Consumer Products Case Study

PROJECT OVERVIEW

CLARKSTON CONSULTING

Enabling a Digital Asset Management Assessment

This client was founded in 1981 and markets quality wine and spirits produced by prestigious families from major wine and spirits regions of the world. Today they build brands that offer approachable wine experiences for both mainstream and wine enthusiast consumers.

After experiencing extreme growth by adding new brands to the portfolio and increased marketing presence, the client was challenged with managing both their substantial number of digital assets and outdated brand websites. These two unique challenges shared a common theme: scattered information living in too many places that was quickly becoming unmanageable. They sought to ease their management burden, increase much needed security around their digital assets, and streamline sharing capabilities both internally and externally.

Over the course of 4 weeks, Clarkston worked with the client's brand managers, creative teams, IT, and leadership to assess the current state of digital asset and website management. Clarkston conducted in-depth interviews, analyzed industry best practices through market research, and leveraged their own in-house subject matter experts. This information was then synthesized to deliver two distinct assessments on website management and digital asset management that included recommendations for improvement, an actionable roadmap, and a newly developed website management maturity model.

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COMPANY:

A wine and spirits company

INDUSTRY:

Consumer Product Goods

EMPLOYEES:

Over 500

PRIMARY OBJECTIVES:

Clarkston partnered with the client to:

- Understand the business and technical needs surrounding digital asset management and website management
- Determine the roadmap forward for digital asset management and asses the need for a new DAM system. If a new system is required collect high-level requirements and provide a short-list of vendors
- Summarize current landscape for websites including security, hosting platform, coding language, and management process
- Map out the current maturity state of the websites and digital asset management and understand what the long-term goals are
- Create an executable roadmap to achieve improvements that were recommended

RESOLUTION:

- Perform an as-is assessment of their current website management practices against the Clarkston framework, including a focus on maintenance processes, content, analytics, and design
- Conduct interviews across the marketing and IT teams to identify areas for growth and understand existing processes for website management
- Create a set of questions and considerations for the company to use to build a website strategy for each brand
- Develop a roadmap to improve website operations
- Provide recommendations for design agency partnerships, with criteria and the methods to select a partner
- Provide an assessment of current digital asset management
- Perform interviews across the marketing teams to understand as-is processes and define the capabilities required for any future digital asset management tool
- Outline a roadmap for the implementation of a digital asset management tool

KEY BENEFITS:

- Identify improvement opportunities in both technology and process for their website management
- Determine crucial next steps in achieving parity with the rest of the industry in a 1-year timeline
- Develop a web strategy for priority brands, with plans to use similar strategies for lower priority brands
- Select a design agency for a phased website redesign process
- Identify a need for the business to establish industry baselines for website ROI and targeted metrics for performance
- Outline immediate next steps required to procure and implement a digital asset management tool before the end of the year
- Identified the need for a metadata creation process during asset creation, and a transition plan for adding metadata to existing assets

Developed a 12-week plan for the implementation of a digital asset management tool, allowing up to a 90% reduction in operating costs spent on storing, searching for, and sharing assets

Developed a 1-year roadmap to improve maturity of website operations, including a phased redesign of all internally managed websites to ensure the client stays competitive with industry leaders

Built a set of criteria and provided recommendations for selecting a redesign partner, considering capabilities and strategic fit. Further recommended a model partner relationship to create cost savings and more efficient website management processes.

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