



# THE NEW FRONTIER OF COMPETITIVE ADVANTAGE IN THE FAST-PACED WORLD OF CONSUMER GOODS

*An AI based CPG Vision Document Created by CPG  
Senior Experts with more than 15+ years of average  
experience in the field*

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# GOING BEYOND PRODUCTS TO BEING A PLATFORM BASED BUSINESS IS THE BIGGEST IMPERATIVE FOR CPGs.

In this document you will discover:

- *Why AI is a game-changer for the CPG business models*
- *Why your customer proposition must be bigger than just 'great product'*
- *How to leverage data for competitive advantage*
- *How to monetise 'attention' at a scale large enough to drive the P&L*

Because if you don't, in the Age of AI your competitors will.  
And they will win.

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# The existential challenge for CPG businesses

CPG businesses have always operated around excellence in execution of the 4 Ps, where Product is everything, Pricing is controlled, Place is defined with long-standing relationships with long-standing retailers, and Promotion is the key lever of success. And the business' operations are geared around quality optimisation and cost minimisation.

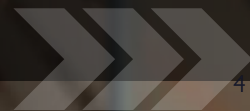
Not anymore.

Digital, technology, data, and AI are now the core source of competitive advantage. And start-ups have the potential to accelerate growth and leapfrog organisations who have, historically, successfully dominated categories.

The advent of AI, and GenAI, only accelerates this macro-trend. And the risk-reward requires a much more concerted effort than is currently being made.

CPGs must ensure they are more valuable than their products, and where they valorise their total business to drive commercial success. They need to think information first (data + intelligence), and go beyond making products that *sit on a shelf*, to serving a human-need with their total business footprint.

**They need to be platform-based businesses.**



# The value potential of platform enterprises

**The idea of a business driving numerous commercial lines – ways of earning income – is nothing new. But it is largely confined to tech companies, large scale electronics and engineering companies, or telecoms businesses. These are companies who are data and engineering driven at their core, and willing to build business based on information, data, and service.**

- Amazon started as an online book seller. Now it's global marketplace accounts for 'just' 50.4% of its \$514bn revenue.
- Rakuten started as an online marketplace, but has a 352 tn yen wallet share because of services across finance, medical, hosting, lifestyle + leisure, telco
- Netflix evolved from a DVD-rental business to a streaming platform valued at \$150bn

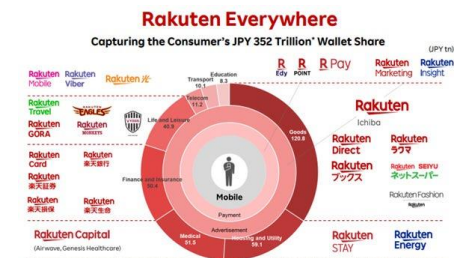
And on a scale closer to CPG businesses...

- Ryanair makes 39% of its revenue from services other than flying planes
- Apple generates 21.3% (\$19.2bn) from 'services'
- Disney generates 36% of revenue from experiences, and 19% from sports
- Marriott earns income from hotels, lodging operations, part-ownership, licensing, franchising, and other services.

## PLATFORM-BUSINESS DEFINITION:

Typically viewing their customer-base at a household level, and looking at total wallet spend, they operationalise their business around complementary products, service, and experiences.

Platform-based enterprises therefore see the role of the organisation as fulfilling a broader set of needs, with a broader opportunity to earn.



# CPG businesses remain solely focussed on building audiences to sell products to and missing out of valorising the audiences they create.

CPG businesses remain far behind the curve. Many have tried unsuccessfully to drive D2C strategies (which are largely around selling their products as its sole value proposition). A few have service offerings, but see these largely as cost centres. And structurally, internally, they are not organised for information-based value creation, through strategies like data monetisation, platform monetisation, or partner strategies.

- Nike+ closed 2 years after it launched, with Nike now earning 100% of income from Footwear, Apparel, and Equipment
- P&G has diversity of sector (beauty, home care, health, baby), but not of revenue stream
- Unilever has a relationship with 3.4bn people worldwide but has no data, media, or service proposition generating diversified income streams from this audience.

## VALUE GROWTH SINCE 2010:

Netflix	4288%
Amazon	2538%
PMI	1305%
Mariott	889%
Apple	639%
L'Oreal	555%
Ryanair	453%
S&P benchmark	419%
Disney	294%
PepsiCo	282%
J&J	247%
P&G	241%
Coca-Cola	210%
Nestle	200%
Unilever	192%
Mondelez	164%
AB InBev	110%

# Becoming a platform enterprise

The solution to the threat of AI, and the need for growth, is to embrace a vision where CPG companies enable an ecosystem of services. By making product part of a suite of value-raising services and platforms, enabled and powered by data, businesses can take the opportunity to use their brands to drive data and interest in a broader proposition, whilst simultaneously diversifying revenue streams.

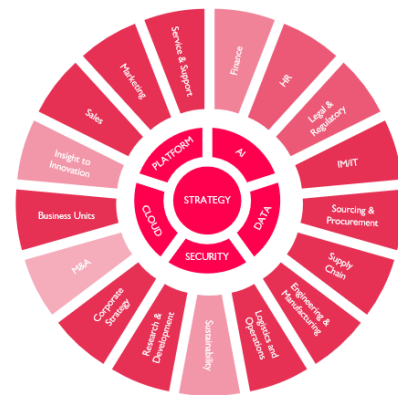
## Strategic direction plan

- Determine the Enterprise's true purpose (beyond selling more product)
- Mine sources of value against future Consumer demand
- Determine the Product + Platform + Data proposition to build the North Star (CPG in age of AI)
- Drive a transformation roadmap across the organisation

## Management direction plan

Developing pragmatic 'quick wins' and 'big picks' approach to AI transformation across business functions, and as a total enterprise.

