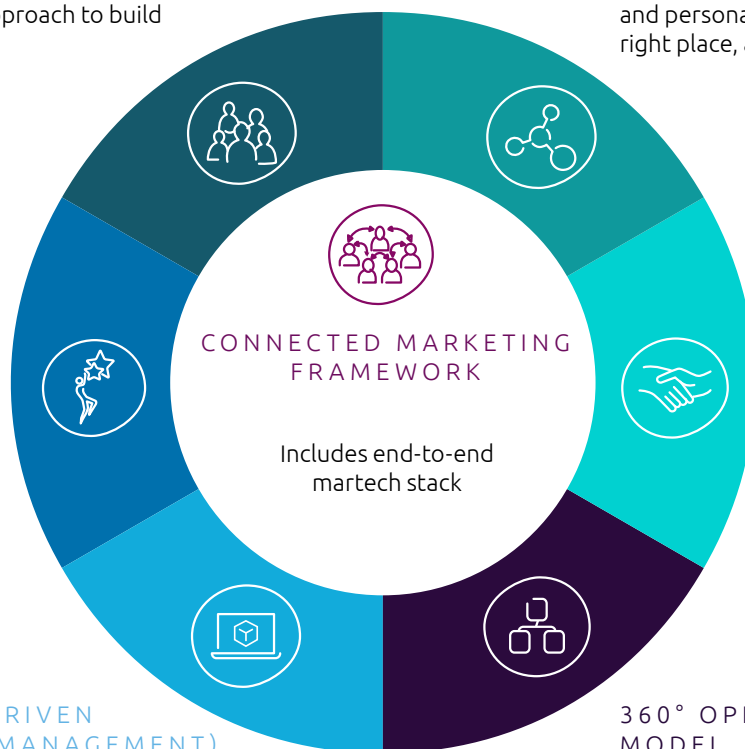
Offering customers engaging and personalized content in the right place, at the right time

### DATA-DRIVEN MARKETING

Unlocking the power of data to reach new and existing audiences

### PURPOSE-DRIVEN MARKETING

Transforming to better connected, purpose-led marketing



### PDC (DATA-DRIVEN PORTFOLIO MANAGEMENT)

Putting insights and trends at the heart of business decision making

### 360° OPERATING MODEL

End-to-end methodology to design and implement a 360° brand management organization, focusing on organization design, ways of working, and roles and responsibilities

