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Peter Koudal is the Director at Deloitte Research and is based in New York. He leads the global manufacturing research and focuses on business strategy and performance, supply chain management, customer relationship management and demand-supply integration and optimization.

Peter regularly consults with manufacturing and technology executives, consultants, and thought leaders around the world. He has authored, co-authored, and edited numerous studies on globalization, international finance and development, global manufacturing, supply chain management, customer relationship management, and business strategy and performance. His work has been covered in leading business media around the world, including the *Asian Wall Street Journal*, *Business Week*, *The Economist*, *Far Eastern Economic Review*, *Financial Times*, *Fortune*, *Harvard Business Review*, *Handelsblatt*, *The New Straits Times*, *The New York Times*, *Nihon Keizai Shimbun*, *South China Morning Post* and *The Wall Street Journal*.

Prior to joining Deloitte Research, Peter worked with the UN Centre on Transnational Corporations, the UN Division for Sustainable Development, and the Harvard Institute for International Development. He completed his B.A., M.Sc. Economics, Cand. Oecon. degrees at the University of Aarhus, Denmark, is a graduate of executive programs at MIT and Stanford University, USA, and a member of the advisory board of the Stanford Global Supply Chain Management Forum.

Peter is currently conducting a global research project to create a green benchmarking framework that allows companies to assess their total investments in green projects and initiatives and compare to peers in their industries and best practices across industries. Based on research across Global 500 companies, this Deloitte Green Benchmarking initiative enables companies to take a holistic, enterprise view in order to make better prioritizations of investments and improve their environmental and financial payback. By linking to Deloitte's Sustainability Business Value Map and the Deloitte Sustainability Capability Maturity Model, the Green Benchmarking framework enables a rapid assessment of gaps and opportunities and the creation of a road map for greening the enterprise.

For more on Deloitte Research, go to www.deloitte.com/research.