The Age of Insight

How Consumer Products and Retail organizations can accelerate value capture from data
Introduction

Today, organizations not only have more data than they have ever had before – they also have the greatest chance of turning that rich stream into a sizeable competitive advantage: getting closer to consumers, optimizing operations, and launching new products/services rapidly.

In the consumer products and retail (CPR) sector, two main applications of data are emerging:

- Consumer data – from transactions to demographics, consumer connectivity to localization.
- Product data – from stock identification to localization, real-time control to greater granularity.

Delivering value in these areas needs to take account of emerging trends and disruptions. Consumers are demanding greater personalization and seamless omnichannel experiences while asking for better control and awareness of their data. They also have diverging needs; at times they may need convenience, at other times they look for deeper indulgence. Whatever the driver, they still expect a consistent experience across all channels.

Companies are also challenged with the phase-out of third-party cookies that contain information about consumers’ online activity. The online link to consumers is changing, with web browsers Firefox and Safari already retiring third-party cookies, and Google slated to do so with its Chrome browser next year. Furthermore, consumer habits that emerged during the pandemic – such as a preference for touchless experience or in-store pickup – are evolving in unexpected ways. CPR organizations need to respond to changes such as these by quickly adjusting their business models and products/services. Data and analytics will be at the heart of these decisions.

Similarly, the sector’s supply chain was massively disrupted during the pandemic, underscoring the importance of real-time data and analytics models. As CPR organizations build greater resilience into their supply chains, they need to prioritize closer connections within their ecosystem and employ more real-time and hyper-local data.

In our previous report on data-powered enterprises, we assessed around 1,000 organizations across 10 sectors – including CPR – on their ability to derive value from large and growing volumes of data. We found that there were only a handful of high-performers – what we call the “data masters.”

In this new research, we looked exclusively at the CPR sector and found that this is also the case in the sector – data masters are few and far between. In fact, CPR organizations lag behind the overall cross-industry average in several key aspects of data maturity. In this report, which draws on a survey that was sent to CPR executives in both business and tech-facing roles, as well as extensive secondary research, we investigate why this is the case, what can be done about it, and what we can learn from data masters, looking at a number of areas:

1. How are CPR data masters leveraging data to build a competitive advantage and further their sustainability agenda?
2. What do CPR data masters do differently to derive business impact?
3. How can CPR organizations achieve data mastery and bring greater innovation and resilience to their business models?

In the past too we’ve always used history: what [did] we sell [in a] similar week last year? [But] now we can actually scrape other people’s websites to see what they’ve got on promotion. We can have a look at social media and see what events are happening. And you also know the individual buying patterns of your members or customers so you can anticipate what they’re going to purchase.”

Kathryn McLay
Executive VP, President & CEO of Sam’s Club at Walmart.

The age of insight: How Consumer Products and Retail organizations can accelerate value capture from data
Defining the “data-powered” enterprise

We define a data-powered enterprise as an organization that can create, process, and leverage data proactively to fulfill its corporate purpose, achieve its business objectives, and drive innovation.

Here, “data” is the digital representation of an organization’s past and present, encompassing its processes and interactions with consumers, ecosystem, and market.

Figure 1 A data-powered enterprise leads in all of the below aspects:

- **Data principles**: Design and develop guiding principles for data access, usage, security, sustainability and ethical issues right from design.
- **Modern data and AI platform**: Scaled storage, compute power, tools (BI, visualization, analytics, AI), with automation and standardization.
- **Data identification and collection**: Identify all datasets – internal and external; design products and processes to create and capture new data, and automate processes to collect data effectively.
- **Data activation**: Embed data and insights into the core business processes; use data to drive business goals, or monetize data; recognize the value of data in the financials; leverage external data, for competitive advantage.
- **Data culture and skills**: Enable easy access to data and data-powered decision making for all, and nurture data skills.

Source: Capgemini Research Institute.
Data is a significant enterprise asset; leading CPR organizations treat data as a foundational element and infuse it across their business processes, from strategy to operations, marketing to customer support.

Our survey of the data practices of over 200 CPR organizations shows that a small cohort of data-powered organizations are gaining a significant edge in terms of their market share, profitability, customer engagement, and sustainability performance. The gap between the sector’s leaders – who we call the “data masters” – and those bringing up the rear has widened during the pandemic. Data-powered CPR organizations responded better to the pandemic and have emerged stronger, armed with a robust understanding of changing consumer behaviors and their own operations. Our survey analysis shows that only around 16% of CP organizations qualify as data masters, and this drops to just 6% in retail.

The practices and approaches of the data masters show the way forward for those who want to catch up. Data masters, for example, have taken steps in terms of both data foundations and data behaviors:

- Implement superior data management practices, such as automating data collection, combining external data with internal data for insight, and underpinning all steps with the principle of data quality.
- Build data storytelling skills at all levels, create trust and alignment among IT and business executives on data models and algorithms, and eliminate data silos by implementing enterprise data lakes and migrating data to cloud.

And, as a result, they are reaping the rewards: 73% derive quantifiable value from their data and deliver a 30% higher operating profit margin compared to the CPR industry average.

Four steps are critical to achieve this level of performance and reward:

- Foster a data-powered culture and empower teams with data at the point of impact
- Modernize the data platform for faster implementation of insights
- Strengthen trust in data with the right data governance and data ethics
- Plug into external data ecosystems to enable new business models and thoroughly understand consumers and operations.
CPR organizations that entered the pandemic with strong foundations in data were better positioned to respond to the situation and emerge stronger, armed with a robust understanding of changing consumer behaviors and their own operations. In response to the pandemic, Walmart launched a two-hour delivery service. Powered by algorithms, Walmart could optimize delivery time using a number of variables. By December 2020, its market share in online groceries surpassed Amazon’s. Leading CPR organizations continuously fine-tune their operations to incorporate data-powered decision making and generate tangible business value.

Launching innovative products/services and business models at speed using data

Data-powered CPR organizations are able to turn data into new growth engines – they launch new products and services, implement new business models and build a competitive edge using data. Around 31% of CP and 38% of retail organizations were able to introduce new products/services by harnessing data. Similarly, 37% of CP and 40% retail organizations were able to introduce new business models using data. As a result, almost a third of CPR organizations have created sustainable competitive advantages through data.

Below are a few examples of where enterprise-wide change was enabled throughout multiple teams across the organization to take action based on data. Building data capabilities that directly link to business strategy, initiatives, processes, and decision support has been a key success factor in these organizations.

Developing innovative new products/services and reducing time to market for new offerings

1. Through the social business analytics platform of its global “People Data Centers,” Unilever has launched an AI-powered insights service that uses consumer data from social media, searches, and online reviews across all its business lines. The objective of this service is to identify trends and uncover “whitespace” opportunities. These capabilities helped Hindustan Unilever Ltd (HUL) – the Indian arm of Unilever Plc to identify matcha tea as a product that was gaining traction among Indian health-conscious consumers. Zaved Akhtar, vice president, digital transformation and growth, South Asia, Unilever says, “Traditional research would have never picked up matcha tea, but HUL’s People Data Center picked up the trend and the company launched a matcha tea” product in nine months.”

2. Food tech startup uses AI to introduce a unique plant-based beverage, distributed through Whole Foods: While plant-based milk appeals to consumers on health and sustainability grounds, particularly to those who are lactose intolerant, brands are challenged in driving long-term consumer appeal in areas such as taste and texture. As a result, 33% of first-time users of plant-based milk switch back to cow’s milk after their first try of the plant alternative. Chilean start-up NotCo’s plant-based “NotMilk” was developed using AI. The company used a database of plant and plant-based ingredients to analyze food molecules and generate combinations that best match

1 – How leading CPR organizations are using data to gain a competitive edge
cow’s milk. The end result, according to NotCo and as per consumer reviews, is a final formula that is much closer to cow’s milk in taste, color, and texture. With AI, the company was able to try innovative combinations that resulted in combining cabbage and pineapple to recreate the taste of milk, which is not a combination that a human would have intuitively reached.

