

## What are *Belles Histoires*?

*Belles Histoires*, or beautiful stories, are a sample of interesting and outstanding projects we have recently completed around the world. These projects reflect the ability to work together across multiple cultures and geographies, demonstrating performance, adaptation to local specificities, and exceptional results.

The examples cover all industries and functional areas. They provide a representation of the full-service management consulting businesses we operate worldwide.

Please enjoy these beautiful stories of our Highland Worldwide Partnership as we learn from each other how to build sustainable and effective results in a new, ever-changing world.



COMPANY: **InterContinental Hotels Group**

LOCATIONS: Atlanta, Georgia  
Mumbai, India  
Delhi, India  
Shanghai, China



# Market entry analysis

## Assignment

Our team is intimately involved with the Company's growth plans at a number of stages in the global development process. India and China are some of the world's largest emerging markets.

We conducted an assessment of business travel requirements of large or fast-growing companies in India to determine IHG's future market potential in Indian business travel to the Southeast Asia region.

To complete this effort we conducted a regional analysis using expertise from India (Mumbai and Delhi-based research resources) and a Singapore-based client sponsor. The insights gained from this exercise provided the foundation for the structure of IHG's Southeast Asia sales organization.

In China, where IHG plans to open 130 hotels over the next two to three years, our Shanghai consultants are using a similar approach as in India. We are teaming with the IHG sales teams for major markets to identify target sites and customer segments, which we will use to help IHG define its sales and account development strategies for the rapidly maturing Chinese market.

## Context

IHG is an international hotel company with operations in 100 countries. IHG has more guest rooms than any other hotel company in the world – over 640,000 rooms in 4,400 hotels.

IHG's growth strategy is based on increasing the number of franchised and managed hotels in its brand portfolio. The hotel development pipeline is the industry's largest, more than 1,300 hotels (over 197,000 rooms).





COMPANY: **BNP Paribas**

LOCATION: Paris, France

# Multi-channel **international banking** program

## Context

BNP Paribas is a European leader in global banking and financial services. Their core businesses are: retail banking, corporate and investment banking and investment solutions.

BNP Paribas has one of the largest international networks with operations in 84 countries and 201,100 employees – 158,800 in Europe, 15,100 in North America and 10,600 in Asia.

## Assignment

By harnessing state-of-the-art technology and improving the accessibility and efficiency of alternate banking channels, BNP Paribas was seeking to improve customer service while reducing the cost to serve its customers.

The Company embarked on implementing an international model for multi-channel banking and called upon our consultants for assistance. The Multi-channel International Banking Program (MIB) encompassed the entire IT platform including common workstations, customer-facing Web sites, customer management processes, business intelligence/data warehouse, change management and risk management.

The goals were to capture economies of scale, obtain better performing client processes and redevelop more precise client segmentations.

Our consultants delivered the program management and operational work for the design and implementation of the multi-channel retail banking operational model in France, Italy, Belgium, Ukraine and Turkey.



**COMPANY:** OMV Petrom SA

**LOCATIONS:** Vienna, Austria  
Bucharest, Romania

# Improving procurement activities

## Context

OMV Petrom SA, formerly Petrom SA, is a Romania-based company engaged in the extraction, production and distribution of oil, natural gas and related products. The Company has 19 subsidiaries in Romania, Serbia, Montenegro, Bulgaria, the Republic of Moldova, Russia and Kazakhstan.

The Company also holds minority stakes in 16 companies. The OMV Corporation holds a 51 percent stake in OMV Petrom SA. We've had the privilege of serving the OMV Group for more than 20 years, including several subsidiaries and all business divisions.

## Assignment

Our consultants were brought in to facilitate the integration activities of the OMV/ Petrom merger. The primary focus was to get control of the budget in the areas of procurement for exploration and production, refinery and marketing. Secondly, we developed a restructuring program for the new organization.

Our challenge was to improve the coordination of all procurement activities as well as to capture the synergistic potentials within the integrated company.

The team looked into the areas of organization, information technology, and physical resources to examine processes, guidelines, and group standards. In addition we conducted a supplier analysis to broaden the supplier base.

Once we identified synergies, the team took the savings and improvements from conception to implementation – including the consolidation of reporting requirements, analyzing existing contracts, and optimizing the warehouse structure. When necessary, new ways of working were created (e.g., electronic procurement).

