

STRATEGIC IT RE-ALIGNMENT FOR AN INTERNATIONAL CONSUMER GOODS MANUFACTURER

Capgemini Invent supported a consumer goods manufacturer with re-aligning its global IT to better accommodate changing market demands and to strengthen cooperation between IT units

Situation

In the past, the international group pursued a decentralized strategy resulting in each business unit operating its own IT organization – mostly in isolated “silos”. A recent change in business strategy towards fostering the cooperation between all business units to better defend market position and explore new business potentials required a strategic re-alignment of the IT. To drive digitization of business processes and develop new digital business models and channels more effectively, the group’s leadership wanted to combine the individual strengths of each IT unit for the benefit of the whole group.

Solution

Based on Capgemini Invent’s proven “IT Strategy Assessment” approach, a strategy for IT re-alignment was developed. Starting point was a group-wide and fact-based analysis of all IT units. Relevant fields of action for IT re-alignment were derived based on the initial analysis. Subsequently, target pictures for IT organization, IT delivery model, IT application landscape and data centers were developed through intensive collaboration of the group’s international IT leadership and experts from Capgemini’s global network. This approach led to high acceptance of all developed target pictures and ensured feasibility. Detailed investment and implementation plans enabled informed decision-making and swift implementation of the group’s re-aligned IT target picture.

Overview

Customer Name: Consumer Goods Manufacturer

Industry: Consumer Goods

Location: Germany

Client Challenges / Business Need:

- “Reactive IT” with a heterogeneous IT landscape and decentralized steering of processes and services
- Need to strategically reorganize the decentralized group IT while realizing group-wide synergy potentials

Results:

- Group-wide aligned IT strategy, prioritized IT concepts and measures
- Defined and committed transformation planning
- Description of initiatives for achieving the target picture organization, including cost-benefit-analysis
- Definition of a digital strategy with focus on innovation

Results

Capgemini Invent's engagement equipped the client with a group-wide, integrated IT strategy and target picture for sustainable re-alignment of the IT along with a detailed plan for implementation within four years.

Establishing a centralized IT planning and governance function as well as an IT competence center that works across international and organizational borders was part of the jointly developed target picture. Following the successful strategy definition phase, Capgemini Invent also supported the client during the initiated IT transformation. Together, concepts for the IT organization were implemented and roadmaps for implementation in the focus areas digital, enterprise resource planning, business intelligence and data center infrastructure were developed and initiated.

Moreover, collaboration of all IT units and their joint contribution towards group strategy was improved significantly. Increased re-use of IT solutions and improved cooperation between IT units allowed a re-allocation of approximately 10% of the total IT budget towards digital innovations and business process optimizations.

Collaboration:

Building on comprehensive experience in IT strategy and IT transformation projects, deep expertise in the consumer goods industry and a proven approach that equally considers both business requirements and technological trends, Capgemini Invent could deliver great value to the client.

One of the project's critical success factors was Capgemini's people-oriented way of working, the "Collaborative Business Experience™". The Collaborative Business Experience™ is central to the Capgemini philosophy and a pillar of our service delivery. A consequent establishment of mixed teams and a tailored, workshop-based way of working enabled all project team members to collaborate efficiently and goal-oriented. Key decision makers of all business units were closely involved in each phase of the project. As a result, the collaboratively developed target pictures were met with high acceptance. Potential implementation barriers were identified and eliminated early on. Within a short period of time, the Capgemini Invent team integrated themselves into the client's internal project team and became recognized sparring partners for the management of each business unit.

Capgemini Invent applied its proven ASE approach to align IT target pictures and implementation roadmaps with stakeholders from different business areas. ASE stands for "Accelerated Solutions Environment" and describes a specific, creative environment, in which large groups intensively work together to find solutions for complex issues within a short period of time. The ASE approach involved all stakeholder groups within the consumer goods group's global organization and thereby ensured sustainable and aligned decision making.

Explicit consideration of business requirements during IT strategy development and close alignment with all business units ensured a successful IT transformation and high acceptance for the required organizational changes.

About the Client

The client, an international consumer goods manufacturer, is headquartered in Germany and has production sites and offices in Europe, South America, North America and Asia. The client develops, manufactures and markets products for consumers and the hospitality industry in four strategic business areas. The group generates revenues of approx. EUR 1.5 billion.

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 22 creative studios around the world, its 6,000+ 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, technology services and digital transformation. 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. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion. People matter, results count.

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