



Unilever

# MANAGE INVOICING WITH ON-PREMISE AND ON-DEMAND SOLUTIONS



# WHAT'S IN THIS SESSION?

1. UNILEVER
2. Business Challenge
3. Vendor Evaluation
4. Implementation
5. Lessons Learned
6. Benefits

# 14 BRANDS IN THE €1BN+ CLUB



# BALANCED SCALE ACROSS GEOGRAPHIES



Asia/Africa/RUB  
€20.4bn  
40% Sales

The Americas  
€17.1bn  
33% Sales

Europe  
€13.9bn  
27% Sales

D  
€23.0bn  
45% Sales

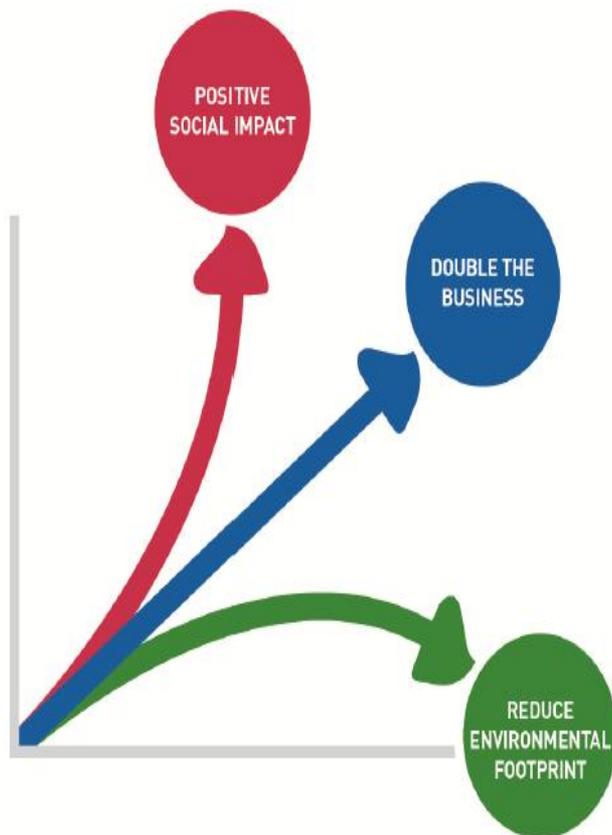


~~D&E  
€11.0bn  
55% Sales~~

57%  
D&E

“Our deep roots in local cultures and markets around the world give us our strong relationships with consumers and are the foundation for future growth. We will bring our wealth of knowledge and international expertise to the service of local consumers - a truly multi-local multinational” - extract from Unilever’s Corporate purpose

# OUR COMPASS STRATEGY SETS OUT OUR AMBITION



Double the size of Unilever  
whilst reducing our environmental footprint  
and increasing our positive social impact



Dow Jones  
Sustainability Indexes  
Member 2009/10

# OUR SERVICE CATALOGUE

## ENTERPRISE SUPPORT



## ENTERPRISE SUPPORT



# ERP FOR SCALE AND RESILIENCE



**388m**

Sales Order lines p.a

**508m**

Invoice Lines p.a

**€50bn**

Revenue Supported

**96m**

Purchase Order lines p.a

**122**

Business Units Supported

**250,000+**

Stock Keeping Units

**250+**

Factories

**440+**

Warehouses Connected

**51,000**

Business Users of ERP System

# KEY MOTIVATORS

## GLOBAL INVOICE MANAGEMENT WORKFLOW (GIMW)



### What are we doing?

- Implement new supplier Invoice management globally for inbound suppliers
- Implement a new supplier “Track and Trace” invoice portal

### Why are we doing it?

- Become independent from 3rd Party IM and workflow applications
- Improve process execution efficiency

### What will happen?

- Implement a new global Supplier invoice management solution over next 2 years, in line with our financial shared Service provider contract renewals

### How will it help?

- Enable greater flexibility when negotiating services contracts at a global level
- Generate savings reducing invoice cycle time and improve supplier relations
- Enable further improvements in working capital management