Our consultants worked directly with the Company to protect the investment and receive the value of the integrated companies.





**COMPANY:** Air France – KLM

**LOCATIONS:** Amsterdam, The Netherlands  
Paris / Toulouse / Nice, France  
London, United Kingdom  
Trivandrum, India

# Program management excellence

## Context

Together Air France and KLM form the largest airline company in the world in terms of sales, and they are the third largest in the world in terms of passenger-kilometers.

The new executives defined 10 areas where synergies could be achieved – Commercial, Ground Services, Crew Management, Flight Technical, Operations Control, Schedule Management, Catering, Engineering & Maintenance, Cargo and Corporate.

## Assignment

Our consultants acted as program managers for three of the top 10 focus areas – Crew Management, Operations Control and Schedule Management. This was a large-scale program with over 250 people in six locations worldwide. The program budget exceeded €10 million. The goal was to help achieve the economies of scale and scope defined in the business case.

Overall, our work directly impacted 1,400 employees in France and The Netherlands, as well as indirectly impacted 10,500 KLM crew members and the entire network processes of both companies.

This work had a very high risk/reward business value and our client trusted us to work alongside the program teams to ensure success – on time, on budget, with no social impact.





COMPANY: **Ducati Motor Holding**

LOCATION: Bologna, Italy

# Implementing **lean** thinking

## Assignment

### Context

Founded in 1926, Ducati Motors builds race-inspired motorcycles that are characterized by innovative design, unique engine features and overall technical excellence.

Today the company's motorcycles are sold in more than 60 countries worldwide through flagship stores and dedicated local dealers. Sales are primarily focused in the Western European, Japanese and North American markets.

After years of focusing solely on product and technical excellence, the company developed a new strategy to develop a multi-sector business including flag stores, apparel and accessories and racing.

Soon the company was faced with a positive, yet very serious, challenge – the current organization structure could not satisfy the increased demand. All Ducati motorbikes were manufactured in one plant located in Bologna, Italy.

Our team was engaged to improve manufacturing performance by matching the pace of production with customer demand. This required the streamlining all production activities into a continuous flow, thus, reducing batches and synchronizing deliveries at *takt* time.

With our assistance, Ducati reduced work in process (WIP) by 50 and reduced the First Time Quality index – from an average of 45 minutes in reworking and testing to nine minutes. We also enhanced and reduced the supplier base from 700 down to 170.

Our team enabled the organization to meet its objectives of building the global brand that many enthusiasts enjoy today.



COMPANY: **The Schindler Group**

LOCATION: Madrid, Spain

# Maintenance and repair improvements

## Context

The Schindler Group is the largest supplier of escalators and the second largest manufacturer of elevators worldwide. Founded in Switzerland in 1874, the Schindler Group employs around 43,000 people worldwide with operations on five continents.

Schindler designs, installs, services and modernizes transport systems for every building type throughout the world. Globally, Schindler equipment moves more than 900 million people per day.

## Assignment

Schindler utilizes a global approach to customer service: Each customer receives the same level of service regardless of geographic location or size. There are no exceptions or adaptations made to suit the local environment.

Our consultants were asked to review all maintenance and repair activities in four Spanish branch offices: Madrid South, Valencia, A Coruña and Almería. The review included all organizational levels from service leaders and regional directors to the technicians.

Our methodology included both qualitative and quantitative analysis. The team conducted interviews, reviewed business data, management processes and conducted field studies.

We identified improvements in a number of areas and worked directly with Schindler to implement the improvements.

The most notable improvements were in the areas of callback time, maintenance time and productivity. Average callback time was reduced by over nine percent and maintenance hours were reduced by five percent.

In terms of productivity, there were over €7 million in savings (a 15.2 percent increase).





**COMPANY:** Marks and Spencer

**LOCATION:** London, United Kingdom

# Point of sale implementation

## Context

Marks and Spencer is one of the UK's leading retailers, with over 21 million people visiting stores each week. The Company offers clothing, home products and foods – all responsibly sourced from 2,000 global suppliers.

The Company employs 75,000 people in the UK and abroad and has over 600 UK stores.



