

Field Reference Sheet

Service:	Enterprise Innovation Portfolio	Industry:	CPG Manufacturing
Company Profile	Global Leader in its markets, operating in 53 countries and all regions		
Business Problem:	The company had just been through an acquisition integration, an IT outsourcing and a partial large scale Business Process Outsourcing. The Business Leaders in the US and in the Regions were struggling to launch and manage strategic projects, and the company had an imperative to improve its operational performance and liquidities.		
Solution:	<ul style="list-style-type: none"> Redesigned the Project Portfolio fundamentals, including the creation of Sub-Portfolios by Region to provide a distributed management of investments and returns, including an integrated and a local level of returns recognition and analysis, enabling the true-up of the ROI by investment area or geography. Created the position of Global Profit Hunter, chartered with generating costs savings and incremental revenues through new initiatives. Charter included collaboration with Business Units to either improve operational performance, increase quality or enhance turnover / revenue performance. Launched an ideation / innovation process to capture operational and manufacturing improvements to optimize the cycle time and operating margin, leveraging DMAIC concepts and tools Launched series of periodic and ad hoc work sessions with Regions to identify emerging ideas and VOC Piloted the wrapping of services around the existing products and supplies, opening new markets in the Retail and Hospitality sectors, relatively untapped until then. 		
Benefits:	<ul style="list-style-type: none"> Portfolio helped generate incremental \$10M in annualized savings and \$15M in incremental revenue in first year of activity New approach and systemic processes fueled new culture emergence and helped increase market position in several legacy and emerging markets 		
Additional Context:	<p><i>Two main cultural barriers had to be overcome: the resistance to the “Headquarters will” and the cultural and language gaps. Focused booklets, group training and mixing of resources in multi-national teams helped overcome. From this point, ideas started to circulate more fluidly across the organization.</i></p>		