# VENDOR EVALUATION

## GLOBAL INVOICE MANAGEMENT WORKFLOW (GIMW)



- A **quality, easy to deploy and functional rich AP application** with focus on medium to high volume scenarios and shared service centers (up to multi-million invoices per year)
- Leverage potential and tight integration of optical characteristics recognition
- Support **all incoming channels** for invoices (Scan, OCR, EDI, Vendor Networks, XML, email etc.)
- Leverage integration with other content management solutions
- Further extend **localization** to support relevant invoice types in most SAP countries

# IMPLEMENTATION

## GLOBAL P2P TRANSFORMATION SCOPE



**GIMW** (single solution for supplier invoice handling)



**E-Invoicing Flexibility**

**Suppliers Self Service  
Global Vendor Portal**

**Invoice track & trace**



Ariba rollout plus  
Catalogues  
Supplier network

No Po No Pay

Purchasing  
Guidelines



**SAP workflow  
for invoice  
query resolution**

**P2P**

Fully Harmonised  
processes to Global  
template

Global Travel  
Expense Tool

Single Global Credit  
Card

Enabling new Travel  
Policy



**Global Visibility Performance  
Metrics & Indirects spend**

**Duplicates Payment Audits &  
Recovery**

Temporary Labour  
procurement solution

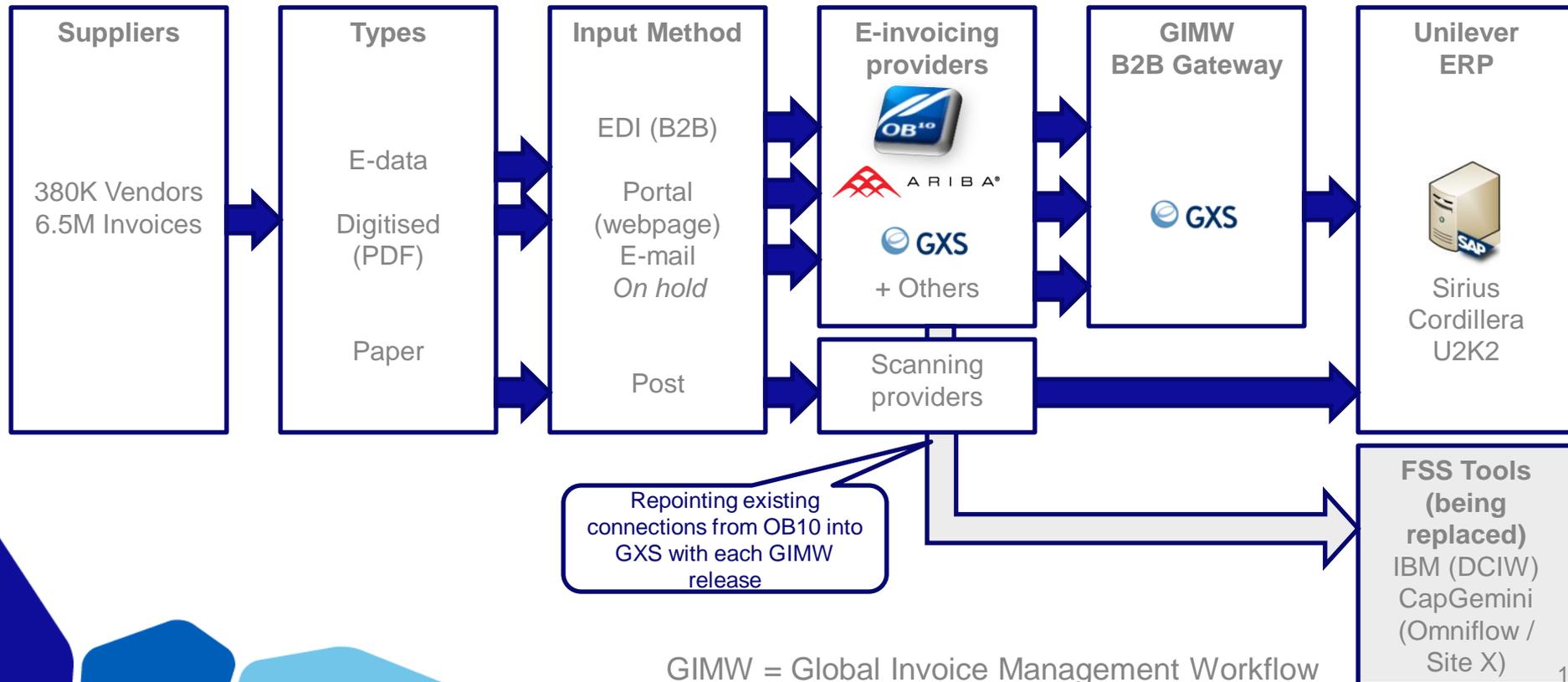
Reinforced policy on  
Professional Services



