Deka Technology

REPORT · 2026

FMCG Digital Maturity Assessment

A 5-level framework to locate your organization — and decide where the next investment pays.

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01 · THE CASE FOR MATURITY

Why maturity, why now

The question in consumer goods has moved on from whether to invest in digital to where. Investors now expect growth to come from digital and AI-driven productivity — doing more with the same workforce — while power keeps shifting toward retailers who hold the data. Standing still has a price.

71%

of CPG leaders used AI in at least one business function in 2024 — up from 42% a year earlier. None has scaled it yet.

Source: McKinsey, 2024

79%

of executives expect power to shift further toward retailers within 2–3 years. Manufacturers need their own field and data muscle.

Source: Deloitte, 2025

1 in 3

CPG companies worry their existing technology is aging into fragility — a higher share than any other sector surveyed.

Source: Gartner, 2025

74%

are simplifying their organization to speed up decisions. Structure is changing; the systems underneath must keep pace.

Source: Deloitte, 2025

The maturity gap compounds

Across ~2,300 companies, BCG's Digital Acceleration Index separates digital leaders from laggards. The gap is not cosmetic — it shows up directly in earnings, valuation and crisis resilience.

1.8×

higher earnings growth for digital leaders vs. laggards, 2015–2018

2.4×

higher enterprise value growth over the same period

+23% vs **+7%**

valuation above pre-crisis level six months into the pandemic — leaders vs. laggards

~11% Across industries, only about one company in nine reports meaningful financial benefit from its digital initiatives. Buying tools is not the same as maturing — sequence and integration decide the return.

Source: BCG Digital Acceleration Index, 2020–2021 · SR Analytics

Five levels of digital maturity

L1
Manual
Paper, phone calls and spreadsheets; data exists only where it was written down.

L2
Digitized
Individual processes run on software — but every system is an island.

L3
Connected
Systems exchange data; one version of the truth emerges across functions.

L4
Intelligent
Analytics and AI inform decisions; the organization predicts, not just records.

L5
Autonomous
Routine decisions execute themselves; people manage exceptions and strategy.

Most FMCG organizations we assess sit between L2 and L3 — and the L3→L4 highlight is deliberate: that is where returns concentrate. The step from L4 to L5 is not linear; it requires algorithmic, end-to-end planning, not more of the same.

Parallels Gartner's five-stage S&OP maturity model: React → Anticipate → Integrate → Collaborate → Orchestrate

Dimension 1 — Field Sales Automation

The route to market is where digital maturity meets the shelf. Execution visibility is direct revenue protection: when a product is missing, the shopper rarely waits.

L1	Paper order books; visits reported by phone at end of day
L2	Mobile order entry; visits logged after the fact, data lands in silos
L3	Route planning, live sync and store-level visibility across the network
L4	AI-scored visit prioritization and next-best-action for every rep — AI routing alone yields ~18% more productive visits
L5	Automated replenishment proposals; reps manage exceptions, not orders

~70% of shoppers switch brands when the product is off the shelf

~8% retail out-of-stock rate, stable for decades

20–30% of potential revenue lost per quarter to manual field operations

Source: NielsenIQ on-shelf availability research · industry SFA benchmarks

Dimension 2 — Supply Chain Visibility

Visibility converts inventory into service. Organizations that mature their supply chain analytics carry less stock and deliver more of it on time — at the same time.

Order-to-delivery visibility — live status from plant to outlet, not a weekly report

Demand forecasting — from gut feel and moving averages to statistical and AI-based models

Inventory optimization — safety stock set by data and service targets, not habit

Integrated S&OP — demand and supply planned as one conversation, on one number

20-30% lower forecast error with AI-based demand forecasting

~20% inventory reduction at high analytics maturity, with ~10% better service

~15% improvement in inventory turns from AI demand planning

Source: Gartner supply chain analytics maturity research · Deloitte, 2023 · Accenture

Dimension 3 — Business Intelligence

Data pays when it is trusted, shared and acted on. A single source of truth is the common denominator of every digital leader — and the precondition for everything on the previous two pages.

