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High performance. Delivered.

Accenture helps Unilever achieve its 'One Unilever' objectives—and its vision for high performance

Unilever is one of the world's largest manufacturers of consumer goods. In 2008, the company reported sales of more than €40 billion (US\$57 billion).

Business challenge

To achieve high performance, Unilever launched "One Unilever"—a transformation program aimed at simplifying, streamlining and standardizing operations and business processes across the enterprise. As part of this effort, Unilever's

business in Europe initiated the Sirius/Mountain program, which comprised two related projects:

- Sirius—developing and deploying a harmonized process model based on a SAP solution that would bring the operational model for One Unilever to life.
- Mountain—forming a standardized supply chain model for Unilever Europe's businesses in 24 countries led by a dedicated supply chain company.

• Consulting • Technology • Outsourcing

For help in bringing Sirius/Mountain to life, Unilever ultimately turned to a long-time service provider, Accenture.

How Accenture helped

Unilever had designed the underlying business framework and ERP model and implemented this in the first countries. To significantly accelerate the delivery of the program, Accenture quickly mobilized a team to help Unilever deploy the SAP solution that would underpin a new set of standardized processes in Europe for the One Unilever program and Mountain.

Accenture teamed with Unilever's central and local country resources and supply units, professionals from the Accenture SAP Products Industry Solution Center in Spain, and technical professionals from Accenture Delivery Centers in India and the Philippines to deliver Sirius/Mountain—which represented one of the most ambitious SAP deployments ever undertaken in Europe. Resources from Accenture Information Management Services also deployed an SAP Net Weaver Business Intelligence solution and integrated the Microsoft ProClarity analytics toolkit to enable new sales reporting capabilities. The solution, which included one of the largest implementations of the SAP data warehouse globally, transformed Unilever's ability to generate insights into the performance of its operations and brands across Europe.

Co-developing an industrialized implementation approach with the Unilever program management, the team successfully deployed the integrated solution to Unilever marketing and sales organizations and 62 factories across 24 European countries. In total, approximately 17,000 users now have access to and use the SAP solution. Even more impressive than this scale is the speed of deployment. The project team implemented the solution in less than half the time required for less complex SAP programs at other European consumer goods companies. Collaborative program management was a key success factor.

Today, Accenture is managing, maintaining and enhancing the SAP solution under a seven-year application management outsourcing arrangement. These application management services—which handle more than 30 application development projects at any one time—are currently being provided to Unilever's operations from locations across Europe, as well as from Accenture Delivery Centers in Spain, India and the Philippines.

High performance delivered

With the successful implementation of its Sirius/Mountain program in Europe, Unilever has made a significant step toward its global vision of streamlined operations, cost savings and optimized business performance.

Today, Unilever's European supply chain network is managed by a single company. With new roles and responsibilities and a common set of tools and processes, this organization manages product demand and supply across Europe, oversees most of the supply chain-related operations and assumes management accountability for supply chain results. Unilever has already achieved great improvements by gaining greater efficiencies from centralized operations and by improving factory controls.

Importantly, according to Peter Ernsting, chairman of Unilever Supply Chain Company (USCC), the deployment of a single IT platform was critical to the supply chain company's success. "Without Sirius, the USCC technically would not exist. We now have real-time transparency across Europe at the click of a mouse. The benefits this will bring over time for customer service, stocks and costs are phenomenal."

The Sirius project, however, supports more than the new supply chain capability. The SAP system is enabling Unilever Europe to manage its entire operations as a single business, reduce operating costs and generate a pan-European view of its brands. In all these ways, Unilever has taken a significant

step toward achieving its One Unilever objectives—and its vision for high performance.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 181,000 people serving clients in over 120 countries, the company generated net revenues of US\$23.39 billion for the fiscal year ended Aug. 31, 2008. Its home page is www.accenture.com.

About Unilever

Unilever's mission is to add vitality to life. We meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life.

Unilever is one of the world's leading suppliers of fast moving consumer goods with strong local roots in more than 100 countries across the globe. Its portfolio includes some of the world's best known and most loved brands including thirteen €1 billion brands and global leadership in many categories in which the company operates. The portfolio features brand icons such as; Knorr, Hellmann's, Lipton, Dove, Axe, Omo, Cif and Vaseline. Unilever has around 174,000 employees in approaching 100 countries and generated annual sales of €40 billion in 2008.

Its home page is www.unilever.com

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