# IMPLEMENTATION PROCESS OVERVIEW



- GIMW B2B gateway provides connections from various e-invoicing providers in a standard method
- OB10/Ariba are main strategic choices



# KEY LEARNINGS



- One Release at a time to reduce regional complexity
- Major contracts agreed before getting start to reduce interdependencies
- Have strong support by Senior Management to gain right level of support on all levels
- Close contact to the countries to get the needed involvement throughout all project phases
- Close scope control to focus on core solution delivery in time and in budget

# BENEFITS



Unilever made a strategic decision for an integrated global invoice management solution, leveraging the Ariba Network and the on-premise SAP solutions.

## Strategic Benefit

- Future-proof: SAP integrated ERP strategy
- Service provider flexibility
- Speed in continuous improvement & deployment
- Archiving: single global archive repository
- User Experience: leveraging existing portals branding

## Operational Benefit

- Higher level of automation
- Robust global visibility
- Increased capabilities
- Reduce invoice handling time

## Supplier Relationship Benefit

- Reduce service desk queries
- Lower cost for business to business transactions

# BACKUP



# OB10 & ARIBA



## Common Format

- » GIXML has been developed by Unilever GIMW programme, and will become default format for all EDI invoices going forward

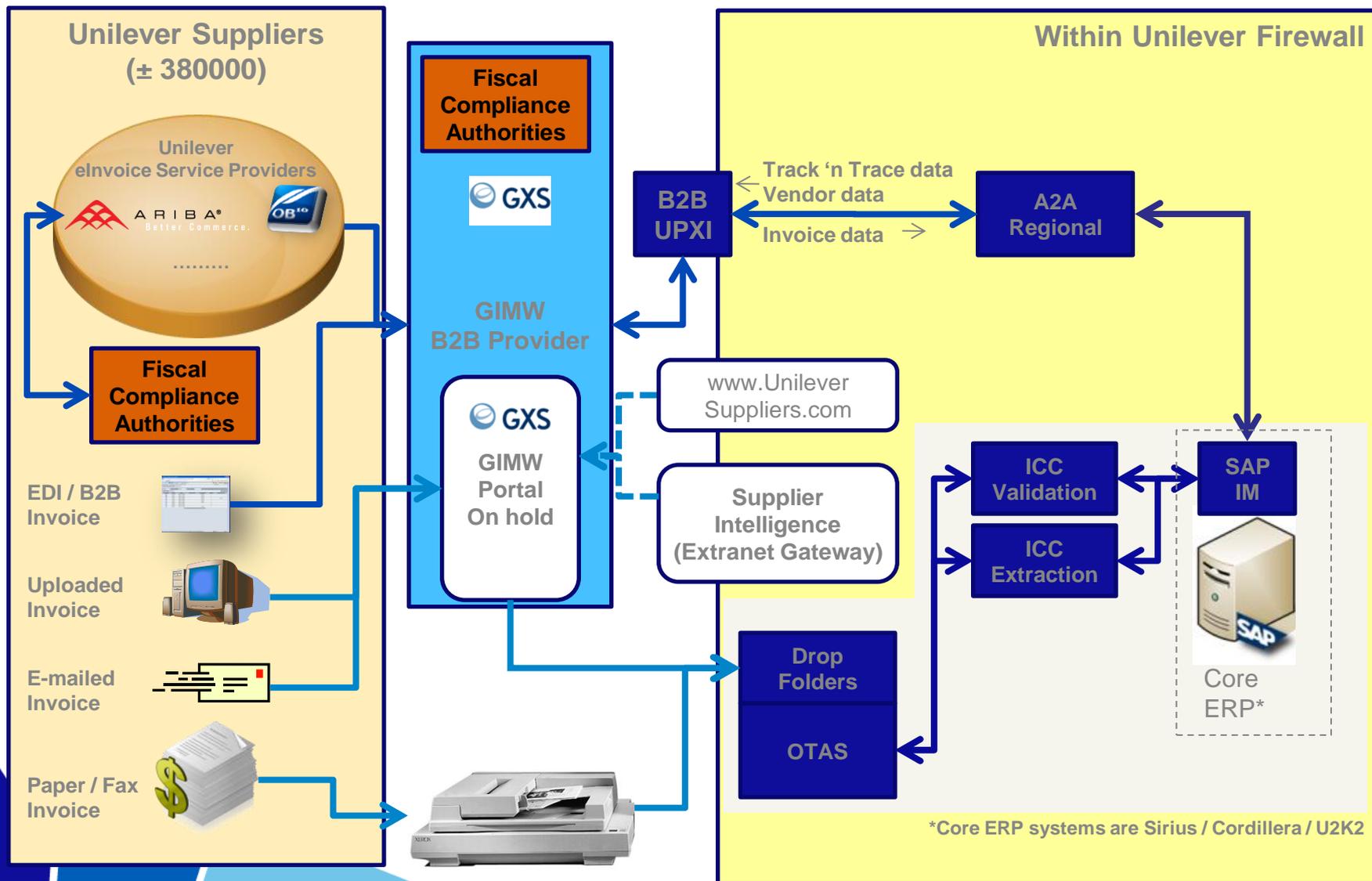
## Ariba

- » e-invoicing can be switched on per country with each release in the region where this capability has been enabled and can be added to other regions with limited effort
- » A concurrent programme is running with IP Procurement team to enable suppliers

## OB10

- » e-invoicing can be switched on per country with each release in the region where this capability has been enabled and can be added to other regions with limited effort
- » Vendor Portal is planned to be made available as a competitive alternative