- HIGH PRIORITY
- MEDIUM PRIORITY
- LOWER PRIORITY



# Top AI priorities by functional area





## Success strategies in action

**The following pages show just a few of the many initiatives we have worked on in this space.**

To discuss a specific area of interest, please get in touch with one of our Consultants.



# Activating loyal customers beyond the core product proposition to drive incremental sales.

## Why this started?

Our client - the premium market leader and household name unexpectedly saw a decline in market share, driven by dropping penetration and accelerated customer attrition to cheaper alternatives. Urgent action was needed to arrest, and reverse, this trend. Yet D2C is small, expensive, upsetting to distributors, and limited re first-party data.

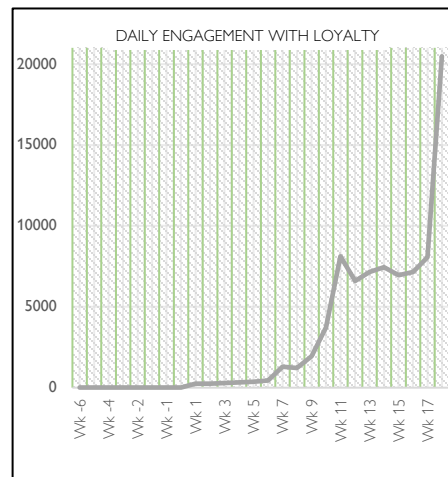
## Solution developed

We utilised a FinTech mindset to create digital services that helped consumers shop and save, in partnership with a bank, where product purchase is simply the enabler of platform access.

We took an existing technology, an on-pack solution for anti-counterfeit, and turned it into a customer engagement experience. By providing a compelling reason for consumers to engage, we have motivated over 24% of all current buyers to scan the pack they have bought, and confirm their personal details (name, email address, opt in).

## Outcome achieved

The net of this is our client now has access to 24% of the offline sales in its market - real-time data on who is buying what, and when. We are unlocking insight into their customers' spending patterns, movement through the product portfolio, and the likelihood of lapsing/leaving. This is invaluable data.



**Microsoft**  
Solutions Partner  
Data & AI  
Azure

**Microsoft**  
Solutions Partner  
Digital & App Innovation  
Azure

## Platform:

Assessment Azure  
DevOps, Azure Active  
Directory, Azure  
Monitor, Azure  
Databricks, Azure ML  
Blob storage [Common],  
SQL database  
Hypersonalise  
Tikkie

## People:

Digital strategist, Data  
scientist, Data  
strategist, Software  
engineer, QA and  
testing

# Customer Churn Prediction, Loyalty driving and Portfolio selling

## Why this started?

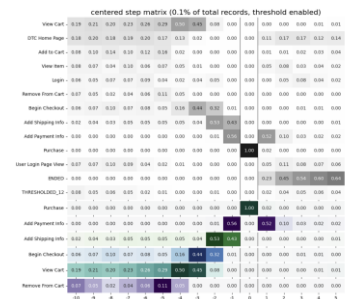
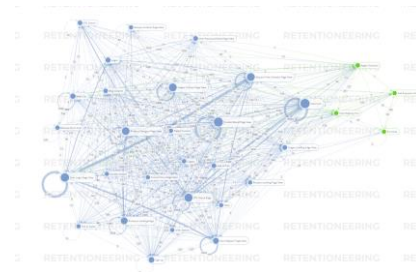
Our client saw a decline in market share driven by dropping penetration and accelerated customer attrition to cheaper alternatives. Urgent action was needed to reverse this trend, working across all stages of the conversion funnel to ensure new customer acquisition, high customer retention, and portfolio cross-selling.

## Solution developed

We assembled a hybrid team, integrating directly with the market to create a data 'squad'. The team understood the strategy, and used Big Query and Python libraries to conduct product analytics, acquisition analytics, DTC analytics, graph visualization, process mining. We used Big Query and Python libraries to conduct attribution modelling, data-driven modelling, DTC analytics, loyalty and churn analytics, graph visualization, and process mining.

## Outcome achieved

- ✓ Modelled and developed database which covers all relevant touchpoints/acquisition channels that influence conversion goals
- ✓ Actionable marketing recommendations (40+) driven from insights, strategized 19 use-cases, with 6 currently in action to increase engagement and conversion. One significant use-case generates an annual value uplift of €63K, aiming for a total annual value lift of €500K in 2024.
- ✓ Derived from investigation outputs a technical/analytical Playbook delving into critical improvement areas, including GA data tracking, website performance, user experience, third-party extensions utilization, and SEO.



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Solutions Partner  
Data & AI  
Azure

## Platform:

Google Big Query,  
Python, Power BI  
Datasets, Looker Studio

## People:

Data scientist, Data  
strategist, Senior Data  
engineer

# Modelling association rule learning & building digital consumer journey paths

## Why this started?

As part of a DTC platform, a business unit is capturing significant data over purchase journeys. They were leveraging data and analytics solely to justify current strategies and decisions. The Portera data team have proactively undertaken a data deep dive to unlock the hidden stories in this data, with the aim of optimizing consumer purchasing journeys on digital platforms by analysing influential touchpoints before purchase.

