

دومین همایش تجربیات پیاده‌سازی سیستم‌های برنامه‌ریزی منابع سازمان

۲۹ و ۳۰ آبان، دانشگاه علم و صنعت ایران



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تجربه پیاده‌سازی ERP در شرکت Unilever

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پروژه استقرار سیستم ERP

sage

در شرکت یونی لیور ایران



Unilever

Unilever Company

- > **Turnover** € 50 billion
- > **Marketing** € 5.2 billion
- > **R&D** € 1.3 billion
- > **Employees** 247,000
- > **400 Brands in 151 countries**
- > **90% locally recruited managers**
- > **€69 million on community programs**
- > **Consumers choose our products... 150 million times every day!**
- > **Many of the world's best known brands...**
- > **And globally...**

The logo for Dove, featuring the word "Dove" in a blue, cursive font with a yellow dove icon above the letter 'e'.The logo for SunSilk, with "SHAMPOO" in small letters above "SUN" and "SILK" in a larger, stylized font.The Lux logo, with the word "LUX" in a large, bold, black serif font.The Comfort logo, with the word "Comfort" in a blue, cursive font.

Yamazar Information Technology Group

– YamAzar Consulting

Focus on: BPM, EA, Portal

Partnership:  



– AzadiSoft

Focus on: ERP, CRM, HRM

Partnership: 



– Azadi Academy

Focus on: Training (ERP, CRM, HRM, BPM, EA, BSC)



ERP Project in Unilever

- Utilize **SAP** Globally & selected **SAGE** for Iran
- Legal Concerns addressing US **Sanctions**
- **Multi-currency**, Multi-Lingual, Multi company
- Support of **international financial reporting** standards such as IFRS
- Conducted comprehensive evaluation for functionality with focus on **COA**
- **Support** very comprehensive Unilever financial model

Challenges

- Support of **Iran laws** & local requirements
- **Iranian statutory** & Financial reports
- Support of **international financial reporting** standards
- Support very comprehensive **Unilever financial model**

ERP Implementation

- Infrastructure – WAN using VPN
 - Headquarter, Tehran
 - Factory Location 1, Gasvin
 - Factory Location 2, Gasvin
 - Distribution Location, Shahriar
- Server located in Gasvin Factory location
- Two Server Model
- Backup Server to be hosted at YamAzar Data Center

ERP Implementation

- Functionality
 - Finance
 - Logistics/Distribution/Inventory
 - Manufacturing
- Fast Implementation 4-5 months
- High Customization covering COA and Brand/Business Unit Management
- Base Project Documentation – English
- All Consultant had to be able converse in English and Farsi
- For As-Is component of BPA/Blueprint phase was provided by Unilever that included its selected Processes from SAP

Risk Management & CSF*

- Right Selection of the ERP Package
- Local ERP project management skills
- Support of Management
- Highly motivated & Knowledgeable Internal workforce
- ERP team was supported by experienced Unilever staff with experience in ERP projects
- Use the Foreign Consultant in addition to the budgeted
- Outsource of needed resources from Implementation partner to help technology transfer and after go-live support (Technical, Finance, SCM)

* Critical Success Factors

What could be done better

- YamAzar PM could have been more experienced in managing/working in a multi-national company environment and PM in English language.
- The Farsi speaking YamAzar Finance consultant could have been more experienced.
- Due to shortage of time End User training was provided after go-live and in the mean time the system was supported by Power Users and YamAzar outsourced resources.

By SAGE saying: this project was a world class project when considering Project Contract Model, Project Schedule (about 4 months), High Level of Customization and Localization into Farsi and Iran Legal Requirements.

Question and Answer

Thank You