**Using data for business model innovation**

PepsiCo launched two new direct-to-consumer offerings – PantryShop.com and Snacks.com – to meet the increased consumer demand they saw when the pandemic challenged supply chains. In doing so, it successfully implemented an online retail model in less than 30 days from conception to completion. Behind PepsiCo’s direct-to-consumer websites, there is a combination of data insights, technology, inventory, and resources. Insight into online consumer purchase behavior is sharpening PepsiCo’s understanding of consumer tastes, allowing it to test and learn quickly, informing its merchandising and messaging for the offline channel as well.

Snack sales for PepsiCo increased by 7% and beverage sales increased by 3% y-o-y in the third quarter, ending in September 2020. This uptick took place took place at a time when the pandemic was creating physical retail lockdowns and supply chain challenges.

**Leveraging data ecosystems to enhance insights**

CPR data masters also look at unique sources of information – including external – that give them a competitive edge. External data analysis can help organizations to evaluate the risks and opportunities that they would miss with inputs limited to data generated from internal operations, customers, and first-tier suppliers. As a result, data-driven partnerships with clients, suppliers, government agencies, and other partners – such as data disruptors – are becoming increasingly important for the monetization of data and for enhancing the business value of insights.

Japanese retailers are reducing food waste using AI-based correlation analysis between weather information and consumer purchasing data to forecast demand for certain products. The trial launched by the Japan Weather Association and the Fukuoka Municipal Government, along with retailers in the city, predicts sales of 660 items sold at stores. The local business Tojin Bakery’s Poem main store in the city’s Chuo Ward, saw about a 15% drop in the rates of products being discarded and a 12.3% increase in its sales proceeds in September and October 2020 compared to a two-month period before it started using the service.

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31% of CP and 38% of retail organizations were able to introduce new products/services by harnessing data.
Optimizing business activities across the organization with data

CPR organizations can leverage data across their activities, from consumer insights to category management, fulfillment to consumer experience. They are solving their specific business challenges by activating data within a function/area of activity, such as marketing or procurement. As Brigitte King, CDO of Colgate-Palmolive, told us, “There are many areas to apply analytics. Some center on deriving net new insights – where you overlay behavioral and intentional data that was never combined before, to see completely new opportunities for engagement and growth – reimagining the use of data to re-invigorate product development, or services and experiences for consumers. Then there’s commercial analytics, which can evolve with new overlayed datasets to better understand basic POS data, and where new opportunities for growth geographically and contextually might reside. And last, but not at all least, is the need to deepen the capabilities in media analytics, and truly aiming to understand cross channel and incremental measurement.”

AnInBev, the largest beer company globally, only had a limited view of consumer engagement data across its brands due to multiple data silos, resulting in inconsistent consumer targeting. When it invested in a consumer data platform, it was able to create unified consumer segments from disparate consumer profile data across its brands. This improved their ad target efficiency by 30%.

Similarly, by moving two years of historical data into the cloud, Unilever could better manage transport routing, increase efficiency, and reduce its carbon footprint. It cut the planning time for transport operations by a factor of ten.

Data analytics use cases are not confined to a particular function or business process. Instead, active collaboration between sub-units within an organization drive larger overall impact. For example, the Kellog Co. gathers signals to predict the risk of stocks-outs at a leading e-commerce portal. It triggers necessary actions to resolve those issues, such as notifying buyers to reorder, updating demand forecasts internally, and altering the item’s promotional activity. This helps in better inventory management, improves the company’s search rankings (as these are connected with the in-stock position), and ensures effectiveness in promotional spending.

We have identified many leading practices of CPR organizations that can have a positive impact on organizations’ revenues and profits (see Figure 2).
Figure 2  Leading analytics use cases across the CPR value chain

**Consumer Insights**
CP company, Nestle Brazil, created 11 new strategic data assets and an internal analytics centre of excellence. It activated real-time data allowing Nestle to iteratively improve products and bring new solutions faster to the market. It brought US$5.5M in new revenues within months of launch.

**General Mills**, an American food manufacturer, uses advanced analytics to drive positive net price realization opportunities for their brands in an omnichannel setup. This helps them unlock price/mix opportunities by channel and stock-keeping units (SKUs).

**Pricing & Promotions**
Diageo, a British beverage company uses analytics tools to project future market scenarios to make better decisions on their marketing spend.

Chocolate-maker the Hershey Co. detected strong correlation in its S’mores ingredient sales with regions with high COVID-19 cases. It could promptly redirected their sales teams to focus on S’mores in those markets and altered its media spend accordingly.

**Customer Segmentation**
AbInBev, utilized its consumer data platform to create unified consumer segments from disparate consumer profile data of different brands. This improved their ad target efficiency by 30%.

**Category Management**
American food company Kraft Heinz uses price-size data of products along with consumer purchase data to get a more efficient combination of product categories and SKUs, thus reducing cannibalization and increasing procurement and operational efficiencies.

**Sourcing, Procurement & Manufacturing**
Lowe’s, a home improvement retailer, uses AI with an advanced delivery scheduling technology to get insights for demand forecasting and assortment planning, for optimized delivery costs and enhanced omnichannel performance.

**Pricing & Promotions**
Celect, Nike’s predictive analytics arm, uses consumer data to predict hyper-local demand. This enables Nike to plan more efficient manufacturing operations cutting down its operating costs.

**The North Face** combined weather information with consumer purchase patterns to determine the right inventory at each location, inform staffing, and improve cross-channel marketing.

Source: Company earnings call transcripts, press releases and news articles.
Consumer Insights

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US retailer, Bed Bath & Beyond investing in marketing using data. Using analytics, it focuses spends 40% more than the average consumers.

Customer Segmentation

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Sourcing, Procurement & Manufacturing

Lowe’s, a home improvement retailer, uses AI with an advanced delivery scheduling technology to get insights for demand forecasting and assortment planning, for optimized delivery costs and enhanced omnichannel performance.

US-based food processor Tyson Foods is using data to cut freight costs by optimizing wait time while loading or unloading of trucks in its supply chain. It uses data to identify facilities with the highest wait times and adjust shipment volumes.

Packaging, Distribution & Logistics

Tractor Supply Co., an American home improvement supply retailer, has a channel-clustering and assortment-optimization tool to efficiently allocate products to spaces enabling the company to improve inventory precision and increase product margins.

Assortment & Space Planning

Tractor Supply Co. is digitizing its stores to use the data for analysis and provide insights to drive in-store personnel efficiency, prompt promotions, and increased sales per square foot.

Sainsbury, a UK supermarket chain, uses a concealment detector technology where machine learning is used to detect shop theft.

Customer Experience & Feedback

KüHL, an outdoor apparel manufacturer, has partnered with Lucidworks to capture shoppers’ signals from their website and use ML to create better shopping experiences thereby driving higher conversion.

The Nike Fit app uses data science, machine learning, AI, and computer vision to develop a foot morphology from user feedback, which enables Nike to design better products and reduce returns/repairs on online orders.

Fulfillment

Odlo, a European performance clothing manufacturer, uses a logistic planning tool that connect all its suppliers’ data with demand data. This allows Odlo to manage fulfillment of demand across channels more efficiently.

Target, an American retailer, employs an automated robotic program to allocated units to boxes curated for aisles in store. This helps cut down the time to shelf for inventory.

In-store Analytics

Tractor Supply Co.

Sainsbury

Customer Experience & Feedback

KüHL

The Nike Fit app

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Leading CPR organizations are enhancing sustainability through data

According to a previous survey we conducted into sustainability’s impact on consumer preferences, 79% of consumers are pivoting toward more sustainable products and services. Also, 77% of organizations say that sustainability approaches increased consumer loyalty and 63% said it led to a revenue uptick. Data and analytics is one of the key sustainability enablers and close to half of the organizations (47%) are investing in AI/ML and IIoT sensors to drive their sustainability agenda.

