



# Consulting Services

## 1 IBM

Nestlé employs close to 250,000 people and maintains factories or operations in almost every country in the world. With that size comes strength, but also the potential for inefficiency and redundancy. In mid-2000, Nestlé launched GLOBE, aimed at creating and implementing harmonized Nestlé Business Best Practices; implementing standardized data and management; and standardizing IS/IT systems across the enterprise. Nestlé selected IBM to assist with project management and strategy work and to provide IT infrastructure. IBM's services included assistance with: overall program strategy and program management, implementation and management services to the three GLOBE centers in Sao Paulo, Frankfurt, and Sydney, implementation services in many major countries and Global Delivery services leveraging more than 600 IBM resources in India and Brazil for GLOBE development, deployment and sustaining activities. The implementation, now around 80 percent complete, has already enabled significant savings within Nestlé operating units across the globe.

## 2 ACCENTURE

As a fast-growing global leader, Unilever faces two mega-trends: Managing the multinational workforces within acquired companies in emerging markets and brutal brand competition. In this environment, survival has meant adjusting rapidly. In 2006 Unilever engaged Accenture in a seven-year contract to provide application outsourcing including applications development, implementation and support for Unilever across Europe. The contract is part of Unilever's "One Unilever" program, which is designed to deliver annual savings through the implementation of a unified and streamlined operating model. The contract covers the provision of IT services in 25 European countries and a unified European IT platform to six countries. "This deal allows us to create a simpler, more agile European IT function to better support Unilever's growth agenda," said Neil Cameron, Unilever's chief information officer. Unilever also hired Accenture HR Services to provide a broad range of services in 100 countries. HR services are being provided to more than 200,000 employees in more than 20 languages.

## 3 DELOITTE CONSULTING

Hampered by labor-intensive promotions planning and forecasting processes, a heavily controls-focused trade promotion management system, and poor supply chain integration, a multi-billion dollar food manufacturer engaged Deloitte Consulting to guide the transformation of its TPM capabilities. To improve trade spend effectiveness, the team developed account-specific trade spend guidelines that align with national programs but optimized for different demographics and consumer buying behaviors across accounts. The project also included pinpointing areas of margin leakage and developing policies to address them, assessing new item funding performance across accounts to identify chronic underperformers and establishing policies/processes that link payment to performance, redesigning and streamlining end-to-end TPM processes, and building a single, integrated TPM system that replaces multiple legacy sales planning/forecasting tools and offline spreadsheets. Finally, the project focused on seamlessly linking trade planning and forecasting to supply chain activities.

### COMPANY/WEB SITE

### SELECT CUSTOMERS

1	<b>IBM</b> www.ibm.com/consumerproducts	Coca-Cola Bottling Company United Heinz Panasonic
2	<b>Deloitte Consulting</b> www.deloitte.com	H.J. Heinz Nestle SCJohnson
3	<b>Accenture</b> www.accenture.com	Diageo Groupe Danone Whirlpool
4	<b>Clarkston Consulting</b> www.clarkstonconsulting.com	ConAgra Foods Gold Medal Bakery Pfizer Consumer
5	<b>Hitachi Consulting</b> www.hitachiconsulting.com	Birkenstock Footprint Sandals Coldwater Creek Mary Kay Inc.
6	<b>Cappgemini</b> www.cappgemini.com/services/consulting/	Heineken Kimberly-Clark Philips Electronics
7	<b>Hewlett-Packard</b> www.hp.com	Delaware North Companies Land O' Lakes Sara Lee ITS
8	<b>McKinsey &amp; Company</b> www.mckinsey.com	Not available for publication
9	<b>Linx/AS</b> www.linxas.com	Kraft Foods McCormick and Company Philip Morris USA
10	<b>BearingPoint</b> www.bearingpoint.com	Not available for publication

## BREAKOUT WINNERS

### CUSTOMER EXPERIENCE

1	<b>Clarkston</b>
2	<b>HP</b>
3	<b>Deloitte</b>

"Clarkston Consulting has been a tremendous 'value add' to one of our company's most significant business process and technology improvement initiatives. They have brought a wealth of industry knowledge to the table, along with a disciplined approach to project execution, which has resulted in excellent customer service. I would highly recommend the utilization of Clarkston Consulting to any CPG company focusing on business process improvements and enabling technologies," says Bryan Stockdale, SVP, marketing operations, R.J. Reynolds Tobacco Co.

### SMALL/MIDSIZE BUSINESS

1	<b>HP</b>
2	<b>IBM</b>
3	<b>Deloitte</b>

HP SMB services give small to midsize businesses the technical firepower to grow their organizations as efficiently, logically and cost-effectively as possible. Their mission is to help keep business on the fast track by helping smaller players choose, use, protect and transition its information technology operations.