Single source of truth — one governed data model across HQ, distributors and field

Self-service reporting — answers without a ticket queue or an analyst bottleneck

Real-time dashboards — for execution decisions, yesterday's data is already late

Predictive analytics — from describing what happened to anticipating what will

~23% higher revenue growth reported by data-driven CPG companies

2× as likely to generate 15%+ of revenue from data at high maturity

~4× as likely to grow revenue by 10% or more

Source: McKinsey, 2023 · BCG Digital Acceleration Index

Dimension 4 — Process Automation

Automation is where maturity turns into margin. The pattern is consistent: machines handle the routine, people handle the exceptions — and the cost curve bends.

Order processing — capture-to-invoice without re-keying, across every channel

Back-office RPA — claims, reconciliation and master-data upkeep run themselves

Workflow orchestration — approvals and exceptions routed automatically, with an audit trail

Intelligent automation — ML absorbs the variance; people decide only where judgment is needed

~40% less manual back-office work with RPA, ~25% faster processing

15–20% annual outperformance for companies automating more than half of sales processes

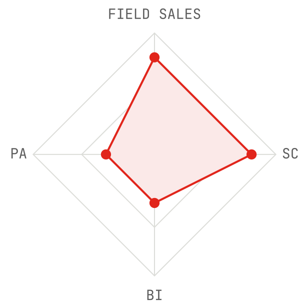
Source: Gartner, 2023 · HBR

Self-assessment scorecard

Score each dimension from 1 to 5 against the capability descriptions on the previous pages. Be honest — the model rewards accuracy, not ambition.

DIMENSION	L1	L2	L3	L4	L5
Field Sales Automation	☐	☐	☐	☐	☐
Supply Chain Visibility	☐	☐	☐	☐	☐
Business Intelligence	☐	☐	☐	☐	☐
Process Automation	☐	☐	☐	☐	☐

EXAMPLE PROFILE



A field-strong profile: L4 in field sales, L2 elsewhere. The shape of the polygon matters more than its size — imbalance is where value leaks.

Reading your profile

Most scorecards fall into one of three recurring shapes. The archetype tells you where the next investment should go — before any vendor tells you what to buy.

ARCHETYPE 01

Field-strong, data-blind

Excellent SFA coverage; reps run on mobile. But field data dies in silos and never reaches planning.

PRIORITY

Connect field data to planning and BI — L2→L3 on Dimensions 2 and 3.

ARCHETYPE 02

ERP island

Strong core transactions; weak edges. The field and the distributor network still run on Excel and phone calls.

PRIORITY

Extend digitization outward — field and distributors first, intelligence later.

ARCHETYPE 03

Connected, not intelligent

Systems integrated, dashboards everywhere — yet decisions are still made the way they were ten years ago.

PRIORITY

Targeted AI where error is most expensive — forecasting and routing, L3→L4.

Where investment pays

Returns are not distributed evenly across the ladder. The highest-yield transitions are L2→L3 — connecting what is already digitized — and L3→L4, putting intelligence on top of connected data. Digital leaders channel over 30% of their digital spend into data quality and accessibility for exactly this reason.

L1 → L2

Necessary, not sufficient. Digitizing paper removes friction but creates islands.

L2 → L3

Connect. One version of the truth unlocks every later gain — the cheapest big step.

L3 → L4

Add intelligence. Forecasting, routing and pricing gains land here — on connected data.

L4 → L5

Selective. Autonomy pays in narrow, high-volume decisions — not everywhere.

L5 is not the target for every organization. The right target is the level your competitive position requires — no higher, and no lower.

From assessment to roadmap

A maturity score is only useful if it becomes a sequence. We turn assessment results into a staged roadmap with the same model we run engagements on — one layer at a time, value proven before the next layer starts.

PHASE 01

Onboard

Assess, connect and stabilize. The scorecard becomes a baseline; quick wins fund the program's credibility.

PHASE 02

Operate

Run the connected core reliably — SLAs, data quality and adoption before any new intelligence layer.

PHASE 03

Scale

Extend what works — new regions, new dimensions, targeted AI where the assessment showed it pays.

> This is the model we used to take a tier-1 beverage producer's field operation to 45,000 points of sale — on an offline-first platform that keeps working where connectivity doesn't.

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Want to know where you stand?

Book a 30-minute working session with our team. We walk your scorecard together and leave you with a first-pass roadmap — no sales pitch.

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Simplifying IT for a complex world.

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