MANUFACTURING TRANSFORMATION at Beiersdorf

S. GOTTSCHALK
BEIERSDORF

Founded in Hamburg in 1882

€7,233 million group sales in 2018

Around 20,000 employees

More than 160 affiliates
SUPPLY CHAIN

SOURCE
› 3.500 suppliers
› ~10 k SKUs

MAKE
› 18 Sites
› 68 co-manufacturers
› 15 k SKUs

DELIVER
› 79 FG warehouses
› 30 k SKUs
› 48 k shipping points
› 7.500 orders/day
CHANGING WORLD

- NEWNESS
- DIGITALIZATION
- CHANNEL SHIFT
- INDIVIDUALIZATION
- ENTRY BARRIERS
- PREMIUMIZATION
- NATURAL & CLEAN
- SUSTAINABILITY
GROWTH
4-5% CAGR, Asia, Americas

NETWORK
imbalance Europe – RoW, resilience

CHANGING REQUIREMENTS
agility, customization, logistics, technology

ORGANICALLY GROWN PLANTS
modernization need, logistics capabilities, space

LACK OF STANDARDS
lack of long-term strategy
INVEST PROGRAM

1. INFRASTRUCTURE
   Targeted improvement program and supply restructuring to enable infrastructure modernization.
   Investment projects of 900mEUR.

2. CONTINUOUS INVESTMENT
   Along network and site masterplans.
   Growth and ROA related annual CAPEX.
WHAT WE ARE TRYING TO BUILD

- CULTURE
- SEGMENTATION
- DIGITALIZATION
- INNOVATION
- SUSTAINABILITY
CULTURE

THINK SUPPLY CHAIN, NOT MACHINE

MASTER-PLANNING

STANDARDS FOR PROCESSES AND CORE EQUIPMENT

OPEX, VERTICAL START-UP, NOT BEST TECHNICAL SOLUTION
SEGMENTATION

PLANTS TRANSFORM FROM TECHNOLOGY TO FULFILLMENT CENTERS

DIFFERENT POSTPONEMENT STRATEGIES FOR DIFFERENT SUPPLY NEEDS

DEDICATED AGILITY MODELS – ASSET UTILIZATION, RUN STRATEGIES
— DIGITALIZATION

TOWARDS LOT-SIZE 1

AGILITY
DIGITAL SUPPLY CHAIN

EXPLOIT OPPORTUNITIES

Machine Learning
Digital Twin
Big Data
Augmented Reality
Artificial Intelligence
Industry 4.0
Flexible automation
Smart Factory
IoT
Analytics
DIGITALIZATION

VERTICAL INTEGRATION
› MES infrastructure
› Machine and line control integration
› Process analytics & advanced loss analysis
› Flexible automation
› Information management

HORIZONTAL INTEGRATION
› E2E Supply Chain Planning
› Customer Management & Logistics
› Procurement
› Master data Management
› Connected analytics
INNOVATION

KICK-START

STAGE-GATE INNOVATION PROCESS

DISRUPTIVE
— SUSTAINABILITY

PRODUCTS

ENERGY

WATER
THANK YOU