



Global Scorecard for Reckitt Benckiser

A Global Business Intelligence Solution

ProClarity 4.0 powered by Microsoft SQL Server 2000 Analysis Services

Background

Reckitt Benckiser is a market leader in household cleaning products and owns brands such as Dettol, Lemsip, Veet, Finish, Airwick, Vanish and Harpic. The company operates in 60 countries with products sold in 180 and has 23,000 employees worldwide.

Issues

Reckitt Benckiser operates in a highly competitive marketplace in which it is vitally important to differentiate products consistently from those of competitors. Only excellent performance from all the elements of the value chain enables them to outperform their competition.

Meeting overall revenue growth objectives depends upon achieving volume growth in new markets and increasing market share in established markets. This depends not only on achieving target revenue but also upon innovation, customer relationships and efficiency.

Reckitt Benckiser's existing performance reporting systems measured financial and sales performance. However, there were many other leading indicators of performance throughout the product life cycle that needed to be monitored. Few formal systems existed to do this, and those that did were not covering the entire global business of the newly merged company. As a consequence the business was in need of a consolidated top management view.

Solution

The CEO wanted to consolidate key measures of performance from all elements of the value chain into a clear set of reports. These would provide an early call to action where performance may be falling below the standards set, enabling early remedial action to be taken. The clarity of the measures, or Key Performance Indicators, would focus managements' attention on critical success factors for the business. The CEO set an aggressive timescale for the achievement of this vision. The resulting system consolidates continuous market research data from around the world and combines it with financial and other information from internal systems.

Key features of the system include:

- Drill to detail
- Cross-Drill to other business dimensions
- Highly customized formats
- Viewpoint colour coding
- Conditional formatting
- Standard ProClarity functionality

Thorogood Input

The project was divided into several phases in order to achieve early visibility. Phase 1 comprised rollout within the US. Subsequent phases included global rollout and expansion to other business areas.

Thorogood worked with Reckitt Benckiser's project team to provide the business with a set of graphic reporting formats using customized ProClarity components. Performance data necessary to produce the measures was extracted from the company's information systems. These systems included a JD Edwards transactional system, Hyperion Enterprise and Siebel sales systems. The data is consolidated within Microsoft SQL Server 2000 and Analysis Services. This provides a powerful and scalable multi-dimensional database. ProClarity 4.0 was selected as the client tool for its rich functionality. The selected technologies delivered a cost-effective solution compared to other technologies in the marketplace.

The application provided the flexibility needed to produce the measures within an aggressive timescale.

Thorogood provided a powerful implementation team comprising:

- OLAP / data warehouse design expertise
- ProClarity component integration skills
- Proven Microsoft SQL Server 2000 / Analysis Services skills
- Project management skills
- 12 consultants on site at peak stages during the project
- Consultants traveling between Reckitt Benckiser's sites in the UK and the US

Thorogood have held training sessions on the system in both the UK and the US for Reckitt Benckiser.

Benefits to the Client

It is intended that the system will focus the business on those areas identified as key to managing and improving business performance. By rolling out a common view across the business, all users are working on the same information and assumptions and thus driving in the same direction.

The measures have begun to communicate clear direction and definite priorities to the company's managers.

In today's technological age there is no shortage of information, but how do you access the facts you want, when you want them and in the best possible format? To help you, Thorogood makes sense of data. We combine our skills in IT and numerate analysis with business understanding to provide you with solutions to help you get ahead in today's marketplace. Independent since 1987, our focus is to find exactly the right system to match your needs.

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