## ACHIEVING PERSONALIZATION WITH END-TO-END MARTECH

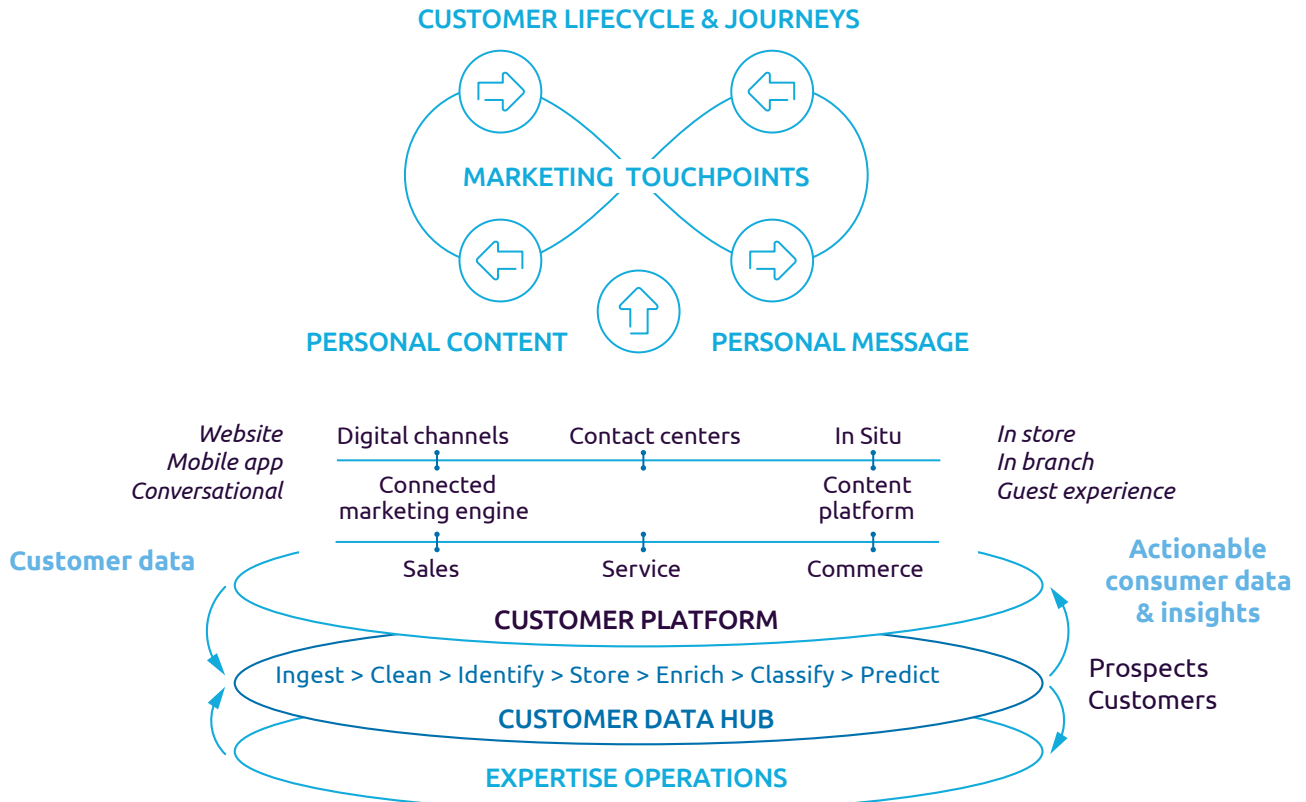
**Inventive Consumer Brand Experience can also help companies to establish an end-to-end MarTech infrastructure that operationalizes seamless, personalized experiences for consumers, delivered in real time, across all channels, enabled by a tailored 360° operating model.**

Consumer expectations evolve constantly and at an increasingly fast pace. 58% of consumers now say a personalized experience is very important when purchasing from a company.<sup>1</sup> In turn, this is reflected in new patterns in consumer behavior, resulting in 61%\* of digital marketing managers saying that more money should be reallocated from offline to digital marketing.<sup>2</sup>

The number of touchpoints has also increased dramatically, as has the evolution in their usage. Marketing teams now need to deal with a higher number of channels when they launch a campaign. At the same time, marketing is fusing with customer experience, but delivering optimal experiences across all touchpoints and devices is a major challenge. Companies are dealing with an increased amount of data, with many struggling with the variety of sources and the diversity of available data types. An estimated 50% lack sufficient data and AI literacy skills to achieve business value.<sup>3</sup>

## BRINGING CONNECTED MARKETING TO LIFE WILL REQUIRE A NEW SET OF DIGITAL CAPABILITIES:

### The Connected Marketing Engine



1 Salesforce, State of the Connected Customer, 2016  
 2 Web Strategies, How Much Should You Budget For Marketing in 2020?  
 3 Gartner, A Data and Analytics Leader's Guide to Data Literacy, 2019





## PEOPLE DATA CENTER (PDC)

**Inventive Consumer Brand Experience optimizes our People Data Center (PDC) to embed analytics and consumer insights at the heart of category and brand management. It enables timely decisions based on real time consumer behavior, sentiment and market insights.**

Consumer products companies need to use consumer insights and market data to help their brands and categories understand consumer needs, optimize media and drive effective engagement. And then continue to use data and insights to build relationships, increase sales, build loyalty and lifetime value, and identify brand opportunities. This makes it critical that CMOs drive more value from data to empower their marketing organization.