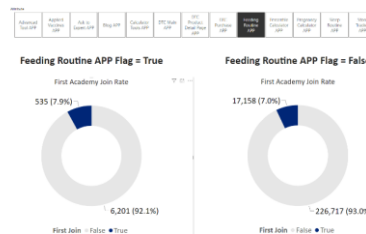
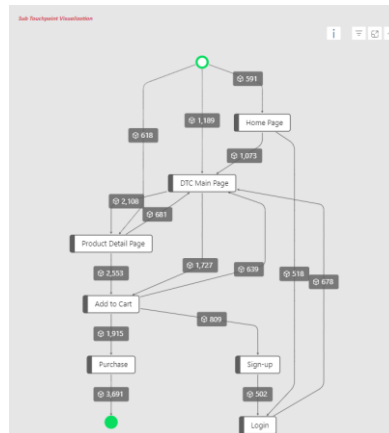
## Solution developed

We are using Python libraries – including libraries with AI components – to conduct Apriori algorithm for mining and association rule learning, and graph visualization for attribution modelling and journey path creating with deep dive visuals and statistical solutions

\* Association rule learning is a machine learning method for discovering interesting relations between variables in large databases

## Outcome achieved

- ✓ Modelled relevant touchpoints that influence conversion goals (i.e. purchase)
- ✓ Modelled user journeys through touchpoints that users hit
- ✓ End-to-end product and user-friendly interface delivered to client team (visual graphs)
- ✓ Actionable marketing use-cases/recommendations (7+) based on insights



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Solutions Partner  
Data & AI  
Azure

## Platform:

Python  
Azure DataBricks  
PowerBI

## People:

Data scientist, Data strategist, Senior Data engineer

# Utilising Cloud and AI services to drive Digital Asset Management productivity.

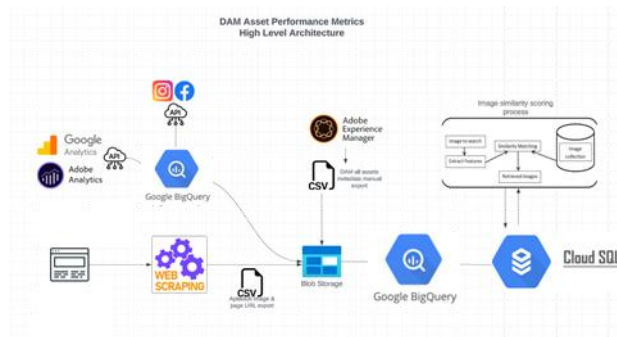
## Why this started?

Our client, and global consumer packaged goods company operating with a >\$46bn annual turnover, has a lot of digital assets. Far too of them are in an optimised format within their DAM tool, and even fewer were being effectively used and deployed by teams across the globe. The result was reinvention of creative assets, wasted budget with agencies, and inefficient processes.

## Solution developed

We have experimented with, and proven the value of, using RPA, deep learning, and image recognition AI tools to:

- Scrape digital touchpoints, automatically, to determine the total number of images/videos present, and retrieve them for further analysis
- Use deep learning models to identify, recognise, and define images/videos based on similarity/difference
- Use AI and GenAI to create image descriptions and pre-populate meta descriptions
- Integrated LLMs and a chat-based interface to allow for natural language search.



## Outcome achieved

We saw:

- ✓ Content discovery +25% YOY
- ✓ Content engagement/ usage +70% YOY
- ✓ DAM content 'completeness' +280% YOY
- ✓ +54% active user base
- ✓ +91% search usage
- ✓ +51% Search:Download ratio



**Platform:** Google Cognitive Service, BigQuery, Google Cloud Pub/Sub, Cloud SQL, Apache Spark, Dataplex, Looker, Data Studio, Vertex AI vision.

**People:** Power apps developer, data analyst, software engineer, dashboard developer, solution architect

**Period:** 12 months

**Budget:**

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# Customer Service team performance and training optimisation using LLMs and OpenAI.

## Why this started?

Our client, and global healthcare business >\$5bn annual turnover, invests heavily in providing superior customer service. It is their point of difference in a competitive market.

However the outsource model is expensive to run, and variable in terms of quality of experience. Training new team members to deliver excellence is proving a challenge, and success is not easily replicated.

## Solution developed

The business has transcripts of customer interactions (questions, concerns, complaints, general enquiries) dating back decades, and across all care pathways, business lines, and channels.

We have utilised LLMs and OpenAI to build an internal-facing training and customer-service co-pilot to improve the onboarding/training of agents, and drive consistent excellence of customer experience.

ChatGPT 3.5

patient (ms. smith) asks morning, i'm alright, thank you.

Healthcare Professional: I'm glad to hear that. Today, I wanted to discuss your dementia treatment plan with you. How have you been feeling since our last appointment?

Ms. Smith: I've been having some trouble remembering things lately, especially names and appointments. It's been a bit frustrating.

Healthcare Professional: I understand, memory issues can be challenging. Have you been taking your medication regularly as prescribed?

Ms. Smith: Yes, I've been taking them as instructed.

Healthcare Professional: That's great to hear. In addition to medication, it's also important to engage in activities that stimulate the brain. Have you been doing any puzzles or brain games?

Ms. Smith: Not as much as I should, to be honest. I'll try to incorporate more of those activities into my routine.

