



High performance. Delivered.

Partnering with Procter & Gamble to deliver new, high performance trade promotion management capabilities

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

Against ever growing competition in the consumer goods industry, P&G saw an opportunity to streamline its trade promotion management capabilities. Trade promotion management is typically a significant expense category. It covers work with mass merchandisers, grocery stores membership clubs and drug stores around the globe. For P&G, this means work in over 160 countries worldwide.

With such a significant investment, P&G needed a solution that would allow it to better measure the results of its promotions strategies. The solution needed to be able to consistently identify the most profitable tactics or decisions that would optimize promotion spending in the future.

The primary challenge was the lack of a standardized, global solution to manage, track and analyze trade promotion spending across its far-flung enterprise. P&G, like many global consumer goods companies, monitored its promotional activities on a country-by-country basis. In some regions, the company had

implemented promotion management software tools, including those contained within Oracle's Siebel Customer Relationship Management (CRM) v 7.5 application. In others, personnel tasked with managing promotions relied on complex spreadsheets managed by individuals, which lacked consistency across customers and categories. This disjointed approach, made up of dozens of regional solutions that had to be managed and maintained, was taking a financial toll on the company. In addition, management was not able to easily view promotion details across accounts in a standardized format—crucial for decision making.

In its continuous efforts to maintain high performance, P&G knew it needed to globalize and standardize its trade promotion management capabilities. Accenture's ongoing research into the characteristics of high-performance businesses supports P&G's decision by showing that leading companies standardize their IT environments wherever possible to improve customer experiences and act on business insights in real time.

For help in creating the standardized trade promotion management capability, P&G turned to a team of resources from Accenture, HP and Oracle Corporation. This team leveraged its deep industry experience to help shape the global trade promotion management solution for P&G. In addition, the team provided customer relationship management innovations and

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leading practices, and the option to transfer trade promotion management solution application development functions from high-cost, in-house locations to lower-cost delivery centers. P&G was confident that the team's highly skilled blend of resources would deliver the integrated solution, the accountability and the cost optimization needed to sustain its vision for high performance.

How Accenture helped

Accenture worked with P&G, HP and Oracle to design, develop and implement a standardized platform for planning, funding, tracking and evaluating P&G's trade promotion management activities across the globe.

The Accenture development team comprised approximately 40 resources from Accenture's Products operating group, Customer Relationship Management (CRM) service line and Siebel CRM capability group based at the Accenture Delivery Center in Bangalore, India. This team was primarily responsible for analyzing requirements, completing functional and technical designs, and building and testing the new system. In addition, key team members in the US and Europe worked with P&G to help define the long-term vision for P&G's global trade promotion management processes and tools. This planning team also worked with Oracle's Siebel CRM product marketing group to suggest product enhancements based on the P&G requirements.

Three deployment teams—one from the Accenture Delivery Center in Manila, Philippines and two from Accenture solution centers in Milan, Italy and Monterrey, Mexico—rounded out the Accenture deployment team. These teams worked with local P&G resources to identify region-specific integration needs, quantify the impact of the trade promotion management system changes, forecast data volumes and prepare the local business units for the new trade promotion management system and processes.

Accenture began this initiative by focusing on implementing new trade promotion capabilities for P&G's operations in Indonesia. This effort involved upgrading P&G's existing country-specific data repository and enhancing the existing trade promotion management system and processes. Next, the Accenture development team applied its systems implementation knowledge to make additional changes to the core system's functional and technical design and transform a regional application into a global, scalable solution that will ultimately be used by more than 3,000 users in more than 50 P&G locations over the next two to three years. Over the past couple of years, P&G and Accenture have successfully delivered six new major releases of P&G's Global trade promotion management Solution to over 14 countries. P&G's ability to leverage Accenture's global presence was key to the efficient and effective delivery of a scalable solution.

In conjunction with the system deployment, Accenture also reengineered processes to help P&G maximize the return on its trade promotion management investment. For example, Accenture helped design and implement a new promotion and payment approval process, and worked with P&G to design promotion planning and fund forecasting models that support both established and developing markets. These improvements allow P&G to not only manage its current promotions and promotion dollars more efficiently, but also plan yearly promotion activity more accurately. Accenture was also involved in developing training guides and helping P&G subject matter experts navigate the new system and processes. These P&G resources, in turn, develop and provide the end-user training.

High performance delivered

Accenture, in collaboration with HP and Oracle, is helping P&G optimize its spending by standardizing its trade promotion management capabilities across its global operations. With the team's help, P&G is on track to roll out its new trade promotion management capability to more than 50 countries over the next two to three years. The solution will enable P&G to identify and consistently track its best-performing assets and redirect its trade promotion investments to focus on high-value activities. Together with HP and Oracle, Accenture is helping P&G to develop a strong foundation for innovation and growth.

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.

About Oracle

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