## Assignment

A Point-of-Sale, or POS, system is a necessary and invaluable part of a retail business. In addition to allowing a customer to purchase an item, the POS system enables a company to do nearly everything from ordering and purchasing stock to generating reports on sales.

The Company had committed over £200 million on a multi-year program to refresh the current stock management and POS solutions. This covered areas such as till hardware, handheld terminals and desktop portals.

Marks and Spencer asked our team to assume leadership of the Program Management Office. Our task was to provide oversight and governance on all activities of the lead Systems Integrator (SI) and over 20 smaller suppliers.

Ultimately, the team managed the people, process and technology activities associated with replacing over 14,000 POS terminals.





COMPANY: Rio Tinto

LOCATION: Melbourne, Australia

# Organizational change management

## Context

The Rio Tinto Group is a diversified, British-Australian, multinational mining and resources group with headquarters in London and Melbourne. The Company locates and processes the earth's minerals and metals. Typical products include aluminum, copper, coal, diamonds, energy products, gold, industrial minerals and iron ore.

The Company has a highly successful record in the development and management of world-class open cut and underground coal operations.

## Assignment

Rio Tinto Coal Australia (RTCA) was implementing an integrated solution of technical mining systems that gather and report data from all major functional areas of the site supply chain. The information gained from the new systems provides accurate and timely information to improve operational decision making. The solution will be used in all seven mine sites in RTCA.

Our role was to manage the Organizational Change Management (OCM) component of the transformation program. We focused on helping stakeholders develop and adjust their processes to enable the business change.

We added value by enabling a positive and systemic business change. The team established formal strategies and structures for people and process issues. They worked to ensure users were informed, skilled and ready to use the systems at go-live and to ensure system sustainability for future use.





**COMPANY:** Wells Fargo & Company

**LOCATION:** Charlotte, North Carolina  
San Francisco, California

# Post-merger **integration**

## Context

One of the “Big Four” banks in the United States, Wells Fargo has 6,650 retail branches (called stores by Wells Fargo), 12,260 automated teller machines, 276,000 employees and over 48 million customers operating under both the Wells Fargo and Wachovia names.

The Marketing, Innovation and Growth team of Wells Fargo Advisors, a top three brokerage firm in the United States, provides marketing support at both a firm-wide and individual financial advisor level, in addition to maintaining responsibility for brand standards and usage of the firm’s name and logo.

## Assignment

Following Wells Fargo’s acquisition of Wachovia, which included its brokerage arm, Wachovia Securities, the Wachovia Securities line of business had to choose a new brand name and implement it throughout the organization within an eight-month time period.

Our team provided structured, end-to-end program management support that enabled the Company to successfully deliver on its own rebranding responsibilities, along with leadership for rebranding throughout the firm.

We facilitated the rebranding of signage in over 800 locations, approximately 1,000 forms, over 60 types of client reporting (including statements, trade confirmations, tax documents, letters, checks, regulatory notices, among others), utilizing over 100 different systems, tools and applications.





COMPANY: **Deutsche Telekom**

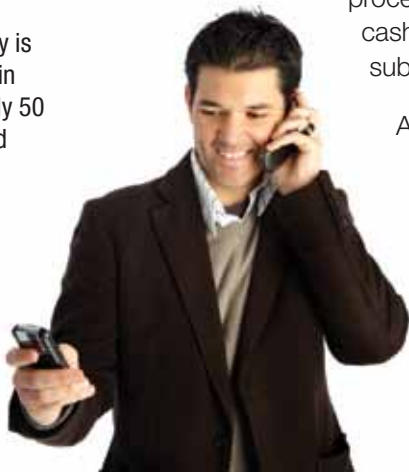
LOCATION: **Bonn, Germany**

# International shared service center

## Context

Deutsche Telekom AG is one of the world's leading telecommunications and information technology service companies. It offers its customers products and services for connecting life and work.

The Company is represented in approximately 50 countries and employs roughly 260,000 employees.



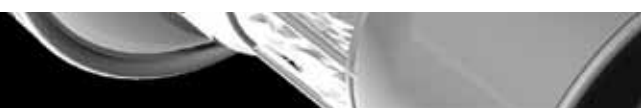
## Assignment

Deutsche Telekom was seeking a way to handle internal and external single and bulk payments and looked to our consultants for assistance. We worked with the Company to develop a standard process, technology, and organization structure to meet the requirements of the accounting and cash management departments.


