



Mindtree

Welcome to possible

SUCCESS STORY

Digital Transformation: How a Consumer Goods Giant Markets with a Multi-Channel Platform



Consider the massive consumer engagement footprint of one of the world's biggest household goods companies: more than 70 unique brands across 182 different countries, with hundreds of brand variations. Some 1,600 online properties, with similar numbers in social and mobile impressions. A digital marketing budget surpassing \$1 billion.

Every consumer goods company in the world dreams of such a span. But size also brings its complexities in digital marketing.

Think about the fact that each of these brands may use a different agency (or multiple agencies across countries) not only for creative work for digital marketing initiatives, but also for production work. In the days of banner ads, basic HTML, and email blasts, such an approach may have been manageable. But as marketing technology has become more complex, a massive inefficiency has been exposed. Employing potentially hundreds of unique agencies, each deploying new technologies and writing its own technical playbook on how to implement new marketing tactics, has resulted in duplication of work on an immense scale.

The company recognized that this was very costly, and not just in financial terms. Since so many different agencies were executing similar types of marketing initiatives without collaboration or even transparency, the quality of the deliverables and service was highly variable. This presented an inconsistent view of the client's brands. When there was a need to respond to market changes, this fragmented digital marketing ecosystem found it extremely hard to adapt. Furthermore, there was a lack of a common processes - security and privacy vulnerabilities existed at all levels across all initiatives.

Cleaning house: standardizing digital marketing production

This global CPG company knew that asking all of its brands to use fewer or different creative agencies would cause an uproar. So they decided

to pursue a digital decoupling model as the best way to cut costs and improve efficiency. Under this model, all of the creative agencies could focus solely on what they do best, while the technical work of producing and releasing these properties would be owned by a primary vendor with expertise in the domain.

Consumer goods giant approached Mindtree to propose a model for decoupling its digital marketing work.

They asked Mindtree to propose a model for decoupling their digital marketing work. We started by developing a unified service model for seamless service orchestration and cost optimization. We combined that with a unified governance structure to leverage best practices and learning across tracks. Finally, we developed a robust multi-wave approach for switching from their current way of operating to the new decoupled model.

At first they challenged us to differentiate ourselves from other suppliers and show what value will we add to them. We demonstrated that we already manage some of the largest digital marketing operations in the retail/CPG space. In fact, those partnerships resulted in over 35% reduction in total cost of ownership and time to market for our customers. Moreover, we pointed to our digital DNA – that we are a company born in the information age, and end-to-end digital production is our core competency. Then they challenged our ability to adapt to increased spending in developing markets.

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We pointed toward localized digital marketing campaigns we successfully implemented in China for other companies, and our development centers in India, China and the US.

The company also wanted to know whether an IT consulting company would be able to effectively collaborate with creative agencies. We demonstrated that this was something we had already done for a number of our clients. With those concerns pushed aside, we zeroed in on our other core strengths: digital marketing thought leadership, expertise in content management systems development and operations, and the capability to adapt to the constantly changing nature of the digital ecosystem. With that, we won the bid to help them standardize their digital production model and streamline their organizational design, processes, tools and technology in their digital ecosystem.

Putting the house in order

Inheriting diverse technologies such as .NET, MS SharePoint Server, Java and PHP, Mindtree took over production for all web, mobile and social development, including localization and maintenance across multiple channels. We also implemented web analytics, content management and SEO systems. In a short time, the decoupled model resulted in cost savings of 40% and decrease in time-to-market by 50%. The SEO system significantly improved search ranking, which increased site traffic and, in turn, e-commerce sales. The web analytics system provided better consumer understanding and actionable consumer insights.

Creation of the digital marketing platform

A couple of years into the decoupling partnership, Mindtree proposed taking a larger, bolder step: building a new platform that would eventually become the world's largest digital marketing ecosystem for a single company. Such a platform would further streamline, simplify and standardize their digital marketing operations. It would also integrate best practices for existing shared services, such as hosting, search, email marketing, consumer data warehousing, store locators, ratings and reviews, and more.



Building a new platform that would eventually become the world's largest digital marketing ecosystem for a single company.

We invited key stakeholders from the client's global and local teams in IT, marketing/brand and business development units to a brainstorming session, to discuss ideas that could be turned into powerful new solutions. Together we laid out a road map that provided the flexibility to add new services and sunset legacy services in phases, in preparation for integrating their digital properties into one interconnected state-of-the-art platform.

This amounted to much more than just spring cleaning. Today the platform can support multi-channel digital marketing and consumer engagement for more than 1500 digital properties, and has a stretch goal of further reducing time-to-market and cost by at least another 30%, leading to increased capitalization of marketing opportunities.

This ongoing relationship is strong, focused and collaborative, with clearly defined roles fulfilled in perfect rhythm between the manufacturer, the creative agencies, and Mindtree.

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About Mindtree

Mindtree delivers digital transformation and technology services from ideation to execution, enabling Global 2000 clients to outperform the competition. "Born digital," Mindtree takes an agile, collaborative approach to creating customized solutions across the digital value chain. Powered by unrelenting dedication, expert thinking and collaborative spirit and our deep expertise in infrastructure and applications management, we help turn IT into a strategic asset. Whether you need to run your business more efficiently or accelerate revenue growth, Mindtree can get you there.