The People Data Center (PDC) puts people insights at the heart of business decision making. But how does the PDC work? It uses social and business analytics to provide insights into the broader consumer world, through the analysis of social listening, influencers, communities, business data and search. It employs consumer engagement centers to deliver

relationship-building consumer care, while capturing insights about people. And it uses people relationship marketing to create owned audiences for brands, by capturing and analyzing people data from all owned digital marketing channels.

PDC combines people, data and technology to drive value. Our analytics hot-housing approach brings together capability, process and cultural change to help embed analytics into core processes and into everyday work. Teams are upskilled on analytics and reminded of continuous improvement approaches. Rapid, hypothesis-driven learning cycles ensure that insights are increasingly embedded and delivering value.

PDC leverages a flexible data platform with a variety of analytics tools to develop insights. It delivers wider business value for the marketing organization and quickly delivers value to the business.



## DATA-DRIVEN MARKETING

**By implementing data-driven marketing (DDM) initiatives, Inventive Consumer Brand Experience helps our clients leverage their consumer data to empower decisions across the marketing value chain, including insights, media, campaigns, e-commerce and innovation.**

Data-driven marketing uses consumer data to improve all aspects of marketing and commerce, from product innovation, to content creation, deployment and driving traffic. It enables us to capture, analyze and leverage consumer data from customers. In turn, this helps us to drive relevance in communications to power precision marketing, build more relevant one-to-one relationships and enhance our ability to raise marketing performance.

Gartner estimates that real-time offers can be up to 10 times more effective, while event-triggered offers can be up to five times more effective than traditional campaigns.

DDM delivers tangible, value-adding benefits to business. It improves one-to-one relationships, improving the capabilities of consumer products companies to address consumers and build stronger relationships through more effective one-to-one campaigns. It also drives e-commerce by focusing on providing consumers with a simple but engaging path to purchase, whether direct to consumer or via retailers. DDM also sharpens insights, capturing first-party data and developing useful insights about consumers through analysis and modelling with third-party data. And it increases consumer engagement through media, while reducing cost and dependencies on third parties.

## LIFE JOURNEYS

**To enable brands to stay relevant and connected, Inventive Consumer Brand Experience uses Life Journeys to map people's dynamic lives, beyond their buying habits, to understand how they can be engaged in a more meaningful dialogue.**

To help brands drastically increase their capacity to understand the outside world, Life Journeys takes a whole human approach to build brands fit for life. We have created a unique set of archetypes, which groups people by the principles they live by, their daily practices, and the tensions they struggle with.

Life Journeys delivers the knowledge we need to understand where particular brands need to build their relationships with customers. It shows us where we need to be seen to build awareness, and what communities we need to participate in to drive awareness. It identifies what experiences we need to create to drive preference. And what platforms we need to create to encourage advocacy.

Then we 'switch on' Life Journeys in your team. Together, we explore the behaviors that encourage adoption, working with you to stay ahead of what's important, now and in the future. We use measurement to see instantly how your brands stack up. And then we build an action plan to get your brand moving.

Life Journeys is designed to create richer, more meaningful experiences. It is proven to close the activation gap, building human closeness, right across the enterprise. Crucially, it helps teams stay 'on tune', freeing up time to achieve better marketing.

## PURPOSE-DRIVEN MARKETING

**By encouraging brands to put purpose into action, Inventive Consumer Brand Experience helps our clients to achieve better connected, purpose-led marketing that reflects their customers' values.**

Inventive Consumer Brand Experience helps brands to deliver on their societal purpose promises by extending the reach of our Brand Growth Formula across the enterprise. Our unique Brand Growth Formula brings together a set of connected front-end capabilities, including brand activation, brand development and brand experience, to connect the inside and outside worlds.

The Brand Growth Formula takes brands through a four-stage process of diagnose; enhance; engage; and maximize. First, we diagnose, establishing the strength of your purpose and its level of integration within your marketing and business operations. Then we enhance, suggesting corrective action to maximize the impact of your purpose and level of integration.

