



## EXCELLERATEHRO FACILITATES PROMPT PAYOUT OF \$235 MILLION FROM SHARE INCENTIVE PLANS

### IMPERIAL CHEMICAL INDUSTRIES (ICI)

#### CASE STUDY



**ExcellerateHRO**  
The HRO business of EDS & Towers Perrin

The acquisition of Imperial Chemical Industries (ICI) by industrial coatings leader AkzoNobel required ICI to close its share plans and transition staff in just four months. However, with ICI's share value on the rise, the company needed ExcellerateHRO to ensure efficient, accurate payout to more than 300 participants all at once, while transforming ICI's HR processes in support of a seamless merger.

#### CLIENT PROFILE

[www.akzonobel.com](http://www.akzonobel.com)

British industrial chemicals company Imperial Chemical Industries (ICI) was formed in 1926 from the merger of four chemical companies. It coined the name plastic and was behind the discovery of polythene and Perspex. Today, ICI is part of AkzoNobel, the world's largest supplier of paint, coatings and specialty chemicals.

**Industry:** Manufacturing

**Headquarters:**  
Amsterdam, Netherlands

**Global Reach:**  
More than 80 countries

**Employees:** 60,000

**Business Needs Addressed:**  
Innovation  
Security

#### ICI needed to close share plans by four-month merger deadline

When Dutch chemical group AkzoNobel acquired UK-based Imperial Chemical Industries (ICI) in January 2008, the company became part of the largest global paint and coatings manufacturer as well as a major producer of specialty chemicals. ICI brought premium paint brands including Dulux and Glidden that significantly increased AkzoNobel's market share of the global coatings industry.

With the pending change in ownership, the company anticipated more than 300 participants in seven different share incentive plans would choose to exercise their stock options all at once. For many participants, this was their first opportunity to receive monetary gains from their share plans. Therefore, high-quality delivery and clear communication stood paramount to ensuring a positive perception of long-term incentives long after the merger.

ICI looked to ExcellerateHRO's solution to facilitate a speedy, accurate payout of \$235 million in share incentive plans before the tight deadline.

#### ExcellerateHRO deployed global Web tool for share plan management

The high-payout, tight-turnaround project required meticulous planning and efficient design of numerous new processes in a short period of time. ExcellerateHRO automated ICI's manual HR processes, creating an automation template for ICI to follow as it worked toward a large-scale HR transformation.

Within six weeks, ExcellerateHRO delivered a fully interactive Web solution that served as a global tool for managing ICI share plans and included such automated functionality as self-service transactional processes. The intuitively designed Web portal allowed employees to view all of their awards in the different share incentive plans and the history of their participation and to complete their transactions to generate the payouts. An innovative modeling tool helped users project gains for different scenarios, while enhancing their awareness and understanding of long-term incentives.

## Services featured

- Composite Application and Portal Services
- Share Plan Administration Services

Central to ExcellerateHRO's role was managing the complex interfaces required to achieve the diverse administration support that the partnership with other service companies provided for ICI. This involved working with ICI's brokers to produce calculations for the various share plans for participants across 26 countries and more than 50 different payrolls. In addition, ExcellerateHRO processed participant transactions, calculated payroll figures, updated the Web site to reflect participant proceeds and coordinated the provision of relevant tax information to tax advisors.

In order to support participants throughout the transition, ExcellerateHRO created a short-term contact centre dedicated to resolving share plan questions and issues. During the merger, ExcellerateHRO extended contact centre business hours to accommodate acquisition-related questions from participants around the world.

## ICI met payout deadline and gained a template for HR automation

The ExcellerateHRO solution enabled ICI to meet its tight deadline with prompt precision and according to the legal requirements of the acquisition. More importantly, ICI's interactive online tool for managing share plans engaged participants in a new dialogue, enhancing awareness of the long-term value in share incentive plans, as well as encouraging active participation.

ICI approached ExcellerateHRO with small-scale manual processes, and with ExcellerateHRO, its share plan administration emerged into a large-scale global operation driven by process automation.

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