Healthcare Professional: That's a good idea. Keeping your mind active can help slow down the progression of dementia. Also, maintaining a healthy lifestyle with regular exercise and a balanced diet is crucial.

Ms. Smith: I'll definitely work on that. Is there anything else I should be doing to manage my condition?

Healthcare Professional: It's also important to stay socially engaged. Spending time with friends

## Outcome achieved

- ✓ Customer satisfaction score +8%
- ✓ Time to resolution -3 minutes on average
- ✓ Staff satisfaction +17%
- ✓ Productivity gain +29,7%
- ✓ Data and patient privacy retained
- ✓ Regulatory and compliance challenges mitigated through utilising and internal service.

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Azure

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Solutions Partner  
Digital & App Innovation  
Azure

### Platform:

Assessment Azure  
DevOps, Azure Active  
Directory, Azure  
OpenAI, Azure Cognitive  
Services,  
Blob storage [Common],  
Azure Cosmos DB

### People:

Data scientist, Data  
strategist, Data  
analyst, AI specialist,  
ML specialist, azure  
data engineer.

### Budget:

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# Data-driven decisions result in incremental sales value

## Why this started?

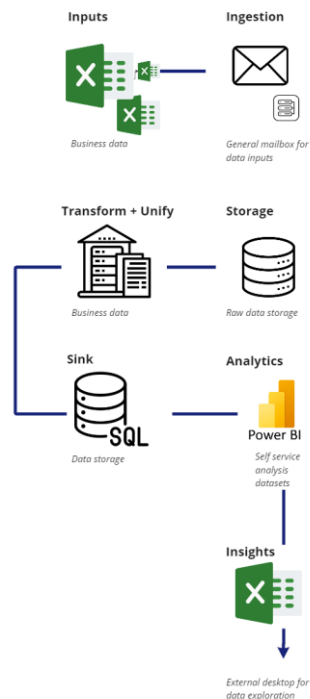
Our client, a major CPG player, wanted to improve sales growth, and have a deeper and holistic understanding of wholesalers and restaurant chains. With better data, decision-makers can gain deeper insights, identify patterns, and anticipate potential outcomes more accurately, ultimately leading to a greater success.

## Solution developed

We created a Data Centre of Excellence to streamline the collection, transformation, and integration of data sources, including live marketing and sales data at the account level. It also automated analysis, segmentation, personalization, and targeting, providing actionable insights to sales teams. Users benefited from PowerBI dashboards and a self-service data admin portal for comprehensive views and in-depth analysis. Additional features included feedback to marketing automation, lookalike modelling, and LLM connection for context.

## Outcome achieved

- ✓ Holistic Business training modules for targeting Sales Teams both - Wholesaler and Chain Teams.
- ✓ Data Centre of Excellence to create a consistent and 360-degree view of customers.
- ✓ Automation of analytics to create actionable data insights for the Sales teams to increase 1st party data and increase sales opportunities and customer engagement.



**Platform:** Azure DevOps, Azure Active Directory, Azure Monitor, Azure Databricks, Azure ML, PowerBI, Blob storage [Common], SQL database, and others.

**People:** Senior Partner, Product Owner, Data specialist, Solution Architect, Senior Data Analyst, Senior PBI developer.

## Period:

Ongoing journey with quarterly outcomes.

## Budget:

€€€€€



# E-commerce conversion rate optimisation

## Why this started?

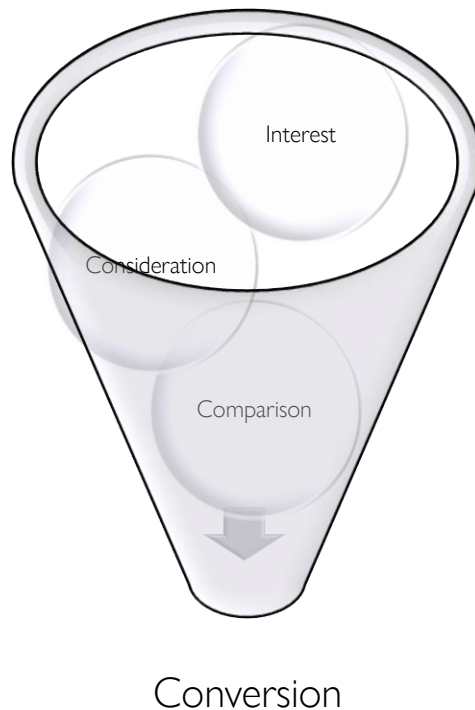
Businesses sell in competitive marketplaces, and with online retail in general, and digital pure-players specifically, that competition is fierce. The ability to switch choice, search for lower prices, or drop out of the purchase funnel altogether is really easy. Our client wanted to improve this conversion funnel, and win 'above fair share' conversion in online marketplaces.

## Solution developed

We enabled our client to quickly adjust to the digital landscape, achieving immediate sales impact and positive ROI by identifying the optimal mix of messaging, media, and advertising strategies. Utilizing our deep understanding of audience health needs, we deployed dynamic digital media tactics, personalized conversion funnels, and continuous optimization methods. Our approach included integrating dynamic messaging hooks with tailored conversion paths and constantly refining media strategies.

