



# Council on Emerging Markets

## Recent Member Feedback

“You really provide us with a unique on-the-ground perspective and lots of **strategic insight that is highly reliable and actionable** for our global business. While we’re one of the most global companies in the world, we are continuously looking to improve our performance and benchmark ourselves with others. My interactions with companies like Coca-Cola have been incredibly valuable in this respect. You have also helped me move our Africa initiative forward. We’ve been largely absent from the market and see it as a new frontier opportunity. Because of your work and research, we now have a head of Africa for the business.”

— *SVP of Strategy, United Technologies*

“The summary results are very clear and speak for themselves. The Council’s investment analysis really **challenged our internal thinking** and showed that a country we had not considered for investment was the most attractive. Not only did the Council bring a lot of structure and value to our process of new market analysis by adding country and investment risk, it also **removed our own internal biases**, making the results really powerful. We now have a platform to use to conduct more in-depth studies of these countries and opportunities—whether we pursue Greenfield investments or M&A—and are focused on our investment and due diligence process. **Similar work by a consultancy would have cost us at least \$300,000.**”

— *CFO, Europe, International Paper*

“The Council’s on-site strategy session enabled our executive team to think outside the box and **led directly to the development of a new strategy for 2009**. We used the Council’s insightful case studies to streamline our product line from 300 SKUs to 100 SKUs. This **helped us to free up cash flow and to position ourselves for growth** by focusing on fewer products. Best of all, this made Kimberly-Clark South Africa **an attractive source for corporate investment and increased our competitiveness.**”

— *Managing Director, Kimberly-Clark South Africa*

“I am going to take the Council’s research on the global economic downturn and use it as an argument when I think about cutting my team’s budget in particular areas. The **data is insightful, well organized, and gives me the ability to prove my point.**”

— *Managing Director, Asia Pacific, Symantec*

“Siemens Latin America was mandated to grow at two times GDP. Our challenge was that published GDP numbers were outdated and didn’t reflect the situation on the ground. I needed real data to paint a story for corporate—change your mandate or provide funding to help us support our suppliers and distributors. The Council’s data included reliable GDP numbers; identified lending rate trends in Argentina, Brazil, and Mexico; and demonstrated the correlation between GDP and lending. This **helped make my case to corporate and clued me in to trends to watch next year.**”

— *VP, Latin America, Siemens*

“We are very used to looking within our own industry to understand how other companies respond to economic challenges. But in this time of downturn, we turned to the Council to help us to look beyond our own industry—that’s where the breakthrough ideas come from. I was so impressed with the work that the Council’s researcher presented to me here in Miami that I asked them to stay another day to present their piece on the global economic downturn to my bosses from corporate. This was incredibly effective in **helping me to manage expectations upward and understand the economic realities in Latin America and plan accordingly for 2009.**”

— *Regional Director, Latin America, Motorola*

“Prior to selecting a joint venture partner in Turkey and negotiating terms, I approached the Council for insight on how to do so most effectively and what pitfalls to avoid in this country. In short order, they provided us with valuable information and data and helped us clearly gain a much better understanding on the most effective approach to take in negotiating and closing a successful JV in Turkey. During the negotiations the recommendations made by them stayed in the forefront of my mind and as a consequence Avnet greatly benefited from it.”

— *President of EMEA, Avnet Inc*

“After reviewing the Council’s Brazil country analysis, we **fundamentally altered our sales and marketing strategies**. Instead of looking at the country as a single market, we now employ a targeted, multi-region strategy that has **significantly improved our bottom line.**”

— *Managing Director, Latin America, Harley-Davidson*

