



## Coca-Cola Enterprises Tackles Competition with Microsoft Online Services

*Coca-Cola Enterprises (CCE) employs approximately 72,000 people in 431 facilities around the globe. Much of its workforce is mobile with 55,000 vehicles and 2.4 million coolers, vending machines, and beverage dispensers. With increasing competition in the marketplace, CCE needed a more effective way to collaborate with its employees, to increase its productivity, to enable better flow of information and to create more time for sales persons to engage with customers. Its worldwide presence required employees and executives to spend numerous hours on the road every week, travelling to internal meetings. With Microsoft® Online Services technologies, CCE can save travel expenses through online meeting tools and collaboration platforms that span time zones and geographies.*

### Situation

Coca-Cola Enterprises (NYSE: "CCE") is the world's largest marketer, producer, and distributor of Coca-Cola products. Coca-Cola Enterprises' growing product portfolio includes the world's greatest brands and beverages which it delivers with the industry's most effective marketplace execution. Today, it serves 419 million consumers, throughout North America, the U.S. Virgin Islands, other Caribbean islands, Belgium, France, Great Britain, Luxembourg, Monaco, and the Netherlands. It employs approximately 72,000 people and operates 431 facilities, 55,000 vehicles, and 2.4 million coolers, vending machines, and beverage dispensers.

Coca-Cola Enterprises faces strong competition from other beverage companies and needed a way to work more effectively with its customers and partners. This required innovation and a new way of communicating within the corporation. In 2008, CCE acknowledged that its current communications platforms were no longer enabling the innovation and collaboration required to take it to the next level to compete in an increasingly demanding economic environment.

CCE required a centralized platform on which to promote the company's initiatives. Its messaging was based largely around e-mail, which was unable to reach its largely mobile workforce. Chairman and CEO John Brock and CIO Esat Sezer agreed that in order to evolve the company culture and improve customer relationships at CCE, the leadership team needed the ability to communicate with all CCE employees, especially those managing day-to-day operations in the field. Most of the diverse CCE personnel work in a distributed manner. Employees in manufacturing facilities had limited access to the corporate network. Its mobile, customer-facing employees, who are on the front line, making sales and positioning the CCE products in store environments, also lacked convenient access to company content.

Additionally, CCE needed to drive action and information to all employees in its business by role. CCE's infrastructure did not allow for this, making it difficult for employees to locate appropriate content in a timely manner. Kevin Flowers, Director of Enabling Technologies, says, "John Brock, our CEO, challenged us to find better ways to connect all of our employees. He asked us to create a unified way to reach all of the field resources for more than 400 locations in the U.S. alone. SharePoint Online addressed those challenges and helped us launch from a legacy infrastructure to a solution which provided better business value to all of our people."

Taking on a new project like building a corporate intranet was exciting yet daunting as IT resources were engaged on many other initiatives as part of their transformation journey. IT considered using partners to address its messaging needs and wanted to expand this to include development of its corporate intranet. Both solutions needed to support mobile devices to reach employees in manufacturing facilities and the field.

## Solution

With many older systems, CCE had several partners providing dozens of communication and collaboration solutions. CCE saw an opportunity to optimize its infrastructure by broadening its relationship with Microsoft. With the implementation of Microsoft Online Services, which includes Microsoft SharePoint® Online, Microsoft Exchange Online, Microsoft Office Communications Online, and Microsoft Office Live Meeting, CCE consolidated and streamlined its IT partnerships and enhanced its focus on providing value to the business. CCE deployed its corporate intranet on SharePoint Online as its primary collaboration platform, which included content management, enterprise search, workflow, line of business integration, and rights management capabilities.

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John Key  
Assistant Director  
Communication and  
Collaboration  
Technologies, CCE

In its assessment of whether to upgrade its current platform or transform the company to a hosted model, CCE considered options presented by several major software and service providers. CCE desired a partnership where it could utilize its enterprise software on premises with integrated software services in the cloud, and turned to Microsoft to execute upon its objectives. Planning for the project began in mid January 2008 and was completed by mid May. Microsoft Exchange Online and Microsoft SharePoint Online received “service acceptance” by July and user migration for both began in September. By the end of 2008, 23,000 users had been migrated to Exchange Online, 30,000 users were on SharePoint Online, and 10,000 users had migrated from IBM Sametime to Microsoft Office Communications Server for instant messaging. It added Microsoft Office Live Meeting for Web and video conferencing in April 2008.

## Security

Initially, Tim Smith, the Chief Information Security Officer at CCE needed to be convinced that Microsoft would provide security measures that matched or exceeded CCE’s stringent requirements. Visiting the Tukwila data center, Smith was impressed by the virtual and physical security provided by Microsoft, as well as the third-party SAS 70 audit reports that Microsoft uses to monitor security compliance. Tim Smith, CCE Chief Information Security Officer, says, “Step one in getting comfortable with giving our data to Microsoft was visiting one of their data centers. To understand the physical nature of what they’re doing to safeguard not only their own information, but also CCE’s, gave us a great sense of comfort that Microsoft has thought of all the right things.”

A fundamental shift occurred in how CCE viewed Microsoft services and capabilities running in Microsoft data centers, not as an outsourcing arrangement, but as a security-enhanced extension of CCE’s own enterprise network.

