LEARNINGS & NEW NORMAL
FRAMEWORK OVERVIEW

OLIVER WYMAN

1	**Employees**	A. DYNAMIC HR AND STAFFING	B. ADAPTIVE WORK	C. HEALTH AND WELLBEING	D. SENSE OF PURPOSE
2	**Consumers**	E. CATEGORY AND BRAND	F. INCENTIVES	G. CHANNELS	H. COMMUNITY
3	**Business Models**	I. RESILIENCE MODELS	J. ECOSYSTEM COLLABORATION	K. DATA AND ANALYTICS	L. ALLIANCES / PARTNERSHIPS

Looking for similar sections?

- Filter to any module in the "Covid-19 Framework" filter on the GLM for other module summaries
- Search "**Learnings**" in the GLM for all module learnings summaries
- Search "**New Normal**" in the GLM for all module new normal summaries

LEARNINGS SUMMARY OVERVIEW

K. DATA AND ANALYTICS

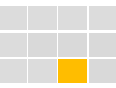| **Maintaining Business Continuity** (Short-term)	**Managing the Crisis** (Medium-term)

Challenges/ trends

- Shoppers need alternative methods than physical to get products to reduce exposure
- Maintaining uptime on technology despite disruption
- Fast-track digitalization of essential functions if disrupted
- Usage of analytics to improve product forecasting

- Technology, security, uptime, and fall-backs essential to resilience
- Demand for more frequent and recent data and analysis of consumers and market
- Increased e-commerce volumes and app usage
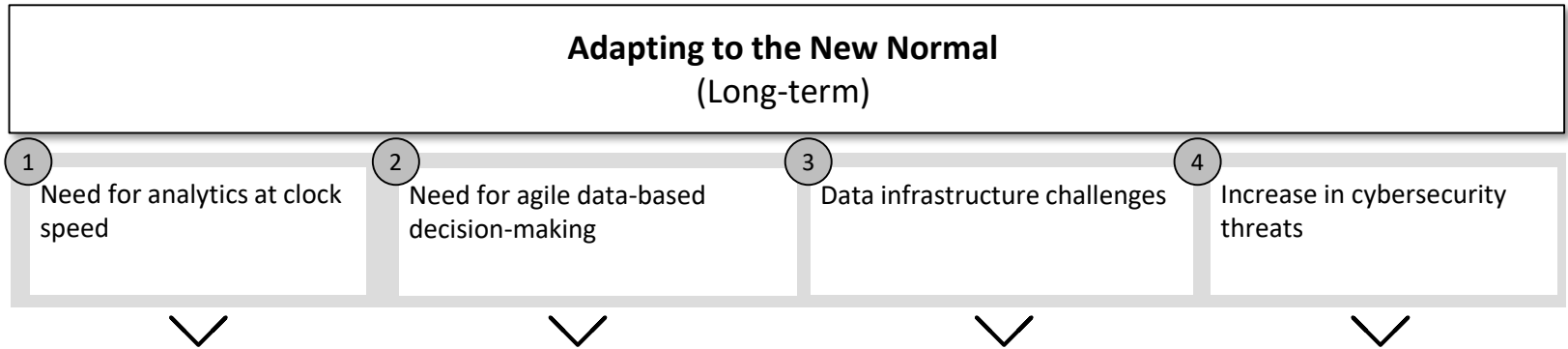- Accelerated requirements for new services

Key learnings

- Stop using business-as-usual algorithms to manage supply chain during the pandemic
- Ensure sufficient short-term capacity in IT solutions
- Rapidly spread practices with other functions and continually reassess their needs
- Gather operational data to inform situational awareness for business
- Expand technologies to cover greater income streams (e.g., delivery, apps, website information)
- Implement data analysis within online / digital innovations and channels

- Triage essential services to keep up vs. those to deregulate to increase agility
- Deploy architecture and policy modifications to enhance quality and speed of information distribution
- Redeploy data scientists and R&D to support decisions
- Enable use of third parties to rapidly add services
- Increase data-sharing between delivery services and CPG manufacturers to help prevent supply chain issues
- Use technology and analytics: tracking apps with processed product scanner to provide nutrition and storage education, or implement identity verification software to eliminate errors, speed up processes, etc.