The team developed new processes across divisions and integrated the functions and duties of accounting, treasury and billing. The central element of the new processes is an in-house bank which serves as the source of information for cash management activities. The in-house bank replaced all external bank and subsidiary relationships.

All processes were automated and seamlessly embedded into the existing information technology landscape without any need for manual intervention.

The international shared service center we developed serves as the standard solution for the entire company. It provides a consistent handling of all cash flows including collections from private customers.







COMPANY: **European Central Bank**

LOCATION: Frankfurt, Germany

# Governance **process** improvement

## Context

The European Central Bank (ECB) is one of the world's most important central banks. It is responsible for the European Monetary Policy covering the 16 EU member states comprising the Eurozone.

The ECB's main task is to maintain the euro's purchasing power and thus price stability in the Eurozone.



## Assignment

The challenge was to strengthen the governance processes that manage the bank's investment projects (from IT to banknotes) and the projects shared with the other National Central Banks (NCBs) of the Eurozone.

Our team, at the request of the Budget and Projects Division, built a device (method, process, tool and instances) to enable the ECB and other NCB actors to better select and manage the overall investment project portfolio.

The team also designed and implemented a prioritization methodology for investment project portfolio decision-making and monitoring, based on our "Right Move" Portfolio Management offer.

"Right Move" can help clients in decision making, analyzing and processing. It helps focus a company's concerns and priorities on sustaining investment decisions linked to innovation, business development abilities, company optimization and transformation.

The tools and devices used for the two types of investment projects were implemented successfully – one for the European Central Bank and one for the projects shared with the National Central Banks.







COMPANY: **Snap-On**

LOCATION: Reggio Emilia, Italy

# Centralizing production processes

## Context

Snap-on Inc. is an American multinational company and is the market leader in high-quality tools and diagnostic machines for tire dealers and garages.

## Assignment

Snap-On had grown through a series of mergers and acquisitions. Without proper guidance and standardization, the company was beginning to encounter a number of financial and operational difficulties.

Before our engagement there were 18 legal entities, nine countries, seven design centers, eight production plants, and nine IT systems.

Our main initiatives were to strengthen the production and logistics operations by reducing fixed and variable costs. We also worked to reorganize R&D activities and the commercial offices. Any surplus assets were eliminated.

In the end we centralized the production process in the Correggio, Italy plant and closed the remaining plants across Europe. These efforts resulted in a more than 15 percent increase in production.





COMPANY: CPA Australia

LOCATION: Melbourne, Australia

# Process reengineering and benefits realization

## Context

CPA Australia is one of the world's largest accounting bodies with more than 129,000 finance, accounting and business professionals throughout Asia Pacific.

CPA's core services to members include education, training, technical support and advocacy. Staff and members work together with local and international bodies to convey the views and concerns of the profession to governments, regulators, industries, academia and the general public.


## Assignment

A CPA is a highly valued designation. It is CPA Australia's goal to maintain and strengthen the relevancy of this certification.

In assessing the business environment, CPA Australia identified widespread process and system inefficiencies that led to increased costs and damaged member satisfaction. To overcome these issues, it sought to improve and align existing business processes. Updating core systems and implementing new tools to extract reliable and consistent information was an integral part of this effort.

Our teams were engaged to perform the overall program management, change management and benefits realization for the program. Our key objectives were to generate organization-wide commitment and enable a smooth transition to updated processes and procedures with minimal business disruption.

CPA is committed to providing value-added services to its members and increasing the global value of the brand. Our work provided the company with reliable information to ensure success in both endeavors.





**COMPANY:** The Coca-Cola Company

**LOCATION:** Atlanta, Georgia

# Digital and interactive marketing

## Context

The Coca-Cola Company is the world's largest beverage company, refreshing consumers with nearly 500 sparkling and still brands.

Coca-Cola Global Interactive Marketing (GIM) is responsible for the digital marketing efforts of the company's entire portfolio of brands across all 206 markets/countries that it serves.

## Assignment

The Coca-Cola Company launched the first iteration of its global consumer Web site, coca-cola.com as a corporate Web site, primarily focused on North American investor audiences. This proved to be insufficient and the company re-launched the site with a focus on a global consumer audience.