Next, we engage the whole organization by building capabilities for integration of purpose. And finally, we maximize, incorporating key impact indicators and by creating intelligent dashboards to help you measure and drive the impact of your purpose on brand, business and societal value.

## LEADING WITH PURPOSE

78%

of consumers in our survey believe that companies have a larger role to play in society

64%

have a more positive perception of a brand that supports the fight against racism

Nearly

70%

of consumers expect private organizations to give back during a crisis

75%

of consumers that will purchase exclusively or more from companies that give back to society during this health crisis.



*In a time like today, companies with a strong purpose - or those that have strong values - are the ones that are going to be successful. Many stakeholders, especially consumers, are looking at companies to see how they've responded to the current health crisis and how they treated their employees, their supply chain, and their communities. Companies will to be measured by this."*

**Kim Marotta** Global Senior Director Sustainability and Enterprise Risk Management, Molson Coors Beverage Company

Capgemini Research Institute Report *'Why purpose-led organizations are winning consumers' hearts'*

7,000 consumers surveyed across seven countries – France, Germany, India, Italy, Spain, the United Kingdom, and the United States.



## CONTENT EXPLOSION

**Inventive Brand Experience helps our clients embrace the global content explosion to engage consumers with relevant, personalized content. This enables them to deliver the right content, in the right format, at the right time, across the whole customer life cycle.**

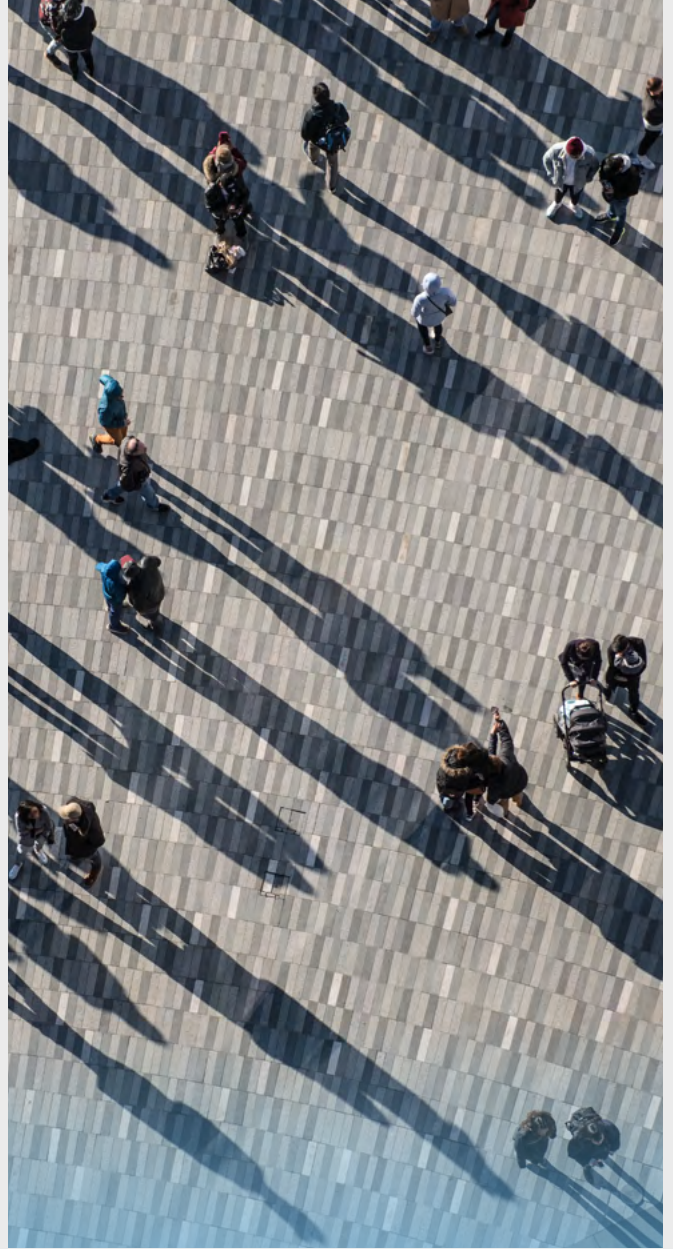
The global content explosion has created an unprecedented and accelerating demand for engaging and personalized content, across more channels, in more formats, in real-time. Content is the key driver to engage customers and generate business, but as they are exposed to an exponential volume of content, catching their attention has become increasingly difficult.

