



Case Study

Creating New Digital Consumer Connections

Global drinks company Diageo turns to Infosys for a pioneering digital marketing platform

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Diageo, the world's leading premium spirits company, operates in an industry where brand loyalty defines success. Consequently, Diageo places marketing firmly at the heart of its business strategy and its promotional activities are considered to be among the best in the world. Over the years it has built an outstanding portfolio of household brands that includes Johnnie Walker, Smirnoff and Baileys.

Diageo was an early adopter of digital marketing, including email, video and social networks like Facebook and Twitter. It quickly captivated its customers with ground-breaking campaigns. However, the company's decentralised approach – which gave local brand managers across 180 markets the freedom to devise and run their own digital promotions – soon became expensive and difficult to manage. As the strategic importance of digital marketing grew to Diageo, so did the inefficiencies of its implementation.

After reviewing its strategy, Diageo turned to Infosys, the global consulting and IT services company. The result was a pioneering digital marketing platform that has transformed marketing delivery. It comprehensively and efficiently meets Diageo's global needs, from building assets and launching marketing campaigns to capturing detailed customer behaviour.

World-Class Marketing with a Twist of Digital

Diageo invests heavily in its brands. In the financial year ending mid-2011, it spent £1,538 million on brand marketing. This commitment has not only won brand loyalty from its customers, it has earned Diageo an industry reputation for world-class marketing.

Diageo was one of the first global companies to spot that digital media would disrupt the marketing landscape. It was a front-runner in the shift to digital and gave its brand managers free rein to experiment with digital technologies. This resulted in landmark, multichannel campaigns for brands such as Smirnoff, Guinness and Baileys.

A Large Pour of Inefficiency

While Diageo's decentralised approach was producing great creativity and customer engagement, from a global perspective the organisation's marketing was becoming fragmented. By 2009, there were more than 100 brand and corporate websites being managed by hundreds of staff from Diageo and nearly 100 agencies.

Brand managers frequently partnered with their own in-country creative agencies, advertising agencies, IT providers and hosting companies for a campaign. Rolling out a local campaign internationally meant working with a raft of other companies – this was time-intensive and frustrating for all involved. Valuable creative assets were being produced all over the world, but few were shared or reused. As a result, marketing campaigns were often unnecessarily developed from scratch.

Jerry McClay, VP and Global Marketing BRM, Diageo said: "At a country-level, the inefficiencies didn't seem huge but when viewed from a global perspective, it was a different story. If you wanted to take a campaign global, you'd need a lot of luck and a lot of patience. We had to revisit our strategy to improve the efficiency and effectiveness of our digital marketing activities."



"Diageo relies on marketing to grow its business. Having a global digital marketing platform, developed by Infosys, accessed by all of our marketers across the world, ensures we can continue to drive the business forward. From building digital marketing assets and launching campaigns, through to analysing and acting on customer insights, it has transformed how we approach marketing."

Jerry McClay, VP and Global Marketing BRM, Diageo



A Perfect Blend of Expertise, Knowledge and Insight

Diageo pulled together a team of employees drawn from its Information Systems and Marketing departments. Following an eight-month selection process, the team chose Infosys to build Diageo a digital marketing platform that would unite the markets.

The team opted for Infosys because of the consultancy's expertise – Infosys was able to offer a truly end to end solution, including the services, infrastructure and applications. Infosys also demonstrated an in-depth knowledge of consumer packaged goods (CPG) companies and a number of Infosys consultants had marketing agency backgrounds. This gave them valuable insight into the needs of the agencies and marketers – critical as the business processes between Diageo brand managers and their agencies had to be completely redefined.

Diageo outlined its requirements to Infosys. It wanted a digital marketing platform that:

- lowered costs through digital marketing asset reuse and collaboration
- reduced time to launch for digital campaigns
- encouraged agency creativity and flexibility
- provided customer insight
- ensured robust security and platform availability.