## Outcome achieved

- ✓ 5x market share sales uplift
- ✓ Max CPC by media channel
- ✓ Min engagement scores across conversion funnel
- ✓ Positive ROI model for marketplaces



## Platform:

- Portera Hypersonalise
- Amazon marketplace
- Google Display Network

## People:

- Digital strategist
- Communications planner
- Content team

## Period:

1 month

## Budget:

€€€€€ Portera 16

# Modelling touchpoint performance and marketing effectiveness through conversion rates and sales data

## Why this started?

A digital platform was seeing high traffic but lower buyer conversion rates than they expected. We needed to identify acquisition drivers, optimize resource allocation for web and app, and prioritize strategies for web, app adoption, and traffic initiatives.

## Solution developed

We deployed an integrated operating model to work directly as a global, local, and external team to deliver this project.

We used Big Query and Python libraries to conduct attribution modelling, data-driven modelling, DTC analytics, loyalty and churn analytics, graph visualization, and process mining.

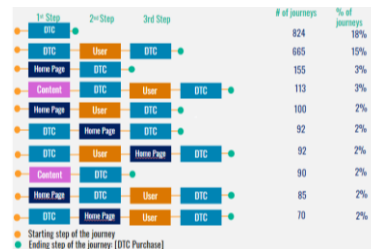
## Outcome achieved

- ✓ Modelled and developed database which covers all relevant touchpoints/acquisition channels that influence conversion goals
- ✓ End-to-end product and user-friendly interface delivered to team (visual graphs)
- ✓ Actionable marketing recommendations (40+) driven from insights, strategized 19 use-cases, with 6 currently in action to increase engagement and conversion. One significant use-case generates an annual value uplift of €63K, aiming for a total annual value lift of €500K in 2024.

Interactive consumer paths  
visualization tool



Most common 10 DTC consumer journey paths



User traffic sources for touchpoints  
(e.g., Academy)



DTC Funnel steps and conversion rates



## Platform:

Google Big Query,  
Python, Power BI  
Datasets, Looker  
Studio

## People:

Data scientist, Data  
strategist, Senior  
data engineer, data  
analyst

## Period:

3 months

## Budget:

€€€€€

# ML to drive prediction and likely sales patterns

## Why this started?

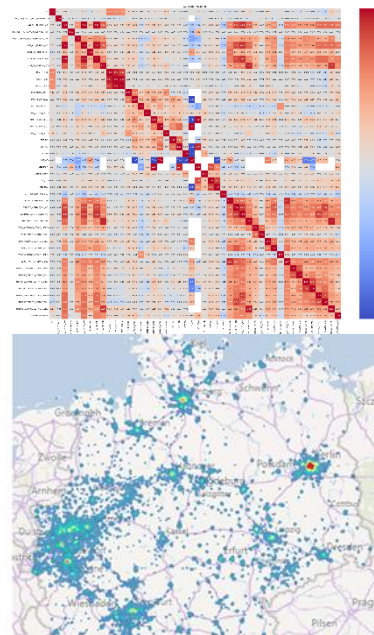
Analysing the vast amount of data that companies are amassing is a difficult enough task when the desired outcome is clear. But with siloed data, format and structure divergence, incomplete or aged datasets along with uncertainty over overall data accuracy, the challenge is even greater. Our client has such a picture internally. Data completeness and accuracy was making it seriously challenging to provide answers to the simplest questions, let alone meet the C-suite demand for accurate modelling and the potential to run predictive analysis.

## Solution developed

Within just 8 weeks, our team embarked on a rapid yet comprehensive journey to develop a Machine Learning (ML) and Generation AI (Gen AI) model tailored specifically to analysis sales data across 24,000 sites. We used techniques including random forest and XGBoost models, we delved deep into the data realm, employing advanced strategies such as hyper-parameter optimization, meticulous data cleaning, strategic data augmentation, and intricate feature engineering. Through these rigorous processes, we achieved an impressive accuracy rate surpassing 86%, ensuring that our predictive model delivered reliable insights for effective sales forecasting.

## Outcome achieved

- ✓ Contributors and their significance to sales impact
- ✓ Actual purchase modelling
- ✓ Predictive model with GenAI outcome model
- ✓ LLM interface for analysis and prediction



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Azure

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Solutions Partner  
Digital & App Innovation  
Azure

## Platform:

Assessment Azure  
DevOps, Azure Active  
Directory, Azure  
Monitor, Azure  
Databricks, Azure ML  
Blob storage [Common],  
SQL database  
Apache Spark

## People:

Data scientist, Data  
strategist, Senior ML  
engineer, PBI  
developer

# RPA saving thousands of ‘man hours’ by automating manual processes.

## Why this started?

In organizations, certain essential processes are required to do business. They drive no commercial value, but are critical to ensure the business can operate. Utilizing AI and process automation, our team are experts at replacing manual processes with intelligent, automated pipelines. So when our client approached us with a manual process managing 20k+ orders and invoices a month, we were quickly able to transform this process.

