Are you prepared to make the decisions that matter most?
Decision making in consumer goods
Changing demographics everywhere. Resource scarcity and vulnerable supply chains. Social media as a demand influencer. Consumer goods companies are experimenting continuously to engage consumers directly. Are your analytics set up to help you quickly spot and evaluate new possibilities and impacts?

Source: PwC’s Global Data & Analytics Survey 2014
Big decisions in the consumer goods

Big decisions change strategy and long-term course. Few feel fully prepared to make big decisions.

Should we...

Rethink which markets are right for us?
Sell directly to consumers?
Seek new collaborations with competitors?

Few see their senior management as fully prepared to make the most important decision they need to make in the next 12 months

Source: PwC’s Global Data & Analytics Survey 2014
The bigger the stakes, the bigger the difference that sophisticated analytical capabilities can make.

*Among consumer goods executives*

**Top goals for big decisions, next 12 months**

- Grow an existing business: 34%
- A major investment in the business: 29%
- Enter a new industry or start a new business: 28%
- Corporate restructuring: 28%
- Negotiating major contract(s): 26%
- Brand positioning: 26%
- Shrink an existing business: 25%
- Collaborate with competitors: 23%

*Source: PwC’s Global Data & Analytics Survey 2014*
No time for indecisiveness
Among consumer goods executives, next 12 months

49% expect to make a big decision at least once per month

38% say they’ve been putting off or delaying the most important decision on their agenda

47% plan to revisit their most important big decision within 3-6 months to adjust for new information

39% estimate the value of their most important big decision as US$1billion or more in future profitability

Source: PwC’s Global Data & Analytics Survey 2014
Both intuition and analytics matter

It’s no longer good enough to make decisions based on intuition alone.

Among consumer goods executives

Which did you rely on most for the last big decision you made?

- My own experience and intuition: 31%
- Relevant experience of others: 36%
- Data and analytics inputs: 33%

Source: PwC’s Global Data & Analytics Survey 2014
What prevents you from making greater use of data and data analysis when making big decisions?

Among consumer goods executives: top responses

**Organisational silos**
- **31%**

**There is a limited direct benefit to my kind of role**
- **28%**

**It's difficult to assess which data is truly useful**
- **30%**

**The quality, accuracy or completeness of the data isn't high enough**
- **42%**

**Seeing limits:** Consumer goods executives see their own organisational silos getting in the way of progress. By focusing on the big decisions that need to be made and which data sets might be used to make them, consumer goods executives can create benefits that cross organisational boundaries.

**Why it matters:** Too much information can hurt decision making if it becomes distracting, takes too long, or is not needed.

**Think instead:** Imperfection isn’t always bad. Consumer goods executives can gain unique insights from incomplete or imperfect data sets, provided they are triangulated with other information.

*Source: PwC’s Global Data & Analytics Survey 2014*
Where change in decision making is starting to happen

Among consumer goods executives

We’ve changed the way we approach big decision making as a result of big data or analytics

Top three changes, last 24 months

61% Yes
28% No, but plan to do so
11% No, or don’t know

Changed the way data or analytics is presented to management
Made greater use of specialised analytical tools
Trained executives on interpreting data/data analysis techniques

Source: PwC’s Global Data & Analytics Survey 2014
Some decisions you need to make are big enough to change the course for your business. And your past experiences may not be good predictors of the future. More data are within your reach to understand what was previously unknown. Sophisticated analytical tools are available to you to ‘see’ a wider range of possibilities and evaluate them quickly. Now is a good time for an upgrade in your decision making capabilities. Where should you start?

Source: PwC’s Global Data & Analytics Survey 2014
To explore the data and more: www.pwc.com/bigdecisions