The Infosys team then set to work designing and building the platform by using a combination of in house capabilities, best of breed products and technologies, and world class partners.

The Digital Marketing Platform - Pure Genius

Diageo's digital marketing platform, hosted and managed by Infosys, today supports 3.4 million consumers worldwide. The platform hosts more than 300 of Diageo's digital assets around the globe from traditional websites to mobile and social media.

Key features of the platform

- Supports 300+ digital assets, 100+ creative agencies and 3.4 million consumer records
- Central repository of marketing assets and resources encourages reuse and cuts costs
- Consumer database allows analysis for more targeted and relevant marketing
- 24-hour service desk and technical agency liaison officers help users to maximise value
- Freedom to build digital assets on multiple technologies, encouraging reusability and creativity
- Comprehensive security includes identity management, data privacy and regulatory compliance
- Diageo marketers equipped to deepen customer relationships and engage in multichannel conversations

Rather than restricting users to work with a specified technology, the platform gives Diageo marketers and agencies the freedom to build digital marketing assets across multiple technologies. This encourages creativity and the reusable nature of the components significantly reduces the time and effort needed to launch new campaigns.

"The system is simple to use and it's really fast. This means that there is lots of collaborative working and knowledge sharing going on between the community of agencies and Diageo. It's completely changed the way we work," Jerry McClay said.

Importantly, digital marketing assets can now be reused. Previously the same functionality developed by a brand in one market would be totally redeveloped from scratch by



“The global platform that Infosys provides enables us to produce world class digital marketing programmes. It has saved us hundreds of thousands of US dollars in advertising costs. And importantly, we can drive and shape the platform to fit our future digital needs and to meet our brand objectives. “

Jerry McClay, VP and Global Marketing BRM, Diageo

another brand in another market. Today, these assets are centralised and can be used by all Diageo brand managers and agencies across the world.

This has had a significant impact on cost. When combined with infrastructure consolidation, process improvements and labour arbitrage, the overall cost savings to Diageo are a considerable 25-30 percent of the digital marketing development spend.

Lead Times: Always in Good Spirits

Campaign lead times have been dramatically cut. While the time savings vary according to the complexity of the marketing programme, it is now possible to take a website from concept to creation in less than 24 hours.

Diageo also benefits from centralised, and much more detailed, consumer data. This delivers profit-generating insights into consumer behaviour by enabling the drinks company to develop more targeted, relevant and responsive digital marketing campaigns.

To ensure Diageo’s marketing teams and agencies get the most from the integrated system, Infosys provides a round-the-clock service desk to deal with queries and requests. Infosys also has technical liaison officers in different geographies to help the local brand managers and agencies to maximise the value of their campaigns.

The platform is highly secure. It features identity management and with clearly defined business processes in place, 100% of the hosted marketing assets are compliant with data privacy and security requirements.

Finally, with continuous and rapid changes in the Digital Marketing space, Infosys and Diageo are constantly evolving the platform to keep ahead of the market; including adding capabilities in Mobile and Social marketing.

ABOUT THE CUSTOMER

Diageo is the world’s leading premium drinks business with an outstanding collection of beverage alcohol brands across the spirits, wines and beer categories. These brands include Johnnie Walker, Crown Royal, J&B, Buchanan’s, Windsor and Bushmills whiskies, Smirnoff, Cîroc and Ketel One vodkas, Baileys, Captain Morgan, Jose Cuervo, Tanqueray and Guinness. Diageo is a global company, with its products sold in more than 180 markets around the world.



Simplicity, savings and speed

- 80% of users find the platform simple and easy to use and seventy five percent say it meets their current and future marketing needs
- The reuse of assets, infrastructure consolidation, process improvements and labour arbitrage, have together resulted in cost savings of 25%-30% of the digital marketing spend
- Cut campaign lead times – website concept to creation in less than 24 hours

About Infosys

Many of the world's most successful organizations rely on Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise.



Building Tomorrow's Enterprise

For more information, contact askus@infosys.com

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