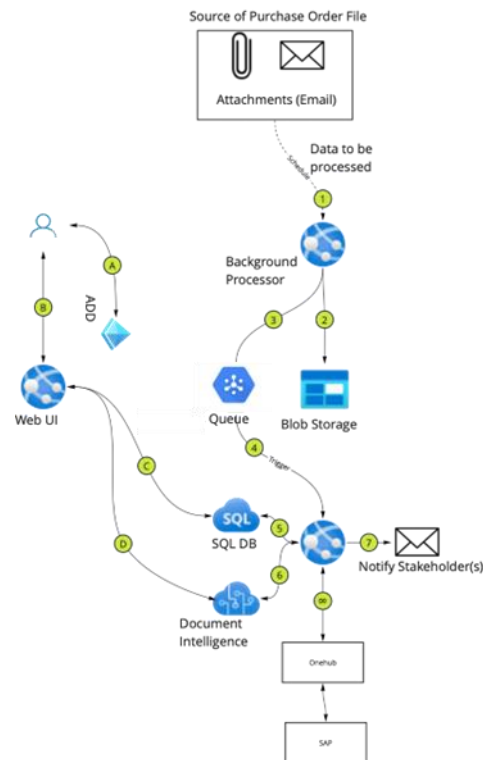
## Solution developed

The solution enables the machine to read purchase orders directly from a mailbox and enter them automatically into SAP through parsed XML. It identifies order origins, matches sold to/ship to information, and logs order details for authorisation. The aggregated purchase order data is presented in a user-friendly interface with filters, providing real-time information on incoming orders for business leaders and customer success managers.

## Outcome achieved

The business case anticipates an annual savings exceeding 100,000 EUR.

The automated generation of order data in a format tailored to the ERP system allows for comprehensive customization. Every automatable aspect was addressed, and the inclusion of management information/reporting and investigation/follow-up modules enhances the efficiency of handling customer inquiries.



### Platform:

Cloud Storage  
GC SQL  
Google Cloud Pub/Sub  
Document AI

### People:

Software Engineer(s),  
Solution Architect, PM

### Period:

3-6 months

### Budget:

€€€€€ Portera 19

# Empowering Operational Excellence: Low-code and No-code to empower citizen developers

## Why this started?

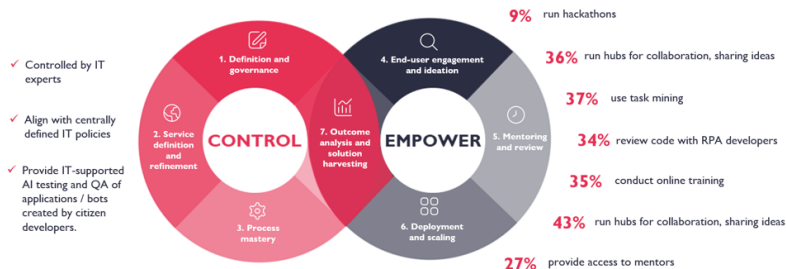
As a household name synonymous with everyday essentials, our client makes products that can be relied upon for quality and consistency. Their operations, however, were not so solid. Traditional paper-based workflows and manual data entry were creating bottlenecks, and errors and inefficiencies drained momentum at every turn.

## Solution developed

We partnered with Microsoft and our client to implement a comprehensive citizen developer strategy, leveraging the power of Power Apps to unlock the potential within their workforce.

By bringing a Citizen Developers philosophy to the business, we were able to architect an approach where IT control, Business drives, and non-technical workers execute. It empowers non-IT-trained employees to quickly build custom business applications using cloud-based low-code and no-code development platforms.

## CITIZEN DEVELOPER PROGRAM FEATURES



Source: IDC, 2022 n = 289

## Outcome achieved

Across People, Processes, and Platforms, the change was significant. We saw:

- ✓ Increased efficiency: -40% reduction in data entry errors
- ✓ Cost savings: Improved resource utilization and reduced administrative costs
- ✓ Improved safety standards: Improved awareness, communication and adoption of standards, reporting, and preventative maintenance.
- ✓ Culture of innovation – teams embracing technology as the solution



**Platform:** Microsoft Power platform (Power apps, Power automate, Power BI, Dynamics CRM, Power VA, Data verse) plus SAP, 365, Azure, Data platform, data centre and cognitive services integrations.

