

# Case study: A leading global CPG company transformed their marketing function to prepare to win in the future

## Client Context

- A **leading global consumer packaged goods** company transformed their marketing organisation operating model as a 10-year refresh
- **Main objectives of the work:**
  - Increase **speed of marketing** to maintain pace with smaller local brands
  - Increase connection of marketing campaigns to **local consumers and tastes**
  - **Reduce costs** through using global network and innovative partnering models
  - **Empower local teams** to share and scale ideas

Client name: X  
Team set-up: X  
Fees Structure: X

## Approach

### Transformed every element of the marketing process including:

- **Reporting structures:** Re-aligned reporting structures for all marketers to connect more closely with local organisations and consumers
- **Virtual global brand tribes:** Built global networked communities of marketers within each brand to connect more quickly in peer-to-peer relationships
- **Innovative partnerships with content generators:** Established partnerships with content generators globally for always-on content marketing in an 'editorial' model
- **Big data:** Created big data centre to collect and synthesise consumer data including social listening, massive CRM and competitor insight
- **Product development and innovation:** Re-imagined innovation process to fast-track locally-relevant innovations and focus effort on blockbuster innovations, including through venture arms and other innovative innovation pods
- **Phased sprints and releases of new processes and ways of working:** Shifted marketing ways of working through phased rollout process with design sprints and global working team

What was unique: X

## Impact

- **Significant increase in innovation** – e.g., brands that fully implemented brand tribes achieved **higher innovation rates with +20%** innovation launches per year
- **Reduced cost** – **~10-15% reduction** in marketing cost through FTE reductions and lowest cost centres of marketing production
- **Faster marketing development** – significantly increased capacity for on-demand always-on content marketing for social and digital marketing
- **More empowered local marketers** – faster decision making, closer to consumers (while maintaining brand standards)