

# Global Chemicals Leader Strengthens Customer Focus with Global Change Program

## Innovative collaboration with Capgemini Consulting points the way to global process harmonization and constant improvement in performance

### The Situation

New markets, new competition and new acquisitions all created new challenges for a global chemical leader. In a world of change, the company was determined to remain constant in its pursuit of excellence, and asked global consultants Capgemini and its German consulting partner to help shape its global processes, including end-to-end supply chain and customer management.

### The Solution

Capgemini proposed a unique approach—to use its existing contacts with leading multinationals to benchmark the company against performance in other industries including automotive, oil and consumer goods. In collaboration with its partner, Capgemini proposed a radical new solution based on streamlined

master processes, applied consistently around the world.

### The Result

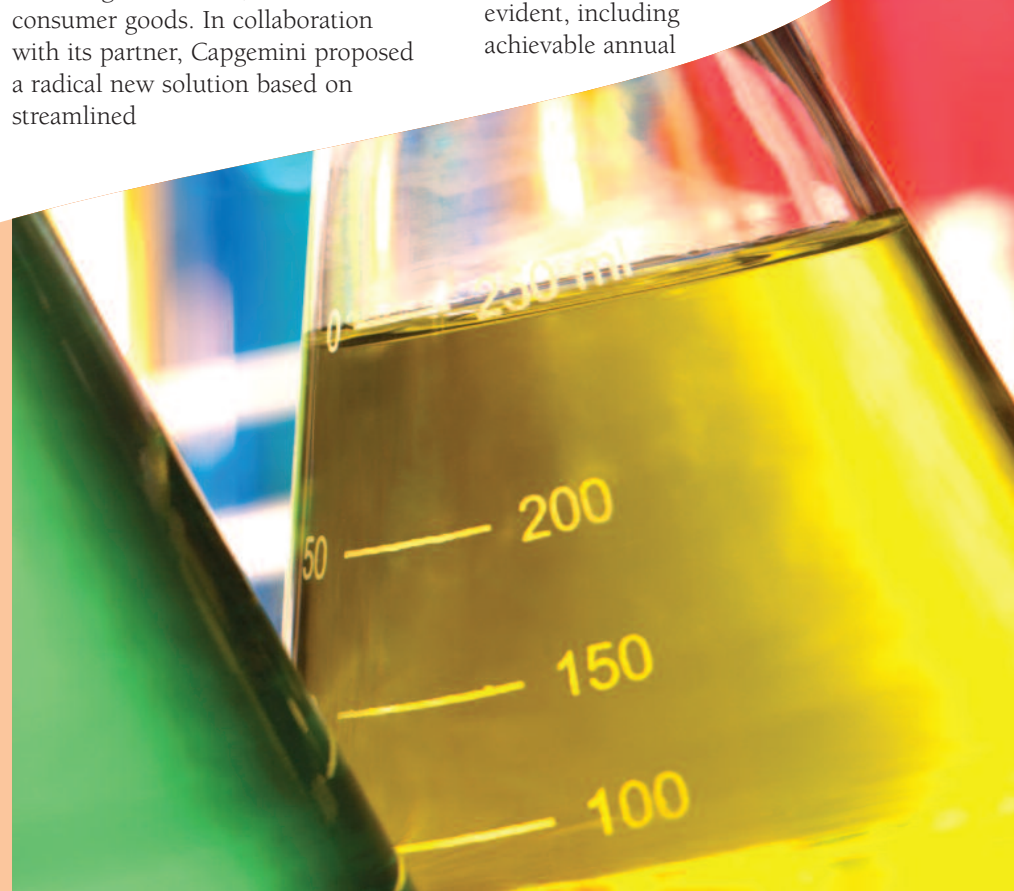
With the Capgemini findings fully accepted, the company has gained huge insight into supply chain effectiveness and its impact on customer service and customer loyalty.