At site launch, social networking Web sites such as Facebook, MySpace and YouTube were in their infancy, and not allied with the company in any way.

Our team in the Atlanta Office recognized the potential of these alliances and assumed the lead role on developing partnerships for viral digital marketing and innovating with nascent companies to position the brand as a leader in emergent digital marketing.

In addition, the team designed and executed the entry into Second Life (a virtual world). The Coca-Cola Company's successful campaign and presence is now cited as a positive case study by IBM Redbooks. We also led the creation of the corporate Facebook page, currently with eight million fans.

As a result of embracing virtual digital media as a bona fide marketing channel, Coca-Cola has experienced a significant increase in related product sales.





**COMPANY:** British Water Additives

**LOCATION:** Manchester, United Kingdom  
Tucker, Georgia

# Enterprise resource planning

## Assignment

BWA asked our London Office to lead in the selection, procurement, and implementation of a new set of Enterprise Resource Planning (ERP) applications.

We worked in close partnership with BWA maintaining an on-site presence in both the UK and US offices.

The experienced team was able to mobilize quickly and delivered within the desired timeframe. This was the fastest implementation of this system to date anywhere in the world.


While it may be expected that most software programs of this scale will experience some slippage, this was not the case with the BWA project. The effectiveness of this implementation enabled BWA to sever the costly IT transition agreement with the original parent company and become self-sufficient.

There was no impact to customers, all the relevant business KPIs were met and, like the water the Company treats, revenue continued flowing.

## Context

British Water Additives (BWA) manufactures industrial water treatment chemicals, desalination products, and membrane systems for water treatment. BWA also manufactures chemicals used in desalination and oil recovery processes.

BWA operates manufacturing locations and technology and development centers around the world.







COMPANY: **Dutch Ministry of Infrastructure and Environment**

LOCATION: The Hague, Netherlands

# Implementing **social** and **technological** change

## Context

The Ministry of Infrastructure and Environment is responsible for moving the population from place to place. It is one of the ministries in the Dutch national government. Their motto is: Moving smoothly. Living safely.

The Ministry has to work with a number of stakeholders to meet their overall objectives: 12 provinces and seven city districts (the decentralized authorities) plus 10 transport companies and other service providers.

## Assignment

Bogged down by slow payments from transport companies and unreliable data on traffic behavior, the Ministry began looking for solutions and viewed the *OV-Chipkaart* as a way to meet these goals.

The chip card used is a contactless card (using passive RFID rewritable technology) that stores travel credits and serves as an easy method of electronic payment. The card allows customers to travel anywhere and access the entire system of public transport (train, tram, metro and bus).

The Ministry asked us to manage the implementation in 10 regions, beginning with Rotterdam and Amsterdam.

The scope of work included all levels of government and all aspects of the process from ticket purchase to the back-office systems that integrate travel information and planning systems.

This was a massive engagement that shows our capability to design and implement large-scale social and technological change.

COMPANY: L'Oréal SA

LOCATION: Paris, France

# Operational and risk management

## Context

L'Oréal SA is the world's largest beauty products company; it markets 23 global cosmetic brands under five product ranges: skin care, hair care, hair coloring, make-up and styling products.

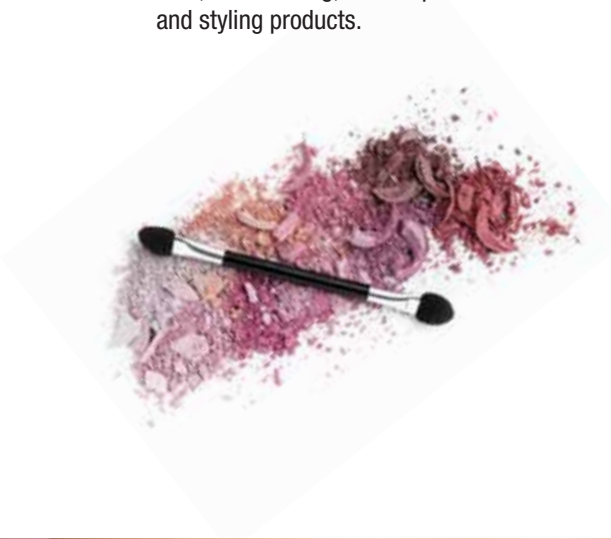
## Assignment

L'Oréal invests significantly in its products. There are 3,313 employees of 60 different nationalities working in 30 different disciplines associated with product research and development. Roughly five billion units are manufactured in 38 factories around the world.