Examples include:

IKEA is using AI to optimize reverse logistics waste. IKEA maps its entire store, fulfillment, and distribution network and uses AI and data analytics to identify the next-best possible location for returned items. This means returned items can be recycled or sold, reducing the amount of returned merchandise that ends up in landfill. The use of AI makes this model scalable to all geographies. 15

Unilever partnered with Google for sustainable commodity sourcing. By combining cloud computing, digital imagery, and AI, the organizations build a view of how its supply chain interacts with forests, biodiversity, and water cycles. This enables Unilever to increase sustainable sourcing standards and advise its suppliers, with a positive impact on deforestation and recycling of natural resources. 16

LG TurboWash 360 washers and dryers not only detect the volume and weight of each unique laundry load, but also use AI and advanced sensors to identify fabric types in each load. Using AI, the washer compares this information against more than 20,000 data points related to washer usage to program the optimal wash cycle setting. This capability improves cleaning performance and extends the life of garments by 15%, which in turn reduces the impact of textile and garment waste on the environment. 17

CPR organizations are also using data and analytics to implement circular economy business models. Companies are creating new business models based on data that was not traditionally collected or analyzed. For example, Dutch aWEARness, a work-wear company, has created a digitized supply chain for “circular work-wear.” It offers office clothing on a contract basis, which effectively means they maintain ownership of the products. As the clothes get worn out by use, they are collected, shredded, and woven back into new garments. This is achieved without any waste of material or compromise on quality. Behind this offering is a digital and data-enabled supply chain that uses a technology called Circular Content Management System (CCMS). CCMS captures data on raw materials from suppliers, product lifecycle, and usage data from consumers using bar codes. Consumers can get information on traceability, the sustainability of raw materials, and lifecycle indicators. CCMS helps keep track of the garment and enables return after use. 18
While it is true that some organizations are winning in the market with data, only a minority of CPR organizations have a strong foundation in data-powered decision making.

High-performing “data masters” are rare overall, but particularly so in the CPR sector.

In our previous report, The data-powered enterprise, we divided over 1,000 organizations based on their data maturity, assessing all respondents against two dimensions (see Figure 3):

- Data foundations: the necessary tools and technologies which an organization can use and leverage data
- Data behaviors: the DNA of the organization as it relates to people, processes, skills, and culture.

Based on this analysis, we identified four cohorts, ranging from high-performing “data masters” to “data laggards.” In this latest report, we use the same benchmarks to assess CPR organizations (see the insert on “The elements of data mastery” above).

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Figure 4 shows how companies perform in the sector’s two segments, CP, and retail:

- While 16% CP organizations are data masters, only 6% of retail organizations qualify.
- The majority of CP (75%) and retail (83%) organizations are data laggards, compared with the overall cross-industry average (71%).
Note: While the sample size of CPR data master organizations is low, these organizations show structural strength in data behaviors and foundations, based on industry-wide cut-offs for data mastery.

**Figure 4** Only 16% of CP organizations and 6% of retail organizations are data masters

Source: Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=1,004 global organizations, N=100 consumer products manufacturing and retail organizations each.

There are many areas to apply analytics. Some center on deriving net new insights – where you overlay behavioral and intentional data that was never combined before, to see completely new opportunities for engagement and growth – reimagining the use of data to re-invigorate product development, or services and experiences for consumers. Then there’s commercial analytics, which can evolve with new overlaid datasets to better understand basic POS data, and where new opportunities for growth geographically and contextually might reside. And last, but not at all least, is the need to deepen the capabilities in media analytics, and truly aiming to understand cross channel and incremental measurement.”

Brigitte King, CDO of Colgate-Palmolive
Lack of talent, data silos, and trust are top obstacles for CPR organizations on road to data mastery

In our survey, CPR companies lagged other sectors when it comes to making data-powered decisions. For example, 65% of banking executives said that decision-making is data powered at their organizations, and this drops to 44% in CP and 43% in retail (see Figure 5).

*Percentage of organizations agreeing to: “Decision making in our organization is completely data powered.”

**Source:** Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=1,004 global organizations, N=100 consumer products and retail organizations each.
CPR organizations face a variety of obstacles including related to technology, strategic alignment, or operations. Retail organizations are more affected by privacy regulations than their CP counterparts.

Trust and privacy of data have assumed prime importance as both of these feature among the leading obstacles to data mastery.

**Figure 6** Lack of talent at mid-to-junior levels is the leading challenge at CPR organizations in becoming a data master

<table>
<thead>
<tr>
<th>Leading challenges in becoming a data-powered enterprise for CPR organizations</th>
<th>Consumer products</th>
<th>Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of talent (mid- to junior roles) in the organization</td>
<td>72%</td>
<td>76%</td>
</tr>
<tr>
<td>Federated and siloed data lakes</td>
<td>64%</td>
<td>63%</td>
</tr>
<tr>
<td>Lack of trust in the data</td>
<td>60%</td>
<td>62%</td>
</tr>
<tr>
<td>Privacy regulations such as GDPR, CCPA</td>
<td>59%</td>
<td>65%</td>
</tr>
<tr>
<td>Lack of data groups such as COE to guide the organization</td>
<td>58%</td>
<td>60%</td>
</tr>
</tbody>
</table>

**Source:** Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=1,004 global organizations, N=100 consumer products and retail organizations each.
**Data foundations: CPR data masters excel at data management practices**

Data-powered organizations start with the right technologies and processes to access, store, retrieve, process, and harvest data:

- CPR data masters address gaps in data collection, cleaning, and enrichment to gain a full view of consumers and operations:

  Over 60% of CPR organizations are yet to automate data collection, consuming precious time that could otherwise be spent for generating insights. Even after collecting data, most are not able to clean it quickly. Furthermore, only 40% of CP and 31% of retail organizations are able to combine multiple data sources – including structured, semi-structured, sensor data, web analytics, etc. – compared with 80% of CPR data masters.

  ![Figure 7](https://example.com/image.png)

  **Key aspects of data collection and processing**

  (% of organizations)

<table>
<thead>
<tr>
<th>Overall industry</th>
<th>Consumer products</th>
<th>Retail</th>
<th>CPR Data masters</th>
<th>All Data masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our analytics/data science team are able to do data cleansing quickly</td>
<td>48%</td>
<td>34%</td>
<td>42%</td>
<td>80%</td>
</tr>
<tr>
<td>We combine multiple data types for analysis (e.g., structured, semi-structured, unstructured, etc.)</td>
<td>42%</td>
<td>40%</td>
<td>31%</td>
<td>80%</td>
</tr>
<tr>
<td>84%</td>
<td>86%</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

  **Source:** Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=1,004 global organizations, N=100 consumer products manufacturing and retail organizations each, N=22 data master organizations in CPR, N=159 all-sector data master organizations.

  This cumulative impact is a lack of data-powered insight to support decision making and monitor operational performance. For example, mass personalization cannot be achieved unless multiple data sources and formats are combined to form complete view of consumer interactions.

  Data master organizations are different. For example, building a strong data foundation helped grocery retailer, Kroger, to enable personalization for 95% of online consumer interactions, improving engagement levels and doubling the likelihood of adding an item to cart.19 Similarly, beauty products company, L’oreal countered the lack of first-party consumer data through service innovation. It has launched multiple AR/VR based tools to help consumers understand their skin better and personalize their skin routines. It gives L’oreal a huge leg up in capturing insights for product marketing and development.20

- CPR data masters unify data assets better to leverage existing data for insights: In CPR today, the consumer journey is increasingly complex, as consumers want to move seamlessly between offline and online touchpoints. Companies therefore need to use all of their existing data sets for analysis of consumer journeys, and a number of high-performing companies are achieving this aim:
– **Dairy Farm Group**, a major food and personal-hygiene retailer in Asia, built APIs that connected over 50 of its internal and external systems, including POS and e-commerce, to enable a consistent and real-time consumer experience using its online and offline channels. Crystal Chan, IT Director at Dairy Farm, said: "Now we are able to connect different systems from multiple brands using an API-led approach to roll out new services in a reduced timeframe. With an omnichannel customer experience across all our brands, we can better manage each customer’s journey and their preferred communication channels."21

– **Unilever** created a dedicated analytics capability – the People Data Center – to deliver consumer insights at scale across its 37 markets and three product divisions. “There are two big elements for me: the data and the tools we blend,” says Paul van Gendt, CMI Director for the People Data Center, Unilever. “We are mixing a number of different data sources using a range of tools that we have compiled in a custom fashion, using best-of-breed data sources and tools, to bring together an integrated set of insights rather than data from a single source.”