It has embarked on a three-year transformation program to implement the findings of the Capgemini study. Consistent processes—based on world-class best practices—will be put in place globally to replace a diversity of local processes of variable effectiveness.

Already, financial benefits are evident, including achievable annual

“Capgemini’s contribution has been instrumental in the set-up of this, the largest cultural change program ever undertaken at our company. The knowledge and commitment of Capgemini has been instrumental in the ongoing success of this program.”

Director of Global Supply Chain



cost savings of some €30-40 million in the import/export process. But the deeper significance is that the company is certain that it has found a sustainable approach to change—one that will deliver ongoing improvements for the company and its customers.

### How the Company and Capgemini Worked Together

Capgemini and its German partner won the contract to review end-to-end global process efficiency for a global chemicals leader with a highly innovative proposal. As a global consultancy with wide experience in implementing transformational change programs for multinationals across many sectors—and with excellent contacts at CEO/CXO level—Capgemini proposed to benchmark processes and performance at the company, not just against other chemical companies, but against world-class companies regardless of sector.

The client accepted Capgemini's reasoning that great ideas and best practice management are by no means exclusive to the chemicals industry.

With a team of just four Capgemini consultants, partially operating from the client corporate HQ in Germany, the results of the intensive six-week engagement proved a unique eye-opener for senior management at the client organization.

With the full permission of clients concerned, Capgemini explained and presented world-class best practices from some of the world's leading companies in oil & gas, automotive, and consumer products. Capgemini also facilitated direct one-on-one conversations between the company and other multinationals at various management levels up to and including the highest—CEO to CEO.

This outward-facing study also reviewed "roadmap" issues, studying how other multinationals had effected major global transformations and revealing a number of important do's and don'ts in the process.

In parallel with the outward-facing part of the engagement, Capgemini also worked in close collaboration with client managers in different parts of the supply chain and customer service functions, and in several locations in Europe, North America, South America and the Far East.

The collaboration involved many one-to-one conversations as well as a series of intensive workshops with a focus on specific aspects of customer service or supply chain issues. With the rapid but comprehensive consulting assignment completed, several benefits have resulted.

The Director of Global Supply Chain at the client says:

*"Capgemini has given us two major benefits as a result of their outward-facing and inward-facing work.*

*First, they have given us extremely valuable insights into what best practice looks like in supply chain and customer service within a complex multinational business.*

*Equally important, they have enabled us to get a very clear view of the challenges we face in these areas and the program of transformation we need to undertake to address them."*

The company has now laid the foundations for supply chain and customer service processes which are:

- consistent across all markets
- end-to-end and not "siloed"
- based on proven best practices.

Achieving these results will require a considerable program of transformation. But the client now has a clear understanding of how to plan and organize this program, and how to ensure that it delivers the required results. The company has already selected Capgemini to help run its transformation program over the next three years.

Above all, the customer is confident that it now has a sound basis for sustainable and ongoing improvement in the business-critical discipline of giving its customers the great service they need.



### About Capgemini and the Collaborative Business Experience®

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies.

Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working - the Collaborative Business Experience® - and through a global delivery model called Rightshore®, which aims to offer the right resources in the right location at competitive cost. Present in 36 countries, Capgemini reported 2007 global revenues of EUR 8.7 billion and employs over 83,000 people worldwide.

More information about our services, offices and research is available at [www.capgemini.com](http://www.capgemini.com)

Capgemini Consulting is the Strategy and Management Consulting division of the Capgemini Group, employing 5,000 consultants worldwide. Leveraging its deep sectorial and business expertise, Capgemini Consulting advises and supports organizations in transforming their business, from strategy through to execution, and delivers successful outcomes by working side by side with clients to identify the best solutions to critical business challenges.

Capgemini Consulting UK  
Energy, Utilities & Chemicals

Marketing, Sales and Service  
Transformation Consulting

Copyright ©2008 Capgemini. No part of this document may be modified, deleted or expanded by any process or means without prior written permission from Capgemini.