



Delivering an analytics/AI strategy for Ireland's Leading Wholesaler and Retailer

The client

Musgrave is Ireland's market leading food retail, wholesale, and food service company supporting more than 41,000 jobs in more than 1,400 stores.

The business challenge

Musgrave's leadership team believe that there is incremental value to be unlocked from its data assets to drive both internal efficiencies, and better customer service. Their goal is to become a more data-driven organisation and instil a culture within the organisation that would lead to data-democratisation throughout its workforce.

Musgrave's challenge was to implement a data strategy with clear deliverables that will result in a tangible impact on bottom-line earnings and better service to its customers.

Idiro worked closely with key members of the Musgrave executive team to design a

comprehensive strategy and plan with clear initiatives and action plans that would be required to deliver to the key objectives.

The results

Idiro produced an **extensive report**, outlining both detailed recommendations, as well as a high-level **roadmap of initiatives**.

The recommendations included a **comprehensive data governance framework** that Musgrave could implement to deliver the best results. This framework, combined with a recommended target operating model for the internal data analytics team, were the core outputs of interest for the company.

Idiro assessed the current landscape and how current data deliverables are delivered regarding interactions between various teams, end-users, and IT. A suitable operating model, based on industry best practice and Idiró's experience, was presented and agreed by the project sponsor.

A key output that the stakeholders wished to see was a **clear set of recommendations, in conjunction with a roadmap**, as to what change management initiatives would be required to get to where they wanted to be in their Digital Transformation.

The output also included recommendations on what staff / resource mix would be required to deliver on certain use cases. Appropriate training initiatives and technology recommendations were included as steps to be part of an implementation plan within the roadmap.



Idiro's solution

Idiro engaged with Musgrave in the following way:

- 1** Interviews with key stakeholders across the organisation, including one-on-one sessions with the senior leadership team.
- 2** **Workshops with groups** that will be directly impacted by any future change implemented, including IT, Data Forum groups, and other relevant departments e.g., Supply Chain, HR, Retail, Wholesale, Finance, etc.
- 3** **Surveys and iterative sessions** to gain an understanding of the technology and data sources available, and to understand and prioritise business objectives.
- 4** Collaboration at regular touch-points with the project sponsor and project steering group to ensure that the Idiró team was focussing on the right areas, and that the project was on track.

Over the last two decades, Idiró Analytics has developed significant experience in designing and implementing tailored data strategies to empower businesses to exploit their data assets optimally and enable them to use data to meet their business objectives. In 2021, Musgrave engaged with Idiró over a 3-month period to develop a data strategy which included the foundations and roadmap to succeeding in a digital world in an effective and sustainable way by adopting a data-driven culture and practices.

“We found Idiró very good to work with on the development of our data strategy. They shared their expertise and brought fresh eyes and good challenge to us, all the time working very collaboratively with the team.”

Edel Russell

Insight & Innovation Director

Further information

Many more of our case studies cannot be published due to confidentiality.

For more information about these, or about how Idiró can help your business, contact us at info@idiro.com