– Similarly, **FrieslandCampina**, one of the largest dairy companies globally, fed data on the raw dairy products received from its network of 18,000 farmers into its systems on a daily basis. But with manual entries at a challenge, with inaccuracies and data duplication. It implemented an automated solution to capture data once and disseminate it across all sources, thereby moving to a "single version of the truth."22

However, less than half of the sector’s organizations (41% for retail and 48% for CP organizations) have a complete picture of their entire data inventory. This limits their ability to apply business intelligence, analytics, and AI solutions to their data assets. This reflects a number of issues: lack of alignment between business and IT teams, suboptimal governance, and inadequate technology infrastructure to leverage data. (Section 3 of this report looks at this issue in more detail.)

**Data behaviors: CPR data masters have established the right data processes**

The data masters also realize that building winning algorithms or models is not the difficult part. What is more challenging is to get business users to use it to catalyze change in how decisions are made throughout the organization. This is about having the right processes (see Figure 8). For example, all CPR data masters factor in data quality when they begin designing applications and processes, compared with 50% in CP and 40% in retail.

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**Figure 8  Data masters have robust processes for data quality, data integration, and seeking stakeholders’ inputs**

**Key aspects of data quality design, integration and collaboration**

(% of organizations)

<table>
<thead>
<tr>
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</thead>
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<tr>
<td>Data quality is considered right from the design of applications and processes</td>
<td>60%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Our organization has clear processes to manage siloed data and data integration across functions</td>
<td>50%</td>
<td>49%</td>
<td>43%</td>
<td>39%</td>
<td>44%</td>
</tr>
<tr>
<td>Business teams’ inputs are considered during the feature selection and extraction</td>
<td>40%</td>
<td>32%</td>
<td>32%</td>
<td>32%</td>
<td>32%</td>
</tr>
</tbody>
</table>

**Source:** Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=1,004 global organizations, N=100 consumer products manufacturing and retail organizations each, N=22 data master organizations in CPR, N=159 all-sector data master organizations.
Data master organizations focus on broadening data literacy and skills. This is in sharp contrast with the overall sector. Nearly 68% of CPR organizations face a shortage in the skills required to become data powered, and 67% also said that data literacy at their organization is mostly limited to subject matter experts. Companies in the sector also pointed to a lack of basic data skills, such as statistics and storytelling with data.

---

Business users need to have an understanding of data management. Without this, they will not be able to confidently make data-powered decisions about a range of critical areas, from inventory to trends in the competitive landscape. For example, they need to be able to answer questions such as: Is the data source legitimate? Can we collect and process this consumer data? How can we quickly test the quality of our data?

While organizations often see a lack of data scientists and other technical data management roles as the prime challenge, data master organizations see it more broadly – including how their people make data-powered decisions, how sensitized they are about trust and privacy issues, and whether they can use data for storytelling. As a C-level executive at a major beverage company in North America told us, “We look for people who are data savvy, not afraid to use it and have the habit of using it. Then we also provide internal courses if they want to pursue specific data science or data analytics or even just statistics classes to brush up on things. And then, through our work processes, there are plenty of opportunities where we can, as a leadership team, drive data-driven behaviors. It is all in the form of asking questions, or just ensuring that the decisions are not made based on how people feel about something, but on data.”

To educate all users of data, US-based CP company Mars Inc launched Mars DataWiki. Aniruddha Govande, digital foundations director at Mars told us, “We are investing big time in how do we educate our business [about data]. Last year, we launched an initiative, Mars Data Wiki. It is our Wikipedia about every data that we are democratizing in the company. We have content around what does data mean for the business, how they should use it in the business context.”

As a result of strong maturity in different aspects of data foundations and data behaviors, 62% of CPR data masters achieve scale with their AI/analytics PoCs compared with 47% across industry.

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Data master organizations focus on broadening data literacy and skills. This is in sharp contrast with the overall sector. Nearly 68% of CPR organizations face a shortage in the skills required to become data powered, and 67% also said that data literacy at their organization is mostly limited to subject matter experts. Companies in the sector also pointed to a lack of basic data skills, such as statistics and storytelling with data.
Data mastery is critical for success in today’s markets and offers significant benefits. Our survey shows that data masters in the CPR sector enjoy 30% higher operating margins compared to the average.

Four areas are critical for organizations that want to turbo-charge their data mastery journey:

01. Foster a data-powered culture and empower teams with data at the point of impact.

02. Modernize the data platform for faster implementation of insights.

03. Strengthen trust in data with the right data governance and data ethics.

04. Plug into external data ecosystems to enable new business models and deeply understand consumers and operations.
Carefully executing each element of strategy through data is a key ingredient of a data-powered culture. Companies need to revisit their decision-making processes and infuse data into all aspects, starting from corporate-level strategy. It all starts with senior executives as they formulate the right questions, hypotheses, and assumptions, and then look for answers through digitally enabled data. As a senior executive from a US-based apparel company told us, “By the time a retailer decides what product to put in which store, it’s too late. The real money is in figuring out at the time of design where do you put your dollars in, how do you use your design talent to design the most optimized product which will deliver the best value.”

To build the right culture and people capability, a number of steps are critical:

**Lead with digitally enabled data to evaluate analytics implementations**

Making extensive use of multiple sources of digitally enabled data requires leadership role-modelling and other people-focused changes. As Ignacio Marinas, global data & analytics officer at Danone, told us, “Top management should be convinced that a data-driven approach is right and pull the people – the data analysts and the ones facing the business – to make propositions based on data. We can even add motivation factors like bonuses in bringing data to use.”

Total commitment from the entire C-suite to harness data for every key decision is required. Data-powered organizations also place data at the heart of every decision and test each implementation using real-time or near real-time data. When Reynolds Consumer Products (RCP) began its intelligent factory initiative to streamline manufacturing and supply chain operations, its leaders placed data at the heart of every decision. “It’s not only about the data, it’s about showing people how to turn the data into insights and the insights into action to achieve business benefits,” said Rita Fisher, CIO and SVP of supply chain at RCP.

**Build cross-functional teams to transform workstreams through data and deploy self-service analytics**

To embed data-led decision-making, organizations can begin by setting up cross-functional teams that tackle specific, business-critical work streams. For example, this could be about transforming one aspect of the consumer journey, such as search, selection, checkout, consumer service, etc. (and then actually looking at individual components of each aspect, such as pricing, assortment, fulfillment, etc.). Transformation will only be possible if organizations bringing together different functions - such as marketing, IT, and supply chain – to design the solution.

Etsy, for example, makes use of product “squads” made up of a product manager, engineers, designers, and analysts, who are given sufficient flexibility to work on smart technology initiatives. Squads are given a specific problem to tackle, along with a measurement metric to determine success, such as gross merchandise volume (GMS). The squad implements an ML-based model, tests, and retains it if it works. Checking for an uptick in GMS is only assessed on an annualized basis, allowing room to experiment and refine ideas all year.

To broad-base the use of data, CPR organizations need to accelerate the deployment of self-service analytics. However, self-service analytics presupposes the existence of strong data foundations, such as integrated tools, data and processes, as well as modern data platforms. Only 39% of CP and 28% of retail organizations are currently deploying self-service analytics with their business teams.