NEW NORMAL HIGHLIGHTED INSIGHTS

K. DATA AND ANALYTICS

Adapting to the New Normal
(Long-term)

	1 Need for analytics at clock speed	**2** Need for agile data-based decision-making	**3** Data infrastructure challenges	**4** Increase in cybersecurity threats
Emerging Issues	Need for analytics at clock speed	Need for agile data-based decision-making	Data infrastructure challenges	Increase in cybersecurity threats

Strategic implications

A. In the "new normal" (e.g., exponential growth of e-commerce, faster changes in consumer trends), it is imperative to react faster and deprecate practices that are not critical or too complex
 	
B. Utilize payments data and location data to decipher differences in shopper movements across the market to allow a more dynamic response than slower consumer research and panel work
	A. Better understanding of consumer needs and market trends has to be complemented with a faster reaction
	
	B. Perform faster and more accurate decision making, leveraging:
	  i. Relevant metrics, tools, and processes to analyze / get insights
	  ii. Real time notifications to decision-makers to take responsibility for launching actions
	
	C. Collaborate on data to maximize sales and improve supply chain efficiency
		A. Online, click & collect, and convenience stores have gained traction across consumers; during COVID-19, ~10% of the consumers shifted to online, of which 1/3 is for good
		
		B. Retailers and manufacturers need to significantly increase e-commerce and omnichannel-related investment, both for production and management
		
		C. Need for systems that allow for vertical or horizontal diversification and extensions
		
		D. Enhance data insights and capability to decipher and predict consumer movement and competitive action
			A. The COVID-19 outbreak has tested organizations' resiliency to cybersecurity and ability to rapidly communicate with staff, which will be increasingly needed in a future with more digital working environment
			
			B. Retailers and manufacturers can prepare by increasing investment in cybersecurity, defining employee policies and trainings to reduce cybersecurity threats, and developing emergency notification and contingency systems

HIGHLIGHTED CASE STUDIES

Case Study (CS) Module Legend:	(E) Employees	(D) Digital and online
	(S) In store	(C) In communities

Logo	Alibaba.com	JD.COM	ALDI SÜD	ASDA	amazon	Albert Heijn
Name / Region	**Alibaba** 🇨🇳	**JD.com** 🇨🇳	**Aldi** 🇨🇭	**ASDA** 🇬🇧	**Amazon** 🇺🇸	**Albert Heijn** 🇳🇱
CS Module	(E) **(D)** (S) (C)	(E) (D) **(S)** (C)	(E) (D) **(S)** (C)	(E) (D) **(S)** (C)	(E) **(D)** (S) (C)	(E) **(D)** (S) (C)
Overview	Launch AI technologies and cloud-based solutions to support companies; app for medical personnel to share experiences through online messaging	Launch unmanned robot delivery fleet in Wuhan; allow receivers to collect packages using facial recognition	Automatic customer counting system at entrance to branches to maintain social distancing	Offer option to shop, pack, and pay in contactless manner with app on personal phone within the store	Alexa helps you diagnose COVID-19 using the voice assistant	Uses AI to regulate the number of people in the store using an intelligent camera that follows entrances and exits
Contact	**Alizila Article Link,** or contact Sharon Bligh at The Consumer Goods Forum	**KR Asia Article Link,** or contact Sharon Bligh at The Consumer Goods Forum	**ESM Magazine Article Link,** or contact Sharon Bligh at The Consumer Goods Forum	**ESM Magazine Article Link,** or contact Sharon Bligh at The Consumer Goods Forum	**The Verge Article Link,** or contact Sharon Bligh at The Consumer Goods Forum	**COVID Innovations Article Link,** or contact Sharon Bligh at The Consumer Goods Forum

Please view numerous additional case studies, submitted by CGF members, in the Case Study Library