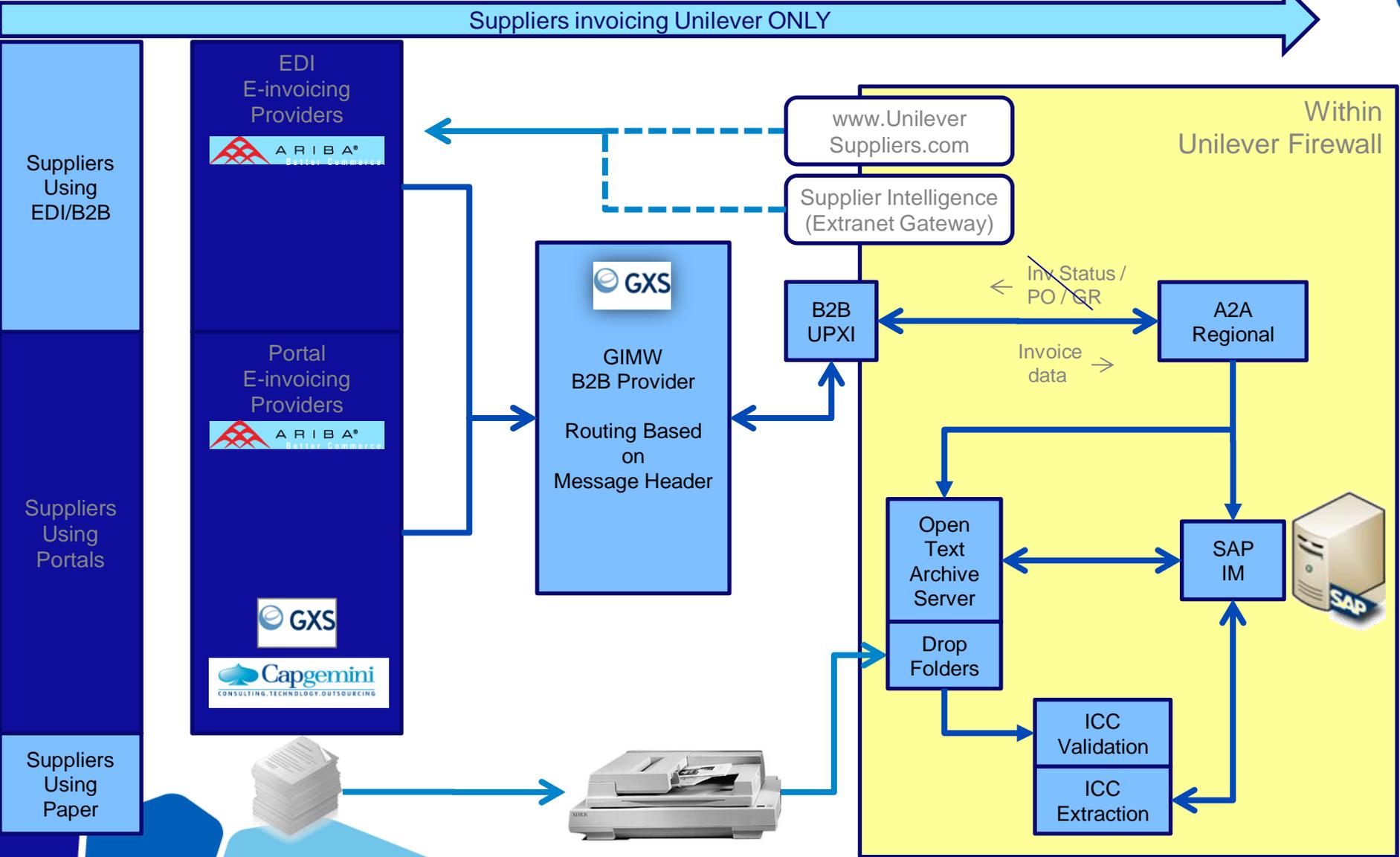
# SOLUTION LANDSCAPE OVERVIEW



# SOLUTION LANDSCAPE OVERVIEW



Unilever



# IMPLEMENTATION INVOICE VOLUME



- Volume (est. 2012) for all Company codes is close to **6M invoices**
- Currently 10% of these Invoices are E-Invoices

| GIMW Release                     | GIMW Business Go-Live | Values<br>Total Number of<br>Estimated Invoices per<br>Year | Of which are estimated to<br>be E-Invoices per Year |
|----------------------------------|-----------------------|---|---|
| <b>Release 1</b>                 | Y12M05                | 27.244  | 312   |
|                                  | Y12M10                | 60.932  | 36.496  |
| <b>Release 2</b>                 | Y12M11                | 556.532   | 327.340   |
| <b>Release 2.1</b>               | Y13M07                | 584.044   | 64.908  |
| <b>Release 2.5 - MX</b>          | Y14M11                | 155.224   | 53.492  |
| <b>Release 3</b>                 | Y15M03                | 658.374   | 57.504  |
| <b>Release 3.5 - BR</b>          | Y15M01                | 618.268   | -   |
| <b>Release 4</b>                 | Y13M10                | 1.437.339   | -   |
|                                  | Y14M04                |   |   |
| <b>Release 5</b>                 | Y15M10                | 62.300  | -   |
| <b>Release 5.5 - SoCo</b>        | Y15M03                | 236.888   | -   |
| <b>Release 6</b>                 | Y14M04                | 246.125   | 67.857  |
| <b>Release 6.5 - MA &amp; CA</b> | Y15M05                | 419.284   | -   |
| <b>Grand Total</b>               |                       | <b>5.062.554</b>  | <b>607.909</b>                                      |