Self-service analytics arms front-end teams with quick access to actionable, data-powered insights without always requiring the help of data experts or data scientists. For example, when the marketing team at a large consumer e-commerce brand faced a significant drop in website page views, it could identify the reason on its own, without having to run the data past a data scientist. An AI-driven algorithm identified the devices and regions experiencing the drop. The marketing team was able to modify the specific page paths, bringing the revenue trajectory within expected range.
To respond to fast-changing market trends, a robust data platform is critical. In our survey, the majority (57%) of CPR organizations said that legacy and monolithic systems make it difficult to offer a seamless user experience and only 38% can access data at the speed at which they need it. As Figure 10 shows, underlying factors include the fact that many organizations are yet to automate data collection.

**Figure 10** Less than half of CP and retail organizations can work across data silos and have complete picture of data inventory

<table>
<thead>
<tr>
<th></th>
<th>Overall industry</th>
<th>Consumer products</th>
<th>Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have complete picture of all the data inventory</td>
<td>49%</td>
<td>48%</td>
<td>41%</td>
</tr>
<tr>
<td>We can manage siloed data and data integration across functions</td>
<td>49%</td>
<td>43%</td>
<td>39%</td>
</tr>
<tr>
<td>We have automated the process of data collection</td>
<td>44%</td>
<td>45%</td>
<td>34%</td>
</tr>
<tr>
<td>We are using DataOps and MLOps to deliver analytical solutions quickly</td>
<td>37%</td>
<td>26%</td>
<td>26%</td>
</tr>
</tbody>
</table>

**Source:** Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=1,004 global organizations, N=100 consumer products manufacturing and retail organizations each

Automotive, hardware and sports goods retailer, Canadian Tire Corp., focuses on modern data delivery capability. Its AI-powered platform helped it to capture the surge in demand for exercise and backyard equipment during the early stages of the pandemic. It also:

- Combined internal and external data – such as POS, foot traffic, local weather, and traffic congestion – to quickly spot emerging demand patterns.
- Delivered an intuitive interface for business users using natural-language processing (NLP). Its algorithms use ML to analyze past queries and automatically serve related data. For instance, a merchandising manager might ask, “How many televisions did we sell in Calgary in March?” In addition to providing an answer, the platform provides information on sales drivers, such as promotions. It also recommends questions to consider, such as “Did you know X freezers were sold in Calgary last month?”
- It also decommissioned its legacy infrastructure, consolidated data across the enterprise into a data lake, implemented cloud-based data systems, and invested in database processes for dynamic workforce scheduling for its corporate-owned stores.25
We recommend focusing on three priorities to accelerate the modernization of data platforms:

**Decouple from legacy systems**

Legacy systems have traditionally fulfilled the role of data storage and security efficiently. But they are not designed to drive innovation using data. For example, using disjointed legacy reporting and billing systems, it is difficult to answer simple but critical questions, such as what is the lifetime value of a consumer, or what are their omnichannel purchase behaviors?

Many organizations are implementing API front-ends to work seamlessly with legacy ERP systems. For example, French retailer BUT integrated its various legacy systems to empower its store associates to access information such as product images, stock levels, or reviews from online users, helping them better engage with consumers.27

To reduce costs and avoid system complexity, companies also need to identify redundant infrastructures and eliminate or standardize them.

- A “lift and shift” approach is not practical as it can cause unforeseen and unmanageable disruptions. They should **identify those areas that bring most value** while offering ease of implementation. For example, when embarking on Phillip Morris International’s IT transformation, the company’s CTO chose to consolidate and selectively decommission legacy IT assets while focusing equal effort on standardizing IT processes.28

- CPR organizations need to **identify different data sources** – both existing and potential – and the various platforms where this data resides and feeds into. This can help them understand existing data silos and fragmented architectures.
  - When a global soft drink manufacturer encountered this issue, it created a single data lake for use across the organization. It helped business users to source data within 30 minutes and enabled quick insights development. Seeing the benefits, it is extending this capability to external partners, such as bottlers.29

- CPR organizations should tap into the massive digital footprints of consumers to provide a **personalized experience**, including product reviews, social media engagement, emails, web interactions etc.

**Migrate to cloud-based deployments to frequently test, learn, and iterate products/services/features**

Legacy systems have traditionally fulfilled the role of data Cloud is a foundational technology not only to store, integrate, process, and operationalize data assets and algorithms, but to drive innovation across the enterprise.

Yet, according to our survey, only 33% of CP and 40% of retail organizations have expanded the use of business intelligence and analytics in the cloud.

Zalando, a German e-commerce retailer, combined data from accounting, supply chain, and e-commerce platforms, using cloud to track business metrics in real time. The insights helped it to cut down size-related returns by predicting a garment’s fit based on the material and recommending right size to customers learned from their fit preferences.30

**Leverage AI and automation to quickly get to insights and act on them**

Only 44% of CP and 34% of retail organizations automate the process of data collection. Manual ingestion and transformation of data is an inefficient, sub-scale method which results in poor data quality. With large CPR organizations having numerous and dynamic data sources, the need for automation and AI-driven data management is critical. Mars Inc. built a data cleansing tools capability that allows its business teams to use AI/ML to look at patterns in data and predict the accurate data as a recommendation. “That way they [business teams] get a score – they get a recommendation – all they have to do is accept the recommendation if they like it; if they don’t, they have the option to revise it and that creates workflow back in the system. The objective is more power in the hands of our business end users,” said Aniruddha Govande, digital foundations director at Mars, Inc.

With dynamically managed data, CPR organizations are unlocking new ways to understand their consumers. At consumer goods major Reckitt Benckiser, the company’s wellness brand – Durex – uses ML to automatically optimize messaging for each consumer on its website, depending on where the consumer is in the purchase journey. Amy Vetter, CX manager at Reckitt Benckiser in Europe, said, “Those [customers] in more of a purchase journey on the blog pages can receive more information about how to buy the product whereas those not quite ready to buy will see other articles that match the content they’re seeking.” The technology enables better understanding of the consumer journey and feeds back into product development.31

57% of CPR organizations said that legacy and monolithic systems make it difficult to offer a seamless user experience.
In our earlier report, *AI and the ethical conundrum*, we found that 71% of consumers expect a company’s AI system to be able to clearly explain to them how a result was reached. However, as Figure 11 shows, there is still a significant amount of work for the organizations to do strengthening trust in data and algorithms. For example, only 58% of CP companies say data privacy is a key design principle.

**Figure 11**  
CPR organizations have room to improve data privacy, security, and monitoring of algorithms, as well as defining the ethical standards of data

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Overall Industry</th>
<th>Consumer Products</th>
<th>Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data privacy is a key design principle</td>
<td>70%</td>
<td>58%</td>
<td>56%</td>
</tr>
<tr>
<td>Data security is a key design principle</td>
<td>50%</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>We regularly monitor deployed AI models</td>
<td>44%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>We have processes in place to define/secure ethical standards</td>
<td>49%</td>
<td>47%</td>
<td>44%</td>
</tr>
</tbody>
</table>

**Source:** Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=1,004 global organizations, N=100 consumer products manufacturing and retail organizations each.

CPR organizations are using ever-greater amounts of data about their consumers to deliver a personalized experience. And this personalization is extending from demographic and geographic segments to behavioral and psychographic segments. Use of granular data in a variety of areas – differential pricing, customized ads, and deeper segmentation of consumers – can generate unforeseen correlations and lead to biased algorithms. In 2016, Amazon’s algorithms correlated average income within a region with profit potential of its same-day delivery service. It meant that certain areas dominated by minorities were less likely to be eligible for same-day delivery.32
Apply data ethics principles to foster transparency and trust in data

Building trust requires data management that is ethical – fair, transparent, explainable, and auditable. However, even within the organizations there is misalignment between business executives and their tech colleagues on how much organization data can be trusted (see Figure 12). Addressing the problem of a “black box” in algorithms is important to level the playing field among business and IT executives. Unilever, for example, uses a tool to keep track of decisions, follow the logic of algorithmic predictions in its supply chain. As Wendy Herrick, head of digital supply chain at Unilever, said, “You can follow the logic [of algorithms] … you can follow the audit trail of the decisions that have been taken, all the actions that have been taken. Again, it’s like treating this machine as part of your … [organizational] chart. It’s really about being incredibly smart in where you do that and when you trust it for those more complex decisions.”