## The Right Information at the Right Time

CCE decided to use Microsoft integrated communication and collaboration tools to streamline communication across its entire organisation. A critical component of the corporate intranet portal at CCE was the integration of SAP user role information into its on-premises Active Directory® service and its Microsoft SharePoint Online environment. This will allow CCE to target the right information to the right employee based on roles outlined in SAP. By integrating SAP data into SharePoint sites, CCE employees can access data through recognisable Microsoft Office programs, giving employees the ability to make information for business operations easy to find, share, and update. Previously, CCE did not have a common solution that enabled document management. Documents that needed to be shared with colleagues were housed in shared folders on network drives, sent via e-mail, or stored in team rooms, all of which were limited in access, version control, and searchability.

Ease and Effectiveness of Collaboration Seeing the business need and the ability to increase its communication and collaboration capabilities, CCE was able to move very quickly to execute the migration. Lauren Sayeski, Public Affairs and Communications Manager, says, “We had a massive change agenda that we were trying to communicate to the organisation. We had a lot of objectives with this project, but the two primary ones were a better way to communicate with our employees while at the same time driving effectiveness and efficiency.” Content management features on SharePoint Online include version management, workflow management, and rights management, all of which enable seamless collaboration across geographies and time zones. John Key, Assistant Director of Communication and Collaboration Technologies, says, “To have one source of the truth is very important as teams start to form across the globe. You want to be sure you always have the latest version of the document you’re working on. SharePoint Online makes that possible.”

Knowledge Sharing and Social Networking CCE’s executive communication prior to its new corporate intranet was historically top-down. With its Microsoft SharePoint Online intranet solution, it now has open dialogue with employees communicating to leadership and with each other. Sayeski says, “We focused on ways for employees to comment back to the organisation as well as communicate with each other. Now we have the ability to post comments on the intranet and create team sites. We’re finding that employees are talking to each other and using each other’s resources, sharing knowledge. We launched our first CEO blog last year and in the first five minutes had more than 40 responses back. That’s just the beginning; we know that the intranet can be so much more powerful as a place of action.”

## Benefits

### Productivity and Customer Focus

The Microsoft solution enabled CCE to bring new technologies to everyone in the company, providing them with the information they need, where and when they need it most. Microsoft SharePoint Online has been embraced by employees across the company. Within four weeks of enabling users to create team sites, there were over 800 requests for sites focused on business priorities and customer-facing business teams. Tom Barlow, Vice President of Business Transformation, N.A., says, "From a business transformation perspective, we have a lot of projects underway which focus on revenue generation and cost savings. Through the use of SharePoint Online, we're able to educate our team so that they can find information and establish interdependencies across the different projects. SharePoint allows us to code and manage information so that we can get it very quickly."

### Worldwide Collaboration

CCE now has a robust intranet portal to support worldwide collaboration and communication of corporate strategy. Sayeski says, "When you have a workforce like ours, 72,000 strong and geographically dispersed, that may or may not have access to technology, it can be a challenge to ensure that the message of the organisation is getting through with the clarity and the speed that you want it to. We focused heavily on the use of video, particularly with our CEO, to ensure that some of our most critical messages were being captured in a way that the audience immediately understood. So combining the power of video with the intranet gave us the ability to touch many more people."

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**Kevin Flowers  
Director of Enabling  
Technologies, CCE**

### Powerful Search with Enterprise Content Management

The corporate intranet also serves as a central location for things like CCE's HR process improvement and self-service HR portal and provides a communication platform for CCE's desk-based workers. CCE has also increased employee engagement and education around corporate responsibility and sustainability through the portal content, thereby addressing the cultural change initiative. Sayeski says, "There have been some particular areas where we've seen that concept of two-way dialogue playing out very well. One is in our corporate responsibility and sustainability efforts where employees are sharing—actively sharing their own ideas and their own solutions within their own facilities about ways they're generating energy effectiveness."

Through the intranet, CCE employees are eager to be part of the company direction and dialogue. Brett Kirkland, Collaboration Architect, says, "The SharePoint Online search engine is ten times better. It allows us to make items more discoverable, to check them in and out, and surface particular items that we consider pieces of content that should rise to the top. The SharePoint solution also gives IT more control and governance over what content is published and how it is ranked and profiled in search."

Key says, "Microsoft gave us an incredible platform that allows us to do a number of things, beyond hosting our portal. It provides workflow management and team collaboration across geographies and time zones."

### The Road Ahead

In phase II, CCE will be expanding the Microsoft footprint to reach an additional 42,000 deskless workers who work in the field or in sales/distribution facilities. These employees do not have computers but will be enabled in phase II to have access to the intranet via Microsoft SharePoint Online through computer workstations at their facilities. Additionally, Microsoft is co-developing a sales force automation system that will further take advantage of SharePoint Online and enable local merchandisers to be more efficient in getting the things they need into the outlets and stores. CCE will also be using Microsoft Office Communications Server desktop voice and video for multi-user applications and adding more than 10,000 BlackBerry users.

Kevin Flowers concludes, "There was huge excitement and energy around the CCE partnership with Microsoft. This has been one of the best IT partner projects CCE has experienced, and we have the added value of a longer IT roadmap with Microsoft than if CCE had built the solution on premises. This project has exceeded our expectations from an IT standpoint, showing how well an organisation can lay a foundation and transform the way people communicate in a large company."