Proposing the most relevant and valuable content is now crucial to engage them and impact sales. Brands need to share personalized content, delivered through a tailored experience, with real-time interactions. And, of course, on the right channel, at the right time, in the right format, underpinned by consumer insight.

Our offer helps you to engage customers and increase sales, driving efficiency and effectiveness right along your customer lifecycle.

Our end-to-end approach enables you to offer customers personalized and engaging content. It makes your content strategy efficient at every stage of the content lifecycle, and designs personalized and engaging content experiences across all channels and touchpoints. It provides differentiating content experiences through relevant content platform implementation and efficient organization and processes. And it constantly enhances customer engagement and maximizes business value, through a continuous improvement approach.

Inventive Brand Experience offers a wide range of services from strategy to execution, leveraging our successful worldwide partnership with Adobe.



## 360° OPERATING MODEL

**We empower our clients to optimize their end-to-end brand engagement capabilities by designing and delivering a tailored, enterprise wide, 360° operating model.**

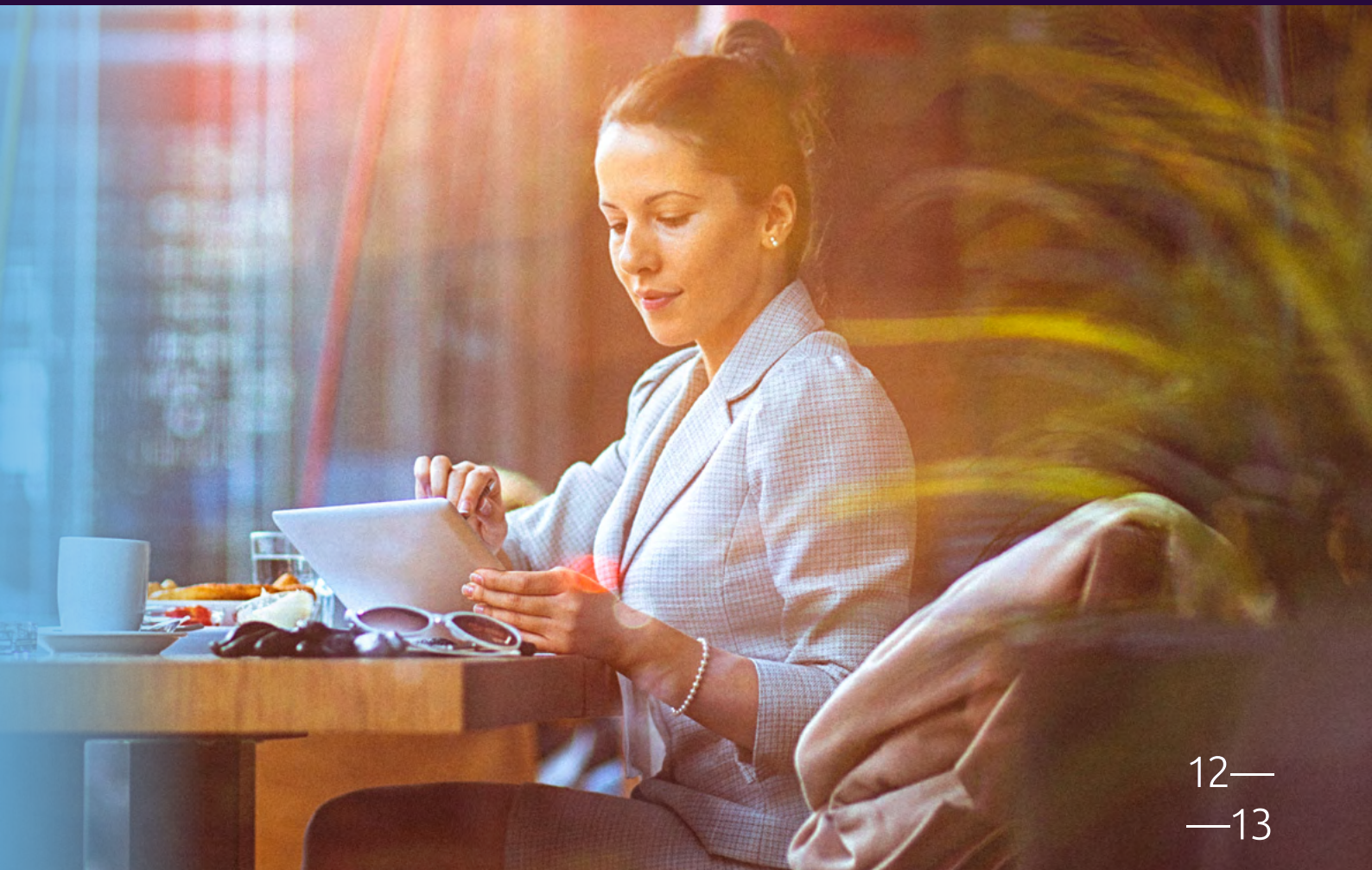
Our approach is built around three key principles: start small; prove the value; win the hearts and minds of employees.

