

# CASE STUDY: UNILEVER

## Accelerated solutions for optimized planning and improved bottom line

**Client: Unilever**

**Industry: Consumer Products**

*Formed in 1930 from 2 companies (Margarine Unie and Lever brothers), Unilever today is one of the largest fast moving consumer goods company. The company portfolio ranges from nutritionally balanced foods to indulgent ice creams, affordable soaps, luxurious shampoos and everyday household care products. Consumers worldwide buy 170 billion Unilever products each year and in 2010 their worldwide turnover was €44.3 billion. As one of the world's largest consumer goods companies, Unilever operates a low-margin, high volume business where supply chain efficiency makes a big difference to the bottom line. Unilever had already invested heavily in its Business Planning and Control System (BPCS) ERP solution at most of its Asian factories, which controlled manufacturing and procurement but lacked the analytical and scheduling abilities. They needed to intelligently reduce their costs across the supply chain.*

### Need

Unilever wanted to combine its BPCS ERP system with the added analysis capabilities of mySAP's Advanced Planner and Optimizer (APO) to work with their various disparate systems. A major challenge faced by Unilever was to set up a common business process across countries in the Asia Pacific region and to ensure that the APO application received uninterrupted support for smooth functioning of the supply chain process. To meet this challenge, Unilever needed a reliable partner who would roll out the APO application to various countries in the Asia-Pacific region and provide support to APO users as these countries went live with the application.

### Solution

Bristlecone, by its Unilever Genesis Project, provided APO support to countries of Asia, South Asia & Oceania for modules like Demand Planning (DP), Supply Network Planning (SNP), Production Planning & Detailed Scheduling (PPDS), Business Warehousing (BW) & Basis. Project scope included 100% database uptime, disaster recovery, database performance fine tuning, monitoring database status and security patch upgrade for production/development servers.

Major upgradation and roll outs were done for Unilever locations across the globe. Bristlecone helped implement the APO DP, PPDS and SNP modules throughout New Zealand, Australia, Indonesia, Japan, Korea, Hongkong, Philippines, China, Taiwan, Malaysia, Singapore, Thailand, Vietnam, Sri Lanka, and Pakistan. In many countries, Bristlecone team members completed the entire implementation including project management and consulting.

Bristlecone's team worked with Unilever's local staff to configure and test APO for local business and legal technical requirements. Interfaces were developed for APO, BPCS and other legacy back-end systems like Mfg PRO (used in some factories). The SAP database instance—liveCache, was configured to support APO more efficiently. Bristlecone was one of the few consultancies, which was able to provide the required number of APO-experienced consultants, with the expertise in version 4.1.

### Overview

#### Need:

Unilever needed support to roll out SAP APO to various countries in the region.

#### Solution:

Bristlecone provided support for APO DP, PPDS and SNP modules and helped roll these out to 15 countries.

#### Benefit:

Active support for APO and effective dissemination of knowledge with Unilever's team.

*"Bristlecone has offered Unilever Asia excellent SCM professionals in both our implementation projects and offshore support. We are very grateful that we have chosen Bristlecone as our partner".*

*-TK Yeung,  
Supply Chain Systems  
Manager,  
Unilever Asia*

## Performance

High performance, steady support for SAP APO since 9 years with SLAs defined separately for incidents & service requests.

## Service Level

### Performance:

- Consistently exceeded SLA targets by timely resolution of incidents to ensure business continuity.
- Excellent management of P1(priority one) incidents.

## APO/BW support – Fast facts

Application Scope	Geography
<ul style="list-style-type: none"> <li>• Demand planning</li> <li>• Supply network planning</li> <li>• Production planning &amp; detailed scheduling</li> <li>• Regional sourcing</li> <li>• VMI (between countries)</li> <li>• BW/ERP interfaces.</li> </ul>	<p>New Zealand, Australia, Indonesia, Japan, Korea, Hongkong, Philippines, China, Taiwan, Malaysia, Singapore, Thailand, Vietnam, Sri Lanka, and Pakistan.</p>

## Benefits

- Active support in ISO Management review meetings & safety tool box meetings
- Active support in Unilever Enterprise Support & IT Innovation Center (ESIIC)
- Custom developed reports providing meaningful data on the demand planning process and on other APO processes
- APO/BW support briefing session with country users to educate them on support processes
- Effective dissemination of project knowledge with relevant support documentation.

Bristlecone is a premier Supply Chain Advisory and Analytics SaaS+ firm headquartered in California's Silicon Valley. We have offices in the United States, Canada, United Kingdom, Germany, Switzerland, Singapore, Malaysia and India. Learn more at [www.bcone.com](http://www.bcone.com). To set up a discussion with our team, please send your inquiry to [sales@bcone.com](mailto:sales@bcone.com)

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