Thus, there are tremendous demands placed on Regulatory Affairs, the division responsible for product safety and the regulatory compliance of cosmetic raw materials.

Due to the growing complexity (stronger regulations in various areas for an increasing range of products), the Regulatory Affairs team sought our assistance to strengthen its operational and risk management capabilities and help it support the overall growth and globalization of L'Oréal.

Our team developed a new target operating model that decreased the time to market for new products, established safeguards and protections for processes and products, enabled an efficient worldwide organization of regulatory affairs, and increased the ability to handle more projects – all without limiting compliance and security standards.



COMPANY: **Thales Alenia Space**

LOCATION: Rome / L'Aquila, Italy

# Operational excellence

## Context

Thales Alenia Space is a leading defense contractor and a major player in civil and commercial markets around the world. Its businesses are organized by market segment: Aerospace, Space, Defense and Security.

The Company works directly with the European Space Agency (ESA), the French Space Agency (CNES), the Italian Space Agency (ASI) and the French, Italian and German Ministries of Defense.

## Assignment

Thales Alenia has one manufacturing plant for satellites located in L'Aquila, Italy. A terrible earthquake struck the city and the manufacturing facility was severely damaged.

Our team was engaged to redesign the manufacturing facility layout and to re-launch all production capabilities based on operational excellence principles.

The project was named L'Aquila FLIES. Aquila is the Italian word for eagle and FLIES stands for "Flow and Layout Improvement to Enhance Savings."

We put Thales Alenia back in business. But our team did more than restore our client's capabilities to pre-earthquake levels. We improved production efficiency and decreased production lead-time by 20 percent.





**COMPANY:** Department for Transport

**LOCATION:** London, United Kingdom

# Rail franchise mobilization and transfer

## Context

The goal of the Department for Transport (DfT) is to provide transportation that is effective for all of its citizens.

DfT uses a rail franchise system. Companies tender to operate each franchise. The franchise agreement defines the expectations and delivery requirements, including regulated rail fare rate increases.



## Assignment

As a franchise agreement was set to expire our team was brought in to lead all information technology aspects of the franchise mobilization effort. Working closely with the operator, the government and the target company our team had to ensure that there would be a complete transfer of services without any delay or interruption of service.

We were quickly able to establish a mobilization team of experts that engaged with all key rail industry suppliers using both the client's existing contacts in the industry and the wider client network.

The team worked quickly to produce business cases for a variety of initiatives, developed an operational budget, defined a new IT organization, and wrote a complete IT strategy.

In this type of engagement, project success equals public anonymity – the franchise transfer occurred on time, on budget and without any disruption to rail services.







**COMPANY:** AstraZeneca

**LOCATION:** Philadelphia, Pennsylvania  
Canóvanas / Carolinas, Puerto Rico

# Lean supply chain deployment

## Context

AstraZeneca is a global, innovation-driven, integrated biopharmaceutical company.

The Company discovers, develops, manufactures and markets prescription medicines for six important areas of health care: cancer, cardiovascular disease, gastrointestinal, infection, neuroscience, and respiratory and inflammation.

AstraZeneca employs over 62,000 people (47 percent in Europe, 31 percent in the Americas and 22 percent in Asia, Africa and Australasia).

## Assignment


In support of AstraZeneca's lean transformation across their global supply chain we were asked to lead the change management and communications work streams for the US, including organizational redesign and cultural change to lean principles.

We delivered a comprehensive change management plan including assessments, impact diagnostics, stakeholder management, sponsorship plans, launch communication plans and plan framework.

We conducted team norms and team effectiveness workshops using AstraZeneca's Team Effectiveness model, as well as six launch-event presentations.

Due to the success of the US program AstraZeneca asked us to lead a similar effort in Puerto Rico.



The background of the slide features a close-up, angled view of several Euro banknotes. The focus is on the '500 EURO' text, which is repeated across the notes in various colors (blue, green, yellow) and orientations. The lighting creates a sense of depth and texture on the paper of the banknotes.

