

## Summary

### Lodestone's people made the difference

The quality of Lodestone's people and regional presence contributed to Kimberly-Clark Asia Pacific implementing its complex SAP ERP roll-out in nine Asian countries on time and budget.

## The Company

### Innovative health and hygiene products

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<sup>®</sup>, Wondersoft<sup>®</sup>, Viva<sup>®</sup>, Huggies<sup>®</sup>, Snugglers<sup>®</sup>, Kotex<sup>®</sup>, Scott<sup>™</sup>, Kleenguard<sup>™</sup> and Tecno<sup>™</sup>.



## Wiping the Slate Clean

### Initial Situation

#### Integrating local requirements into an international system

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 causing minimal business disruption.

### Objectives

#### Unite and provide more capability

To bring the necessary knowledge and expertise to the project so that it could be delivered on time and on budget, resulting in the broader business objectives being met, namely to:

- Replace legacy systems and integrate ERP across the region to enable efficiency and synchronisation
- Promote the adoption of common processes across Asia
- Establish Kimberly-Clark as an early adopter 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 to 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

### 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.

## Solution

### Lodestone's international expertise and local ability

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-led function providing the skilled resources that could mitigate the risk associated with such a large and complex project.

The consultants in most of the markets were locals and so had first-hand knowledge and experience of local conditions including the sometimes complex regulatory requirements. They clearly understood the impact these conditions could have on the implementation of an international project and were able to efficiently 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 Optimiser, Business Warehouse.

**Joe Marsella**  
**Senior Manager**  
Global Systems Asia Pacific

"...an outstanding result"

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

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

## Outcome

### Increased business capability delivered on time and budget

The project was delivered as per the objectives within the allocated time frame 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 quality and visibility of business information, and promote best practices in Kimberly-Clark across Asia.