Numbers from 07.2012

# IMPLEMENTATION PLANNING



- Updated planning for 2013 until 2015 on going

| L2 - Plan (Phases Timings)    |   |
|-------------------------------|---|
| Legend                        |   |
| Release                       | Y11Q01 J Y11Q02 F Y11Q03 M Y11Q04 A Y11Q05 M Y11Q06 J Y11Q07 J Y11Q08 A Y11Q09 S Y11Q10 O Y11Q11 N Y11Q12 D Y12Q01 J Y12Q02 F Y12Q03 M Y12Q04 A Y12Q05 M Y12Q06 J Y12Q07 J Y12Q08 A Y12Q09 S Y12Q10 O Y12Q11 N Y12Q12 D Y13Q01 J Y13Q02 F Y13Q03 M Y13Q04 A Y13Q05 M Y13Q06 J Y13Q07 J Y13Q08 A Y13Q09 S Y13Q10 O Y13Q11 N Y13Q12 D Y14Q01 J Y14Q02 F Y14Q03 M Y14Q04 A Y14Q05 M Y14Q06 J Y14Q07 J Y14Q08 A Y14Q09 S Y14Q10 O Y14Q11 N Y14Q12 D Y15Q01 J Y15Q02 F Y15Q03 M Y15Q04 A Y15Q05 M Y15Q06 J Y15Q07 J Y15Q08 A Y15Q09 S Y15Q10 O |
| Release                       | Y11M01 Y11M02 Y11M03 Y11M04 Y11M05 Y11M06 Y11M07 Y11M08 Y11M09 Y11M10 Y11M11 Y11M12 Y12M01 Y12M02 Y12M03 Y12M04 Y12M05 Y12M06 Y12M07 Y12M08 Y12M09 Y12M10 Y12M11 Y12M12 Y13M01 Y13M02 Y13M03 Y13M04 Y13M05 Y13M06 Y13M07 Y13M08 Y13M09 Y13M10 Y13M11 Y13M12 Y14M01 Y14M02 Y14M03 Y14M04 Y14M05 Y14M06 Y14M07 Y14M08 Y14M09 Y14M10 Y14M11 Y14M12 Y15M01 Y15M02 Y15M03 Y15M04 Y15M05 Y15M06 Y15M07 Y15M08 Y15M09 Y15M10   |
| <b>v2.0 Current Evolution</b> |   |
| Release 1 - EU CC             | P A A AD D DB B PT PT PT PT U U U U U CS S S Corporate Centres  |
| Release 1 - AAC UAPL          | P A A AD D DB B PT PT PT PT U U U U U U U U U CS S S UAPL   |
| Release 2 - EU USCC           | P A A A AD D B PT U U U U C S S USCC  |
| Release 3 - EU IBM            | P A A A A A D   |
| Release 5 - EU UL             | P A A A A D D D D B B PT  |
| Release 2 - AM UASCC/NA       | P U U C C S UASCC + NA  |
| Release 2.5 - AM MX           | P A A A D D D D B B AT PT PT  |
| Release 3.5 - BR              | P A A D D D DB B B  |
| Release 5.5 - SoCo            | P A A P D D B B PT PT C C S MX  |
| Release 6.5 - MA+CA           | P A A P D D B B PT PT C C S BR  |
| Release 4 - AAC CG            | P A D B B PT PT U C CS CS S S CG AAR Wave 1   |
| Release 6 - AAC Africa        | P P P A D B PT U C S AAR Non CG Scope   |
| <b>Cordillera Timelines</b>   |   |
| <b>IT Constraints</b>         | Minerva<br>U2.2 Upgrade + Minerva   |

# BENEFITS



## Strategic

### » Future-proof

- SAP continual development of tool & alignment with ERP strategy
- Integrated solution not interfaced (simpler longer term IT management)

### » Service provider flexibility

- Global harmonized tool and ways of working across multiple SAP instances
- Exit Strategy from any current / future service provider

### » Speed in continuous improvement & deployment

- Develop once - Deploy quickly

### » Archiving

- Single global archive repository – opportunity to centralise OCR operations globally, as well as take down some costs in the external archiving (e.g Iron Mountain or Xerox)

### » User Experience

- Development of an ES branded SAP portal for query handling for non SAP users
- Single Tool for Global users

# BENEFITS (2/2)



## Operational

- » Higher level of automation to reduce invoice touches
- » Global visibility of performance metrics
- » Global visibility of service provider(s) activity
- » Robust continuous improvement statistics
- » Auto route of exceptions to business / AP specialists
- » Increased capabilities (eg:- e-mail, OCR) to reduce invoice handling time
- » OCR at line item level extraction improving auto match capability
- » Single source of Master data direct from Regional ERP systems
- » Increased inter regional invoicing capabilities (e-invoicing across UL entities)

## External

- » Provide competitive market place of e-invoicing vendors to our suppliers
- » Trace & Trace capabilities for ALL (registered) suppliers (including paper invoicing) to reduce Service Desk queries
- » Provide lower cost B2B and electronic data invoice options