IT executives and their business counterparts are not aligned on trusted data

As the chart below shows, business users are less likely to trust in the quality of data underpinning decision making than their technology colleagues.

Figure 12 Business and IT executives in CPR sector are misaligned when it comes to trust levels of data at their organizations

54% 35%
Consumer products

50% 28%
Retail

Technology executives: "Our business executives trust and completely rely on the data for decision making"
Business executives: "We entirely trust the data we get"

Source: Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=1,004 global organizations, N=100 consumer products manufacturing and retail organizations each

For CPR data masters, the picture is very different: all IT executives in this cohort say that business executives trust and completely rely on the data for decision making – and 83% agree.
Data trust can also be enhanced by applying appropriate human oversight to algorithms. According to Unilever’s Paul van Gendt, “The power of the technology means we have the ability to add human value to the data for augmented intelligence. By having a consumer psychology or a research lens on the data, tools, and technology help us create meaningful insights.”

To address the issue of bias in algorithms, it is important to create a process to review them with an appropriate governing body. Myntra, an online fashion retailer in India, has appointed a review committee comprising senior data scientists to detect any biases in its algorithms before their release.34

Streamline data governance to build trust in data-led initiatives

Having the right governance to build trustworthy algorithms is also necessary. In 2019, Walmart created the role of “chief counsel of digital citizenship” to oversee data and technology initiatives in the company and to strengthen trust with consumers and store associates. It includes dealing with aspects such as privacy and data governance.35

Appoint dedicated C-level roles to ensure data is available and applied at the point of need

Given the growing complexity of enterprise data, and the need to leverage it as an enterprise asset, there is a strong case for dedicated leadership of enterprise data. However, only around one in five organizations (22% of CP and 18% of retail) have a chief data officer (CDO) as a standalone role. For the rest, it either does not exist or is merely an additional responsibility of another senior leader. In contrast, 90% of CPR data masters have a CDO as a standalone role.

To drive business value, CDO should not only work on setting protocols, compliance, and other aspects of managing data, but also be responsible for the use of data. The CDO should report into the Board or at CEO level and needs to engage with other CXOs early to align data priorities across the enterprise.

Align data strategy with overall business vision and operationalize it with a hub-and-spoke operating model

Aligning data strategy with the overall corporate strategy is critical for helping leaders prioritize the key data analytics initiatives required to achieve wider goals. The data strategy is then operationalized through a hub-and-spoke operating model, consisting of three separate responsibilities:

- The central team headed by a CDO responsible for overall policy making, data strategy, and governance. The CDO’s role is to provide guidance and direction to the organization while allowing the business unit “spokes” to work on analytics initiatives independently.
- A data center of excellence (CoE) which acts as facilitator to support analytics and AI teams within business units.
We are investing big time in how do we educate our business [about data]. Last year, we launched an initiative, Mars Data Wiki. It is our Wikipedia about every data that we are democratizing in the company. We have data councils which define standards and publish meaningful content around what does data mean for the business, how they should use it in the business context.”

Aniruddha Govande,
Digital Foundations Director at Mars

• Business unit teams work closely with the CoEs to define and operationalize domain-specific use cases based on enterprise-wide priorities.

Coca-Cola Co. reorganized along these lines, with a new facilitator team (Platform Services) to serve its operating units in four areas: data management, consumer analytics, digital commerce, and social/digital hubs. It also appointed a new CDO to bring the model to life.

Similarly, a senior executive from a US-based apparel company told us, “We are building an integrated model where certain things need to be centralized and certain things are federated. For example, usage of self-service analytics and how people derive insights within their own organizations could be federated because they’re all working off a common semantic layer. But the definition of the semantic layer, definition of glossaries, definition of common matrix and such, or the enterprise data model that brings data together from all parts of the company; that has to be centralized.”
In a data ecosystem, multiple organizations come together for mutual value exchange, improving the value of their individual data sets multifold. Examples of external data include demographic and weather data, social media, open data sources from government agencies/non-profit organizations for traffic and footfall, etc.

There are several reasons why collaboration and ecosystems are increasingly important:

- While retail organizations have valuable purchase and other point-of-sale data, CP organizations also have increased access to first-hand consumer data from their D2C platforms. It is ideal for both retail and CP organizations to collaborate more closely on data and insight sharing, create better consumer experiences, and build more resilient supply chains.
- Emerging privacy regulations such as the GDPR in Europe and the CCPA in the US – as well as moves by Apple and Google to restrict third-party cookies on their browsers – mean that brands need to increasingly partner externally to compare audiences.
- While CPR organizations have been sharing data externally, the focus was risk mitigation, such as to assess the sustainability of their global supply chains. With digital technologies, data partnerships can go beyond risk mitigation and into building holistic consumer journeys, creating an efficient supply chain, improving the sustainability of products, and delivering additional services on top of products.

Walmart illustrates how data ecosystems can enhance value for all participants. It recently launched an advertising platform, opening up its audience data to marketers in a secure way. The platform uses Walmart shopper data to place targeted ads across the web, even outside Walmart's own sites. Leveraging its store network, the platform will help marketers determine if an online ad led to a consumer visiting a physical store and whether they bought something in response to the ad. Walmart envisions the platform becoming one of the top-ten advertising platforms in the US in the next few years.36

CPR brands are likely to accelerate such second-party data partnerships as they invest in building data sets which are privacy-safe and reliable.

To derive real value from data partnerships, organizations should consider the following:

- **Dedicated external data roles.** Have dedicated roles working under the CDO to scout for data partnership opportunities. Taking a system-wide approach, they need to have visibility into all parts of the value chain, including suppliers, consumers, channels, etc.
- **Think in terms of value for all.** To sustain and scale data partnerships, organizations need to add value to the external parties. Unilever’s India subsidiary, Hindustan Unilever (HUL), partnered with the State Bank of India (SBI) to give numerous small retailers access to finance for supply chain operations. It was enabled by linking the retailer’s B2B app data with that of SBI’s own consumer-facing app. Since retailers can only seek credit for HUL’s products, they were incentivized to stock them.37
- **Set up processes for external data integration.** Internal systems need to be primed so that they can cope with a massive influx of real-time data in a secure way. Organizations need to set processes for data ingestion, preparation, processing, and deriving value from it by delivering it in real-time to business users. Setting up governance systems to implement clear data sharing protocols, such as formats, duration, processing rights, etc. is also important.

Organizations need to bring the right context when collecting and integrating different data sources. As the global brand director at a large global CP organization told us, “There’s no single data that carries the truth. For informed decision making, you would check multiple sources via trends that you see or ad-hoc developments outside that you detect via digital data.”

- **Use data for positive outcomes for all:** External data partnerships can help organizations create purposeful brands and broaden positive impact for all stakeholders. As per our earlier research, sustainability approaches increased consumer loyalty at 77% of CPR organizations and a revenue uptick at 63% of them. Companies need to use data to enhance circularity of products, responsible sourcing and manufacturing, sustainable packaging, in-store operations, as well as fulfilment.
Conclusion

Data is redefining the competitive landscape in the CPR sector. Those high-performing organizations – the “data masters” that are able to tap into the sector’s vast data goldmine - enjoy 30% higher operating margins than the average. They design more nuanced strategies, deliver more personalized products and services, make faster and better decisions, and measure performance more effectively.

There is significant urgency for those who are not performing at a high level to raise their game, as competitive intensity is rising both from within and outside the sector. Armed with digital data, emergent companies (niche e-commerce and direct-to-consumer brands) are able to bypass extensive market research exercises to rapidly test and launch products or services; move from idea to product in days; and sense and respond to changing consumer behaviors rather than just reacting to them. As lines blur among sector participants, data-powered decision making will be the dominant source of competitive advantage.

