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Global Standards drive collaborative business improvement. GCI would like to thank the companies, manufacturers and retailers, who have come together to share their internal organisation and implementation learnings through this GCI guide and the sponsoring organisations supporting it:

Ahold	Henkel
AIM	Johnson & Johnson
Ajinomoto	Kraft Foods
Allied Domecq Spirits & Wine	Metro
British American Tobacco	Nestlé
Carrefour	Procter & Gamble
Colgate Palmolive	Reckitt Benckiser
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GMA	

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Kraft Foods	Metro

Co-Chairmen of the GCI Steering Group

1. Executive Summary

The Drive for Global Standards

The Global Commerce Initiative (GCI) was founded in 1999 to drive the consistent implementation of standards across the consumer goods industry.

Standards bring scalability, portability and affordability to the business processes and the enabling business systems. They speed up the supply chain and reduce errors. They protect technology investments and ensure system to system interaction and interoperability.

The benefits are both efficiency savings and opportunity capture.

Drivers for standardisation

Increased Centralisation

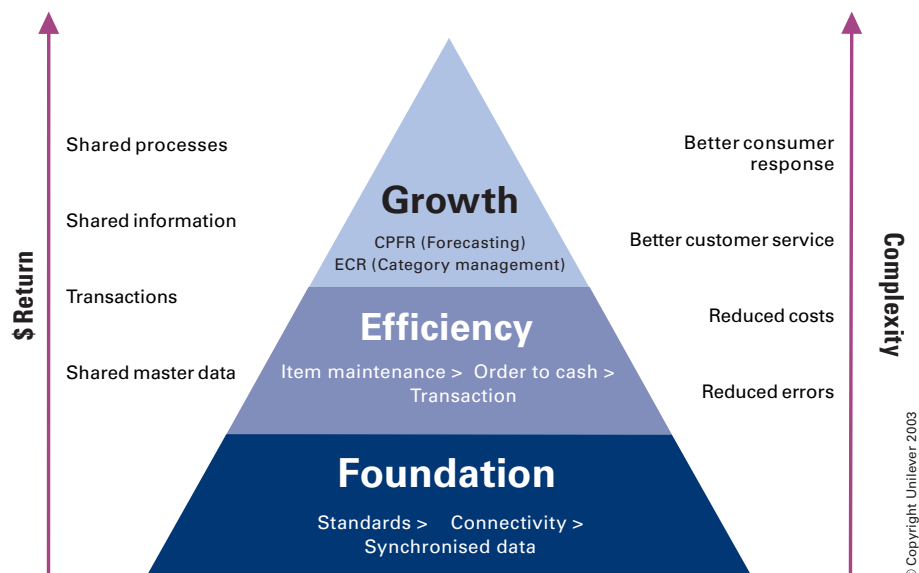
- International and multi-lingual products
- Regional and Global customers and suppliers
- Increase of inter-company flow of goods
- Increased Regional and Global processes such as:
 - International sourcing, purchasing and manufacture
 - Global Traceability
 - Global business planning (internally and externally)
- Accelerated budgeting and reporting cycle

Delivery of 'Best Practice'

The ECR movement, VICS and other industry associations have developed Best Practices for our industry based on collaboration. These include for example Category Management and CPFR. To date the industry has struggled to implement these processes widely. A standards based foundation brings...

- Scalability (expansion from a pilot to an enterprise-wide solution)
- Portability (roll-out across internal divisions and regions)
- Affordability (increase in scale without proportional increase in cost)

...to these processes



B2B e-commerce:

Emerging technology brings new e-business and e-service opportunities to the marketplace. E-procurement, e-auctions and communication over the internet through XML will all be more efficient if developed on a common standards based platform. If international manufacturers, retailers and solution providers (including Exchanges) are forced to support a myriad of local 'standards' then the incremental cost incurred will impact the entire supply chain, including national players.

The Need for an Internal Organisation

The success of Global Standards, and therefore the realisation of the benefits, will come through achievement of critical mass. Widespread adoption, though, does not mean that companies can not gain competitive advantage through optimal implementation of standards. Leading companies that strive for this position have aligned relevant internal functions and processes with the external standards development and management environment and are building standards implementation into their internal business processes.

In all cases this has involved creation, or alignment, of an internal organisation or Network.

Why Your Company should be involved in developing Standards and Best Practices

Companies have identified the following benefits from their involvement in standards development:

- Improved collaboration through shared view of business requirements
- Problem solving in a global forum
- Ensuring that standards developed meet your company needs
- Using the movement to build collaborative relationships with trading partners
- Learning from other companies

It is clear that standards development requires business involvement. Industry representation is critical. Leading businesses understand this and engage with the standards process.

Roadmap for Building Your Company Network

This roadmap, or checklist, has been drawn from the experience of companies that co-ordinate their engagement with EAN·UCC's Global Standards Management Process (GSMP) and with organisations such as GCI, the ECR organisations and VICS.

- 1 Ensure you have Board level sponsorship! Standards are driven by – and drive – business vision. Linkage to the corporate vision is critical in order to be able to allocate the right resources and support internally.
- 2 Assess where you currently are.
- 3 Define an internal strategy describing the role (or roles) that your company wants to play across the standards spectrum, from development to implementation. Identify the benefits your company will gain from that position.
- 4 Create your Network: Define clear responsibilities, identify Subject Matter Owners or Experts, align resources and keep focused!
- 5 Introduce an information sharing platform for your Network and the wider community.
- 6 Ensure effective and consistent communication.
- 7 Pilot and roll-out.
- 8 Finally: Measure to make things happen!

The resulting Network has both an external face (engagement with GCI, GSMP...) and an internal face (implementation). The Network will only succeed if it addresses and integrates both the external and internal activity.