COMPANY: AXA

LOCATION: Brussels, Belgium

# Delivering new target operating models

## Context

AXA is the global leader in financial protection. The Company operates through five business segments: Life and Savings, Property and Casualty, International Insurance and Asset Management and Banking.

## Assignment

AXA had previously conducted a strategic review of their business. To improve overall performance the Company needed to take immediate steps to reduce expense ratios, operating costs and overhead.


AXA had already received quality service from our German and French offices. These previous relationships, along with the strong capability of our Benelux-based consultants enabled us to win the work.

Delivering the work was no simple task; success required execution and delivery of five new Target Operating Models (TOM) as well as building and testing new metrics and dashboards and ensuring that AXA had the IT capability to successfully implement the improvements.

To add to the complexity, our team worked in both the French and Flemish regions – requiring a mastery of multiple languages, cultures and business concepts.

Together, the team was able to move the cultural needle from individual silos to team-oriented results and develop a sense of ownership and responsibility at all levels. This enabled AXA to perform faster and better, with little to no rework.





COMPANY: **Endesa**

LOCATION: Madrid, Spain

# Defining a **new model** of customer care

## Context

Endesa is the leading utility in the Spanish electricity system, the number one private electricity company in Latin America and a significant player in the energy sector of the Mediterranean region.

It also has a growing presence in the Spanish natural gas market and is advancing rapidly in the area of renewable energy.



## Assignment

Endesa asked our consultants to define and implement a new model of care for business customers.

We worked with the company to review the content of customer care exchanges, the level of information provided by employees and the nature of customer incidents and complaints.

This analysis enabled the team to redefine all related processes and establish standards for both processes and responses. In addition we created a special team to handle the unique issues of the business customer, as well as developed processes to handle the introduction and coordination around new products and services.

Our work enabled Endesa to improve the global indicator of perceived satisfaction by one and one-half points after three months.



COMPANY: **TNT Post**

LOCATION: The Hague, Netherlands

# Green offices

## Context

TNT Post is the main postal operator in the Netherlands, processing 17 million postal items each day that are sent to more than seven million addresses.

TNT Post handles all types of mail from consumer mail to large quantities of business mail.



## Assignment

TNT Post developed the Green Office Project to minimize the effect its offices have on the environment.

The Company is implementing 70,000 m<sup>2</sup> of CO<sub>2</sub> emissions-free office space across the Netherlands. Because of their geographic position in the Netherlands and proximity to public transport, the offices will also help to reduce CO<sub>2</sub> emissions from commuter traffic.

The Green Offices are an atypical office environment. They can be best viewed as a collection of flexible meeting places that can be used by all TNT employees. Hoofddorp is the first Green Office under development.

Our consultants provided their facility and project management expertise to assist TNT with the project. We set up the overall planning effort and established the requirements for the buildings' interior and facilities (cleaning, technical maintenance, furniture, catering and the like). We also managed the vendor selection process for durable facility services and interior architecture.

With a GreenCalc factor of 1,000 points and a LEED platinum score, the new headquarters are the most durable buildings in the Netherlands.





COMPANY: **Merial**

LOCATION: Atlanta, Georgia

# Strategy **execution**

## Assignment

### Context

Merial is a world-leading animal health company that has established a proven track record in producing pharmaceutical products and vaccines for livestock, pets and wildlife.

Merial has the largest research and development investment in the animal health industry with multiple research and development centers around the world. Merial is committed to developing pharmaceuticals and vaccines with the highest level of quality, safety and efficacy through an extensive network of global manufacturing facilities.

Our team has performed a number of strategic and international assignments for Merial. This experience prompted the Company to request assistance with the execution of their corporate strategy. Seventeen different internal functions as well as an overall corporate strategy map were in scope.

Our team expanded existing work by creating a strategy map for each of Merial's franchises, functions and regions. In addition we facilitated workshops and follow-up sessions to create Strategic Action Plans (STRAPS) and identify key performance indicators (KPIs) to support achievement of the strategy maps. Both strategic actions and KPIs were prioritized and phased for implementation over time.

We provided Merial with a comprehensive corporate plan for strategy execution, with each franchise (product group), region and function aligned to the company's primary goals.



**And the stories continue ...**

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