

# Elevating HR Capability and Operating Model Excellence

Company Name: Danone  
Industry: Food & Beverage  
Revenue: Approx. \$28B  
Employees: < 90,000



## Mission Critical Priority

Build an HR function capable of aligning global and local teams, redesigning the HR operating model, and developing strategic workforce planning capabilities to support Danone's future workforce needs.

### How Gartner helped

- Deployed HR Score surveys to align Global and Local CoEs.
- Delivered HR cost, allocation, and FTE benchmarks using Budget & Efficiency data.
- Led the Europe HR Operating Model review, defining the future state and adoption enablers.
- Established a new Strategic Workforce Planning capability through pilots in Iberia and Indonesia.



### Outcome

- Unified HR CoEs with a clear, aligned roadmap.
- Delivered data-driven insights to steer global HR strategy.
- Defined the future-state HR operating model for Europe, with clear prerequisites for adoption.
- Built foundational SWP capability through two successful pilots.



*Leveraging Gartner has become a key enabler for shaping the Future of HR at Danone. Its depth and breadth of expertise empower us to accelerate the evolution of the function, strengthen our capabilities, and elevate HR's impact across all dimensions of the business. — Axel de Billy, SVP Total Rewards, HR Corporate Governance & OD, Danone*