Getting to high performance is not a straightforward journey. It all starts with deep commitment from the C-suite to formulate, revise, implement, and measure strategy based on clear data signals, and enforcing this diligence at all levels and functions within the organization. All data must be harnessed, governed, and served as high-quality, trusted and actionable insights to business executives. Expanding data skills, even among non-technical teams, as well as implementing cloud-based platforms, will also be critical.

In today’s fast-changing environment, being data powered is fundamental to success: now is the time to accelerate.
## Appendix 1

Statements considered for the technology executives model

<table>
<thead>
<tr>
<th>Category</th>
<th>Theme</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data foundations (tech &amp; tools)</strong></td>
<td>Data &amp; AI platform</td>
<td>We have invested in analytics tools and platforms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We have dedicated resources for retraining and redeployment of existing models</td>
</tr>
<tr>
<td></td>
<td>Data identification</td>
<td>We have data to construct a detailed end-to-end view (from planning to customer service/maintenance), such as a digital twin, of our products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Our organization has a complete picture of all the data inventory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We have a record of the data owner(s) for all internal data</td>
</tr>
<tr>
<td></td>
<td>Data ingestion, processing, and harvesting</td>
<td>We are able to leverage structured, semi-structured as well as unstructured data for decision making</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We have defined and continue to update an enterprise-wide data catalog to assist data users</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We have automated the process of data collection</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We can store, retrieve and analyze the data at all levels of the organization’s value chain</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We have developed data management processes that source, clean, prepare, integrate, and provide access to data at the speed that the business needs</td>
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<tr>
<td></td>
<td></td>
<td>We have deployed processes to check quality of data at the points of capture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We ensure data stewardship in each data domain for improving data quality</td>
</tr>
<tr>
<td></td>
<td>Data governance implementation</td>
<td>Our data governance considers and plans for varying maturity levels of each business unit</td>
</tr>
<tr>
<td><strong>Infusion into business for data activation</strong></td>
<td></td>
<td>We are expanding data, BI, and analytics in the cloud</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Higher-than-average number of our data sources are in cloud</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We offer data preparation tools for self-service data management</td>
</tr>
<tr>
<td><strong>“Data advantage” tools to leverage external data</strong></td>
<td></td>
<td>We use the following external data for decision making – supplier data, data from distributors/retailers, data from platform providers, anonymous consumer data (such as cookies), personal identifiable information (PII) of consumers, consumer usage data, social media listening data, data from blogs/product reviews, publicly available competitor data, analyst/industry reports/reports from agencies such as D&amp;B, data from hyperscalers such as Google, Amazon, Facebook, proprietary datasets from data aggregators such as Nielsen, Experian, open data, and other external data (such as weather, traffic)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We create data by designing products and processes to capture new data</td>
</tr>
</tbody>
</table>
### Data behaviors

<table>
<thead>
<tr>
<th>Category</th>
<th>Theme</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data-powered decision making in business</td>
<td>We use predictive, prescriptive, autonomous/self-optimizing approaches for decision making in our organization</td>
<td></td>
</tr>
<tr>
<td>Data governance processes</td>
<td>Business teams work with IT/data teams to identify insights from the data troves</td>
<td></td>
</tr>
<tr>
<td>Data activation culture</td>
<td>We build cross-functional data and insights teams that work with data engineers, data scientists, solution architects, and software developers</td>
<td></td>
</tr>
<tr>
<td>Data activation culture</td>
<td>We have invested in a data culture by enabling employees with the skills and tools to generate and apply insights</td>
<td></td>
</tr>
<tr>
<td>Data activation culture</td>
<td>We actively promote the exploration, collaboration of new ideas, and experimentation at all levels</td>
<td></td>
</tr>
<tr>
<td>Data governance processes</td>
<td>Employees can work on new ideas/prototypes without worrying about failures</td>
<td></td>
</tr>
<tr>
<td>Data guiding principles</td>
<td>Data is FAIR (Findable, Accessible, Interoperable, Reusable), secured, and sustainable</td>
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<tr>
<td>Data guiding principles</td>
<td>Executives leaders champion data privacy, security, and ethics and are accountable for success</td>
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<td>Data advantage strategy</td>
<td>We monetize data assets/insights through our products and services</td>
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<td>Data advantage strategy</td>
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<td>Data advantage strategy</td>
<td>We have role-based data upskilling programs for most of our employees</td>
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<tr>
<td>Data advantage strategy</td>
<td>We upskill our employees on data skills such as model training, course correction, and maintenance in addition to their regular AI/ML skillset</td>
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<tr>
<td>Data advantage strategy</td>
<td>We train our business users on analytical and storytelling skills</td>
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<tr>
<td>Data advantage strategy</td>
<td>Our senior leadership is fully committed towards appropriate investments in resources and technology to make us data powered</td>
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<td>Data advantage strategy</td>
<td>Our business strategy communicates how we will use data to drive strategic decisions, business outcomes, and to create a competitive differentiation</td>
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<td>Our data/analytics officer ensures that the data/analytics strategy is aligned with the overall business strategy</td>
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### Statements considered for the business executives model

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<thead>
<tr>
<th>Category</th>
<th>Theme</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data foundations (tech &amp; tools)</td>
<td>Data &amp; AI platform</td>
<td>We have invested in analytics tools and platforms</td>
</tr>
<tr>
<td>Data foundations (tech &amp; tools)</td>
<td>Data &amp; AI platform</td>
<td>Our organization has dedicated resources for retraining and redeployment of existing models</td>
</tr>
<tr>
<td>Data foundations (tech &amp; tools)</td>
<td>Data identification</td>
<td>We have data to construct a detailed end-to-end view (from planning to customer service/maintenance), such as a digital twin, of our products</td>
</tr>
<tr>
<td>Data foundations (tech &amp; tools)</td>
<td>Data identification</td>
<td>We have a good understanding of the data and its provenance</td>
</tr>
<tr>
<td>Category</td>
<td>Theme</td>
<td>Statement</td>
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</tr>
<tr>
<td><strong>Data foundations (tech &amp; tools)</strong></td>
<td><strong>Data ingestion, processing, and harvesting</strong></td>
<td>We are able to leverage structured, semi-structured as well as unstructured data for decision making.</td>
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<tr>
<td></td>
<td></td>
<td>Our data collection process is automated.</td>
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<td></td>
<td></td>
<td>We get access to data at the speed at which we need.</td>
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<td></td>
<td></td>
<td>We do not have sufficient data quality checks at the points of capture.</td>
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<td></td>
<td><strong>Data governance implementation</strong></td>
<td>Our data governance considers and plans for varying maturity levels of each business unit.</td>
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<td></td>
<td><strong>Infusion into business for data activation</strong></td>
<td>We have expanded data, BI, and analytics in the cloud.</td>
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<td></td>
<td><strong>“Data advantage” tools to leverage external data</strong></td>
<td>We use the following external data for decision making – supplier data, data from distributors/retailers, data from platform providers, anonymous consumer data (such as cookies), personal identifiable information (PII) of consumers, consumer usage data, social media listening data, data from blogs/product reviews, publicly available competitor data, analyst/industry reports/ reports from agencies such as D&amp;B, data from hyperscalers such as Google, Amazon, Facebook, proprietary datasets from data aggregators such as Nielsen, Experian, open data and other external data (such as weather, traffic).</td>
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<td></td>
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<td>Our products and processes are designed to capture new data.</td>
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<tr>
<td><strong>Data behaviors</strong></td>
<td><strong>Data-powered decision making in business</strong></td>
<td>We use predictive, prescriptive, autonomous/self-optimizing approaches for decision making in each of the following functions – general management, sales and marketing, R&amp;D/innovation, production/manufacturing operations, supply chain and procurement, customer service, finance and accounting, risk and compliance, human resources.</td>
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<td></td>
<td><strong>Data governance processes</strong></td>
<td>Business teams work with IT/data teams to identify insights from the data troves.</td>
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<td><strong>Data activation culture</strong></td>
<td>We have invested in a data culture by enabling employees with the skills and tools to generate and apply insights.</td>
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<td>Employees can work on new ideas/prototypes without worrying about failures.</td>
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<tr>
<td>Data behaviors</td>
<td>Data guiding principles</td>
<td>Sustainability (data production, storage, and use are sustainable) of data is a key consideration in our data governance</td>
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<td>Access policies are clear and defined for all kinds of user roles.</td>
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<td>Data activation vision and</td>
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Research Methodology

In this research:

- We surveyed technical executives working in IT/data functions such as IT, information management, data management and analytics, business intelligence, etc. from 100 CPR organizations.
- We surveyed business executives working in business functions from 101 CPR organizations.