**People:** Power apps developer, data analyst, software engineer, PBI developer, solution architect

**Period:** 12 months

**Budget:**

€€€€€ Portera 20



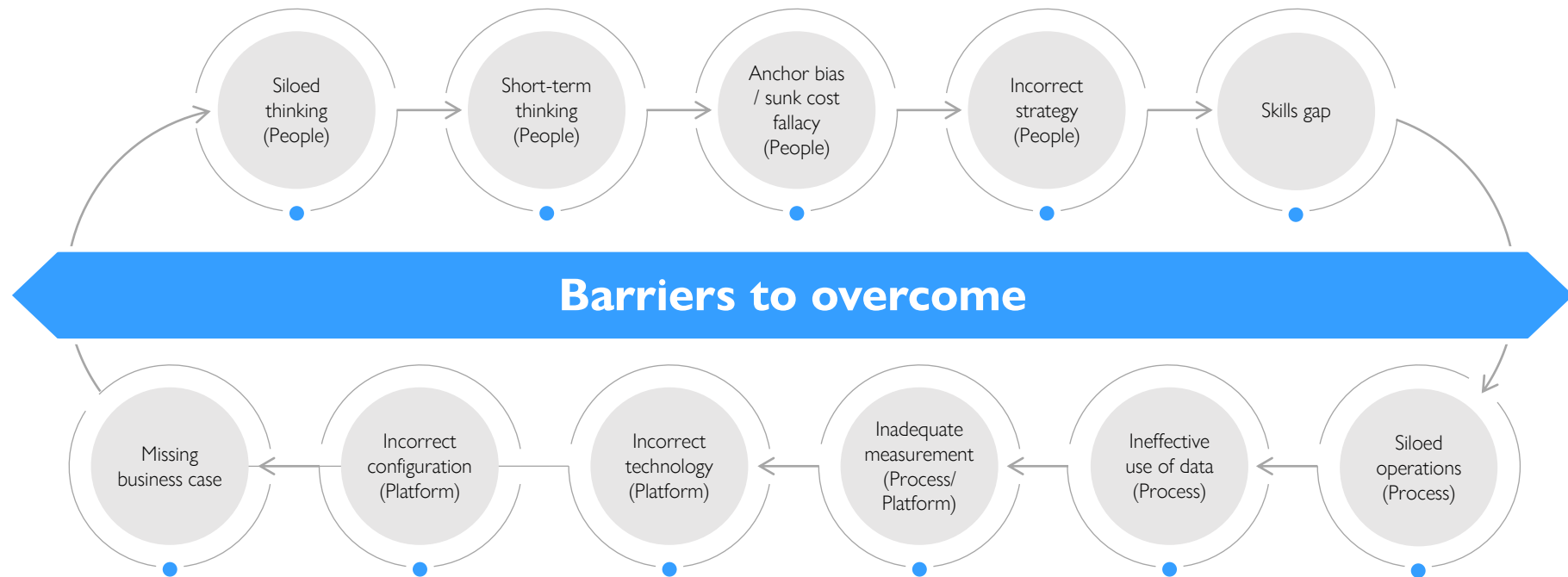


## Building a path forwards

“There is no favourable wind for the sailor who doesn’t know where to go”. Similarly, those who take the first steps are easily shot down.

It is crucial to align the Strategy with the Executional path, and manage the corporate decision-making process so that you can drive your transformation agenda.

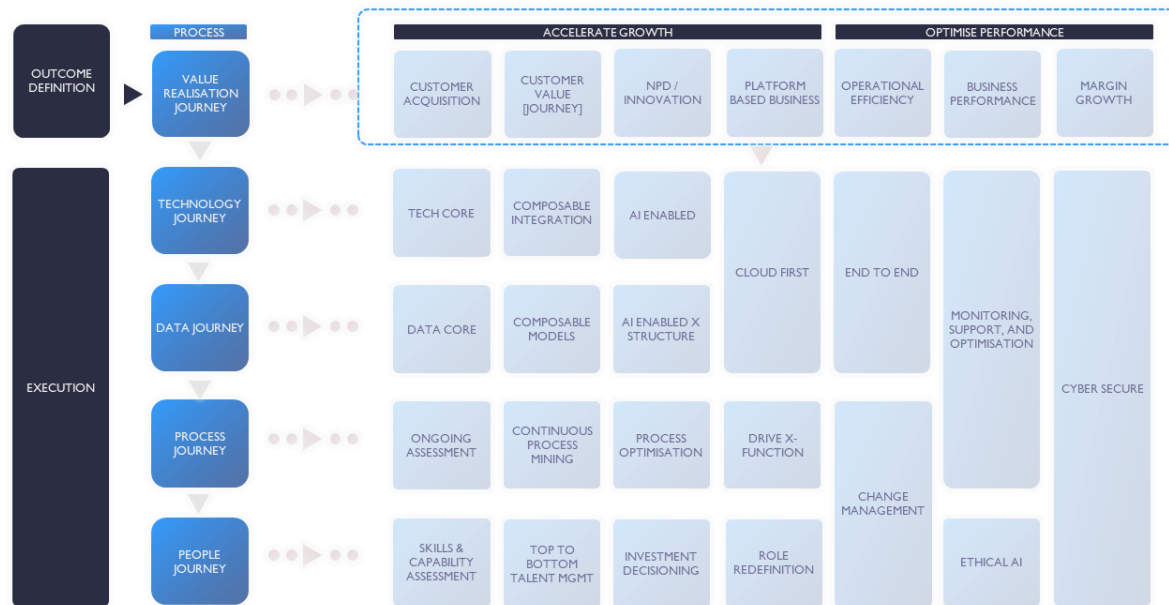
# Common blockers to overcome in the age of AI



# Value to Realisation framework

To support you in shaping a strategy that will end in effective execution, we recommend using a Value Realisation framework, like the model on the right, to determine:

- 1) The North Star
- 2) The drivers of Growth or Performance
- 3) The prioritised actions across Platforms, Processes, and People
- 4) A model of coordination to ensure end to end thinking, connecting strategy to execution



## Portera's proven CPG acceleration journey



- ✓ Strategy deep dive
- ✓ Outcome definition
- ✓ Maturity assessment
  - ✓ People
  - ✓ Process
  - ✓ Platforms

- ✓ Vision
- ✓ Inspiration session
- ✓ Business case and modelling
- ✓ North Star definition
- ✓ Value to Realisation model

- ✓ Capability road mapping
- ✓ Technology roadmap
- ✓ Transformation plan
- ✓ Development team creation
- ✓ POV phase 1

- ✓ DevOps innovation team successfully up and running
- ✓ Fortnightly outcomes

## WHY PORTERA: WHAT WE ARE FAMOUS FOR

Common complaints we hear from Executives:

- 1) Their teams struggle to prove tangible business results (from technology innovations)
- 2) Adherence and results lag the business case
- 3) The senior partners from their technology partners vanish from the process once it's sold
- 4) They miss the direct connection with subject-matter experts to directly solve problems
- 5) The budgets get consumed by overly bloated delivery teams where automation is not any more a fad but a reality

What makes us unique?

