



*High performance. Delivered.*

## Partnering with Procter & Gamble to deliver high performance application development services for Oracle's Siebel CRM

P&G has one of the strongest portfolios of brands, including Pampers®, Tide®, ArielPantene®, Downy®, Crest®, Oral-B®, Duracell®, Olay®, Head & Shoulders®, Wella® and Gillette®. The company markets to consumers in over 160 countries and had sales of over US \$83 billion last fiscal year (2008).

### Business challenge

Innovation is critical at P&G. The company defines innovation broadly and takes a deliberate approach to it, focusing first on the business or consumer need and then finding solutions to deliver against that. In the trade promotion area P&G saw an innovation opportunity. It believed it could achieve even greater benefits by accelerating the delivery of trade promotion management application upgrades and enhancements. Achieving this goal would require the company to create a Siebel CRM application-development capability that would streamline and standardize the trade promotion management applications, improve productivity and lower P&G's total cost of application ownership.

Rather than building this capability in house, P&G saw an opportunity to work with a service provider that could bring deep skills in Siebel CRM application development and delivery, leading-edge application development methodologies and tools and a proven record of helping global companies maximize their Siebel CRM investments. Ultimately, P&G selected a group of resources from Accenture, HP and Oracle Corporation. Under terms of the initial three-year arrangement, Accenture team members assumed responsibility for providing global Siebel CRM solution

design and application development services from on-site and off-site locations. HP provided global application and infrastructure support services and Oracle provided access to product experts. P&G was confident that this blend of resources from three leading service providers would deliver the end-to-end integrated solution, the accountability and the cost optimization needed to sustain its vision for high performance.

### How Accenture helped

P&G's decision to leverage an external service provider for the Siebel CRM application design and development capability supports Accenture's ongoing research into the characteristics of high-performance businesses. This research reveals that top companies build deep internal skills in strategically critical capabilities, while achieving extended mastery through partnering in areas outside their core competency. Further, the research showed that top companies rationalize, simplify and standardize their IT environments to manage costs and enhance productivity.

The original three-year arrangement called for Accenture to manage the application development activities for trade promotion management applications in P&G's global markets. Accenture's contractual scope for year one was to complete seven Siebel CRM development projects. This number quickly grew to 12, based on P&G's evolving needs and Accenture's ability to deliver new solutions quickly and with high quality. Specifically, Accenture began managing application development activities for the

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myriad of legacy trade promotion applications P&G had implemented in North America, Asia and Western Europe. The goal is to eventually replatform the legacy trade promotion applications onto the new, standardized global trade promotion management platform. When that migration is completed, P&G will be able to retire many of its existing trade promotion management systems and—more importantly—achieve a truly global view of its trade promotion spending.

For many in-scope applications, the team worked with the legacy development providers to transfer knowledge of the environment and applications to Accenture resources. In some cases, the legacy providers lacked the proper documentation. In other cases, the providers were unable or unwilling to share information. Accenture overcame these challenges by applying its own methodology and its deep Siebel CRM skills to fully understand and document the trade promotion management applications' functionality.

As a global leader in Siebel CRM development, Accenture was also well positioned to assess the availability and reliability of the existing Siebel CRM applications, and to address a number of outstanding project-planning issues. For example, Accenture helped create a new demand-management process that makes it much easier for P&G to forecast country-specific application development demand—and allocate resources accordingly—over a two-year period.

In managing the application-development projects, Accenture deployed a blended team comprising 30 percent on-site and 70 percent off-site resources. By establishing this mix of resources, Accenture was better able to speed development efforts and reduce costs without sacrificing application development quality. Team members located on-site in Cincinnati, Rome and Manila worked closely with P&G resources to gather project requirements, complete functional designs and carry out release-planning activities. These team members also served as primary liaisons to off-site team members working at the Accenture Delivery Center in Bangalore, India. The highly skilled and highly scalable off-shore team was responsible for creating the technical designs, building and testing the Siebel CRM applications before transitioning them to HP for ongoing application support.

Throughout the application-development project, Accenture relied heavily on Accenture Delivery Methods for Siebel, which provide a framework to guide development efforts

from planning to deployment. The team also used the Accenture Delivery Methods for Application Management and Service Transition Methods to help manage the migration of application development services from various incumbent vendors to the right service management framework. Tailored for P&G's program, these repeatable methods also help reduce application development costs, while improving quality, consistency, predictability and timely delivery.

## High performance delivered

As a cornerstone of the application development effort, Accenture helped design, develop and implement a common, standardized platform for planning, funding, tracking and evaluating P&G's trade promotion management activities around the globe. The Accenture team upgraded P&G's platform for the trade promotion management solution from Siebel v7.5.3 to v7.8. P&G and Accenture have successfully implemented six new major application releases that included new or modified views, modules, scripts, workflows, interfaces and reports. In all these ways, Accenture has helped P&G optimize its return on its Siebel investments and standardized the company's trade promotion management capabilities across its global operations.

In short, Accenture has applied its application development capabilities and innovative solution delivery methods to create a highly efficient and effective application development environment. The value of this environment is evidenced by the fact that P&G is on track to roll out its new Siebel CRM-based trade promotion capability to approximately 50 countries within the next three years. The solution creates the foundation for P&G to identify and consistently track its best-performing promotion assets and redirect its trade promotion investments to focus on high-value activities.

Accenture's services provide P&G other benefits, as well. With proven application development capabilities and innovative solution delivery methods, Accenture's cutting-edge application development environment:

- Allows P&G resources to focus on building their core competencies.
- Uses an overlapping release cycle, which means the trade promotion management application is being regularly redesigned, updated and extended to other areas.

- Leverages a strategic Oracle relationship to provide early insight into Oracle application enhancements that may become part of future Siebel CRM releases, which means potentially less customization in the coming years.
- Provides high-quality and lower-cost development resources and global delivery centers to meet P&G's development demand anywhere in the world.
- Applies standard methods and procedures to enable consistent, high-quality service delivery.

The secret to P&G's ability to sustain high performance is due, in large part, to the fact that the company has grown a number of unique and innovative capabilities internally that have multiplied by partnering with external service providers. This is consistent with P&G's "Connect and Develop" approach to innovation that is exemplified in P&G's application development relationship with Accenture.

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 186,000 people in 49 countries, the company generated net revenues of US\$23.39 billion for the fiscal year ended Aug. 31, 2008. Its home page is [www.accenture.com](http://www.accenture.com).

## About Oracle

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