This change requires a cultural shift across three dimensions to enable agility, through organizational design: to achieve perfect execution through defined roles and responsibilities; and to implement transversal ways of working through reimagining the workplace. The organizational design should be based on a set of guiding principles, to create a structure that wins across the consumer journey.

# RETHINK. REIMAGINE. RECONNECT. RESPONSIBLY.

Today, brands must thrive in a world that lives online, heavily impacted by social media, influencers and micro trends. Most consumer product companies know the environment around them is changing fast, but knowing changing trends is not enough. The challenge is to know where the trends are heading. How to analyze data and insights. And how to orchestrate a swift and successful response.

**Inventive Consumer Brand Experience** helps brands to create sustainable value by enabling them to rethink and reimagine their relationships with the world, to become better connected. That is, better connected to the outside world, by going beyond category expertise to recognize consumers as people and contribute to society, responsibly. And better connected to the inside world, by creating a brand management ecosystem across the entire enterprise value chain.







## CASE STUDIES

### MAKING A WORLD-CLASS MARKETING ORGANIZATION, FIT FOR THE DIGITAL WORLD

We helped a leading cosmetics company design and implement a new operating model for its marketing function, one that would better enable them to deliver on their digitally enabled market strategy.

New sources of growth, the importance of content in new marketing channels and the increasing imperative to connect marketing and sales to enable the full path to purchase were key drivers of the operating model.

The project resulted in higher quality content and improved customer engagement with a dedicated focus to ecommerce as a driving force for growth. It led to a greater focus on consumer and shopper insights for smarter decision making and embedded these into business as usual.

It also created happier teams; improved retention and recruitment.

### DELIVERING THE RIGHT CONTENT, TO THE RIGHT CHANNEL AT THE RIGHT TIME

A leading consumer products company had a legacy, unstable system which could not handle the flexible, digital demands of this content-heavy consumer products organization.

We designed and implemented a new Content Management System and Data Asset Management system. This was underpinned by a new content framework, new end-to-end content processes and a review of all existing content together with training and change to deliver the transformation across business users and partners.

The work enhanced system capabilities delivering faster download and upload of assets; significant reduction in agency spend through reuse and adaptation of assets; reduced content creation through optimized processes and system performance and increased cross sell and search ranking through better asset structure and guidelines.







## About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 25 creative studios around the world, its 7,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, digital transformation, technology and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year+ heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17billion.

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