- Consulting into Execution excellence
- Commitment to business level OKR's from the initiation
- Partner level senior executives surrounded with functional experts throughout the project
- M-Shaped professionals; that owns business acumen and connects with technology and data
- Near-shoring possibilities and automate, when possible, mentality to achieve more with less, always on lead roles with proximity
- Can-do culture with transparent and clear communication
- Talented and well-educated subject matter experts with academic background.

*We commit to delivering business returns on your technology investments.*

# Introducing Portera





# ENTERPRISE GROWTH ENABLERS

We grow by (y)our **successes**,  
not just by our *name*

- 10+ years & HQ in Amsterdam, London, Istanbul
- M-Shaped people across a broad range of functions and expertise
- Fastest growing company
- Balancing on-site and off-site capabilities



Thinking Partner



Cloud Transformation



Integrated Digital  
Experiences & AI



Data & Decision Management



Systems Integration, IT  
Department Expansion  
& Nearshoring



Managed Services & Turn-Key  
Delivery Solutions

Some of our successes  
**In the past decade**

1. From Ground-Up Cloud Platform

Ongoing for > 5 years

2. B2B E-Commerce

Ongoing for > 3 years

3. Global Digital Architecture

Ongoing for > 8 years

4. Application, Data and Cloud Operations

Ongoing for > 4 years

5. Data Centre of Excellence

Ongoing for > 3 years

6. Customer Engagement Platform

Ongoing for > 7 years



## Portera's CPG capabilities

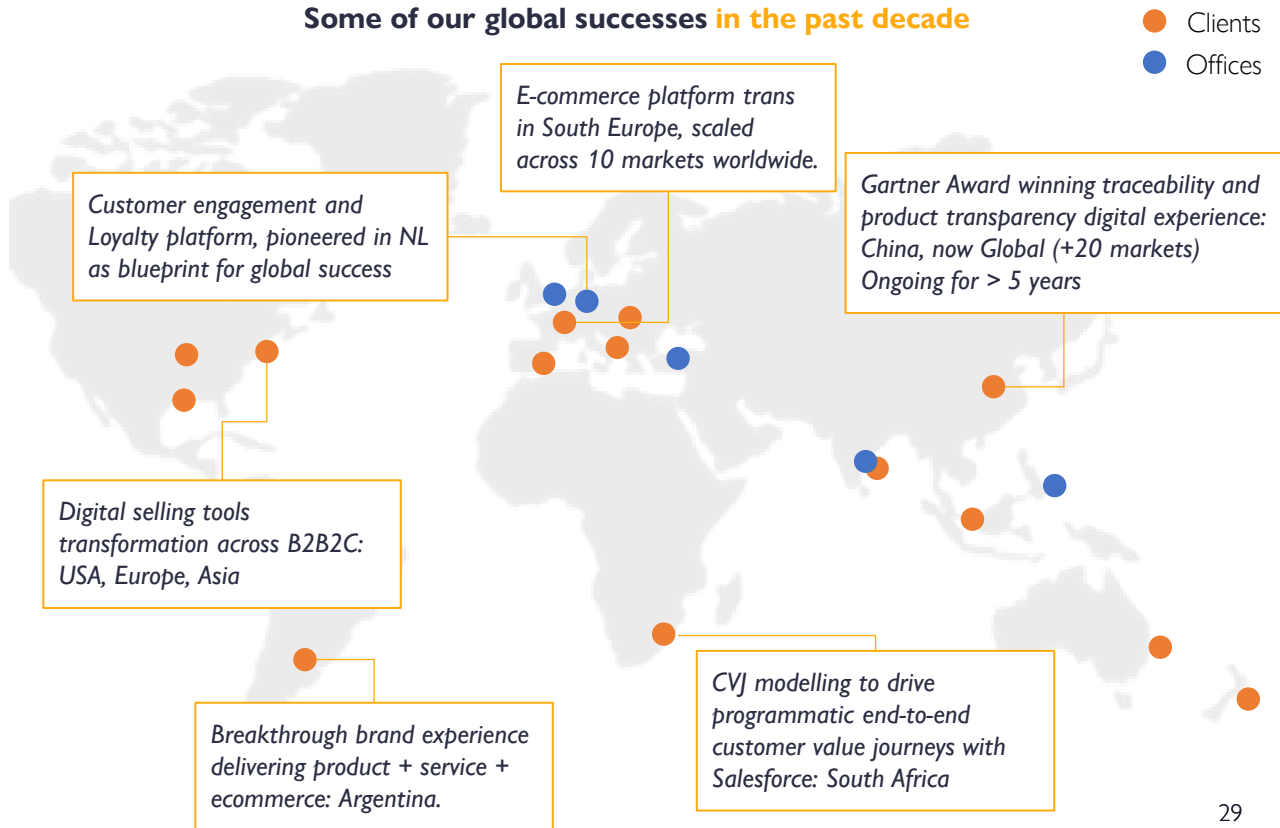
Strategic consulting,  
management consulting, with  
a core expertise in Europe

Near shore depth capability  
in Istanbul, covering ML/DL,  
Data science, engineering,  
and cloud computing.

Global deployment capability,  
having delivered projects in  
10+ companies with 100s of  
highly talented consultants.

Advancing solutions with AI,  
tech, data, intersecting with  
business to drive commercial  
outcomes.

### Some of our global successes in the past decade





# We are ready for this challenge

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