Both surveys were conducted in August of 2020 and covered organizations with at least USD 1 billion in revenues for the previous financial year. In addition, we conducted around 15 in-depth interviews with senior technical and business executives on the data initiatives in their organizations.

Distribution of organizations in the market surveys

**Organizations by country**

![Organizations by country chart]

**Organizations by revenue**

![Organizations by revenue chart]

Source: Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=201 organizations.
Organizations by sub-sector

Luxury goods
Foods & Beverages manufacturing
Consumer white goods retailing
Personal care products manufacturing
Apparel, footwear and accessories manufacturing
Household care products manufacturing
Grocery retailing (including household and personal products retailing)
Fashion and apparels retailing
Home improvement/ Furniture and furnishings retailing
Consumer white goods manufacturing

Source: Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=201 organizations.

Executives by function

Research and Development (R&D)/Innovation
Operations
Information technology/ Information management
Sales and marketing
Business intelligence
Financial and accounting
General management/Strategy
Digital
Production/Manufacturing
IT/Data Innovation
Human Resources
Information security
Data governance
Risk and Compliance
Customer service
Procurement/Supply chain
Data management and insights
Data warehousing
AI and Analytics

Source: Capgemini Research Institute, Data-powered enterprises survey, August 2020, N=201 organizations.
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Kees is overall industry thought leader within the Global Sector for Consumer Products and Retail at Capgemini and has more than 25 years working experience in this industry. Kees has a long track-record as leader of digital initiatives in both B2C and B2B domains at leading retailers and manufacturers around the world.

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Anne-Laure leads Perform AI, Capgemini’s Artificial Intelligence & Analytics group offer. She works with clients to scale Artificial Intelligence, so it infuses everything they do, and they become AI-driven, data-centric and innovative. With 20 years of experience in big data, analytics and AI systems, from design to production roll-out, her passion is to bring companies what they need to transform themselves into intelligent enterprises. Anne-Laure is committed to guiding clients to increase activating their data, while cultivating the values of trust, privacy and fairness. This is the foundation on which technology, business transformation and governance come together, to leverage the positive business outcomes of AI.

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Nick has been a key advisor to numerous CPG and Retail clients across the globe, helping them to create consumer, customer, expert/influencer and competitor insights that lead to sustainable competitive advantage. He is also an experienced practitioner of the cultural, behavioural and process change that is required to effectively create the adoption and scaling of insights and AI.

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Lindsey is a retail thought leader and subject matter expert, who specializes in shopper-centric, unified-channel commerce and innovation. With nearly 20 years of extensive experience in retail transformations, she’s served some of the world’s largest retailers in analytics-enabled integrated planning and execution, from consumer demand to receipt. Lindsey is the creator and co-lead for Capgemini’s Retail Planner solution and is the Global Retail Lead at Capgemini.

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Jerome is head of Capgemini Research Institute. He works closely with industry leaders and academics to help organizations understand the nature and impact of digital disruptions.
The Capgemini Research Institute is Capgemini’s in-house think tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, Singapore, the United Kingdom, and the United States. It was recently ranked number one in the world for the quality of its research by independent analysts.

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Introducing Capgemini’s OutPerform for Consumer Products and Retailers

The road to becoming an insights-driven business can be long and the path unclear. To help our clients navigate this journey, we have developed OutPerform, an approach designed to address two distinct problems we continually see clients encountering – not having enough access to data and insights across their businesses and not being able to move data-driven insights to the heart of decisioning.

Capgemini’s OutPerform helps businesses on their journey to insights-driven decisioning. It is designed to rapidly deliver purposeful outcomes while laying the foundation for sustainable change. Our approach uses end-customer data across every touchpoint to solve business problems, produce tangible business outcomes, and uncover new opportunities. What took us 12 months previously, now takes us 12 weeks.

Capgemini’s OutPerform offers an innovative approach that supports this insights-driven journey across three key layers:

1. Outcomes – Sustainable value through culture, organizational agility and partnerships
2. Insights – Decision support delivered at the point of need in an actionable way
3. Data – Secure, compliant, available and reliable data, used as the fuel of the modern organization

Capgemini Retail & Consumer Products OutPerform provides the insight-driven journey approach that starts small, that demonstrates value in the first weeks, and that scales fast.

You need smart and actionable insights within your business that lead to meaningful outcomes in order to remain competitive and profitable. It all starts with a defined purpose of what you want to achieve in your business. From purpose, you can align on the desired outcomes important to your business, understand the necessary insights and then access the data you need.

At Capgemini, our Retail and Consumer Product industry teams work with the world’s leading brands to put insights and analytics at the heart of all decision making in their business.
We start with purpose. Capgemini Retail & Consumer Products OutPerform is designed to deliver purposeful outcomes within weeks while laying the foundation for sustainable change in your business.

Our approach uses end-customer data across every touchpoint to solve business problems, produce tangible business outcomes and uncover new opportunities. What would potentially take you 12 months previously, now takes us 12 weeks.

From luxury fashion retailers to the world’s largest consumer products brands, we’ve partnered with our clients to put insights and analytics at the heart of all decision making. Whether it’s a client’s Marketing, Operations, Commerce or Supply Chain functions, Capgemini helps companies activate their ability to understand and anticipate consumer behaviors in markets around the world. Our outcome-based approach delivers unprecedented insights directly to Retailers and Consumer Products organizations and is at the heart of a client’s digital transformation.

For more information regarding Capgemini’s OutPerform capabilities, contact our experts:

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**Nick Farrington-Darby**
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At Capgemini, our ethical culture drives our vision of AI. As a leader in digital transformation, we are committed to the adoption of AI in a way that delivers clear benefits from it within a trusted framework, by building a Code of Ethics for AI.

We believe that human ethical values should never be undermined by the uses made of AI by business. We want AI solutions to be human-centric, which we define as follows:

1. **AI with carefully delimited impact**
   designed for human benefit, with a clearly defined purpose setting out what the solution will deliver, to whom.

2. **Sustainable AI**
   developed mindful of each stakeholder, to benefit the environment and all present and future members of our ecosystem, human and non-human alike, and to address pressing challenges such as climate change, CO2 reduction, health improvement, and sustainable food production.

3. **Fair AI**
   produced by diverse teams using sound data for unbiased outcomes and the inclusion of all individuals and population groups.

4. **Transparent and explainable AI**
   with outcomes that can be understood, traced and audited, as appropriate.

5. **Controllable AI with clear accountability**
   enabling humans to make more informed choices and keep the last say.

6. **Robust and safe AI**
   including fallback plans where needed.

7. **AI respectful of privacy and data protection**
   considering data privacy and security from the design phase, for data usage that is secure, and legally compliant with privacy regulations.

For more information, please visit: https://www.capgemini.com/our-company/values-ethics/our-code-of-ethics-for-ai/
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  Why organizations must strengthen their data mastery

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  How organizations can build ethically robust AI systems and gain trust

- **Digital Mastery**
  How organizations have progressed in their digital transformations over the past two years

- **Smart Stores**
  Rebooting the retail store through in-store automation

- **How sustainability is fundamentally changing consumer preferences**

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- **The AI-powered enterprise**
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Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50 year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2020 global revenues of €16 billion.

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