

## Summary

Kimberly-Clark successfully implemented a complex ERP roll-out across nine Asian countries on schedule and within budget.

The key objectives of this project were to unite ERP platforms and expand business capabilities.

Broader objectives included:

- Replace legacy systems and integrate ERP across the region to enable efficiency and synchronization
- Promote the adoption of common processes across Asia
- Establish Kimberly-Clark as an early adapter of best business practices and technology for competitive advantage
- Establish Kimberly-Clark as a preferred supplier via customer collaboration and superior customer service
- Provide a business platform to drive aggressive top and bottom line growth
- Improve trade promotion efficiency and effectiveness
- Enable new distribution channel development
- Drive supply chain efficiencies
- Provide real-time information for timely, fact-based decision support

## Project Outline

This program included the unification of ERP platforms across nine Asian markets. The replacement of legacy ERP systems with SAP in China, Hong Kong, India, Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam would provide a scalable platform for Kimberly-Clark's future development in these rapidly developing and growing markets. The project was viewed as an essential component to support the Kimberly-Clark Global Business Plan and was managed out of Kimberly-Clark in Australia.

## ERP Solution

### Kimberly-Clark

Kimberly-Clark markets innovative health and hygiene products through three consumer products divisions (Adult & Feminine Care, Baby & Child Care, and Family Care), a Professional Division, and a Health Care Division. Major brands include Kleenex, Wondersoft, Viva, Huggies, Snugglers, Kotex, Scott, KleenGuard and Tecnol.

### Background & Challenges

The seven countries in Kimberly-Clark's South Asia Developing and Emerging Countries (SADEC) and a further two countries in Northern Asia, used a variety of legacy ERP systems which added layers of complexity for Kimberly-Clark doing business in the region. The need was to unify the systems, but the great challenge was to be able to do it efficiently and successfully within the context of nine very different business environments while minimizing business disruption.

### The Solution

Lodestone provided consultants in many of the nine markets, as well as managing consultants based in Australia. Under the project management of Kimberly-Clark executives, the Lodestone consultants worked in a team-lead function providing the skilled resources that could mitigate the risk associated with a large and complex project.

The consultants in most of the markets were local. Consequently, they had first-hand knowledge and experience with local conditions such as complex regulatory requirements. They clearly understood the impact that these conditions could have on the implementation of an international project, and were able to integrate all local requirements into the overall project.

SAP Modules Implemented: Finance and Controlling, Sales and Distribution, Materials Management, Production Planning, Plant Maintenance, Project Systems, Advanced Planner and Optimizer, and Business Warehouse. The Asia-Pacific SAP roll-out project was delivered according as per the objectives within the allocated timeframe and budget. Since its successful go-live in late 2007, it has improved the ability to effectively manage promotion spending, drive supply chain efficiencies, improve customer service levels, enhance the quality and visibility of business information, and promote best practices in Kimberly-Clark businesses across Asia.

#### Joe Manella, Senior Manager – Global Systems Asia Pacific

„Lodestone consultants were made available for the successful roll-out of the Kimberly-Clark Asia-Pacific SAP Template.

The responsiveness to the request and the quality of the resources provided contributed to Kimberly-Clark's achievement of an outstanding result.“

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