



PLANNING IN A GLOBAL COMPANY

*SUPPLY CHAIN – UNILEVER
ISRAEL*

Three overlapping geometric shapes in shades of blue (dark, medium, and light) are positioned in the bottom left corner of the slide.

*Avi Ashkenazi
Logistics Division
Director*

UNILEVER IS A GLOBAL COMPANY

400
BRANDS

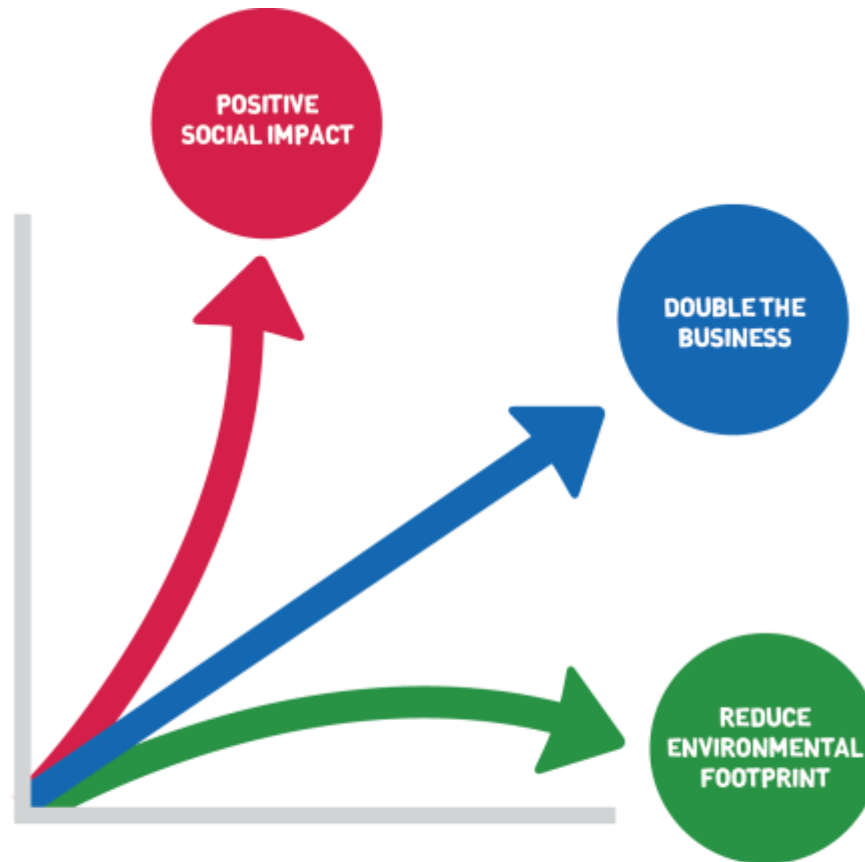
SALES IN
+190
COUNTRIES

OPERATIONS IN
100
COUNTRIES

150
MILLION
PURCHASES
A DAY

USED
2BN
TIMES A DAY

OUR VISION



**DOUBLE THE SIZE OF OUR BUSINESS,
WHILST REDUCING OUR ENVIRONMENTAL
FOOTPRINT AND INCREASING OUR
POSITIVE SOCIAL IMPACT**

UNILEVER ISRAEL



- The 5th largest FMCG in Israel
- More than 2,000 workers (1500 in SC network)
- Over 70 years in Israel
- More than 35 brands & over 1500 products
- 5 production sites
- 5 Distribution Sites



OUR BRANDS



Personal Care



Foods



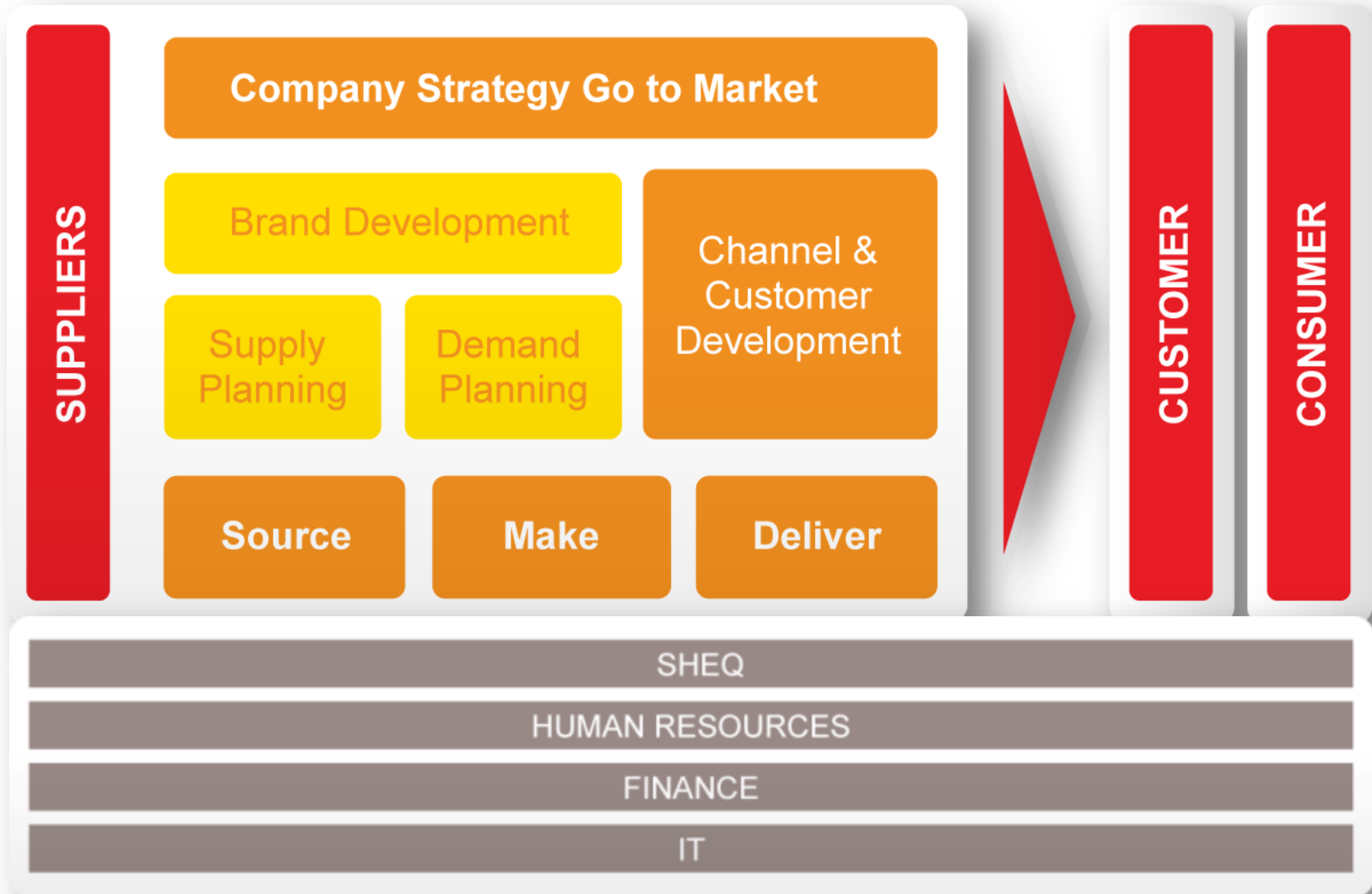
Refreshment



Home Care



BUSINESS PROCESS INTERFACES



Supply Chain Strategic Pillar



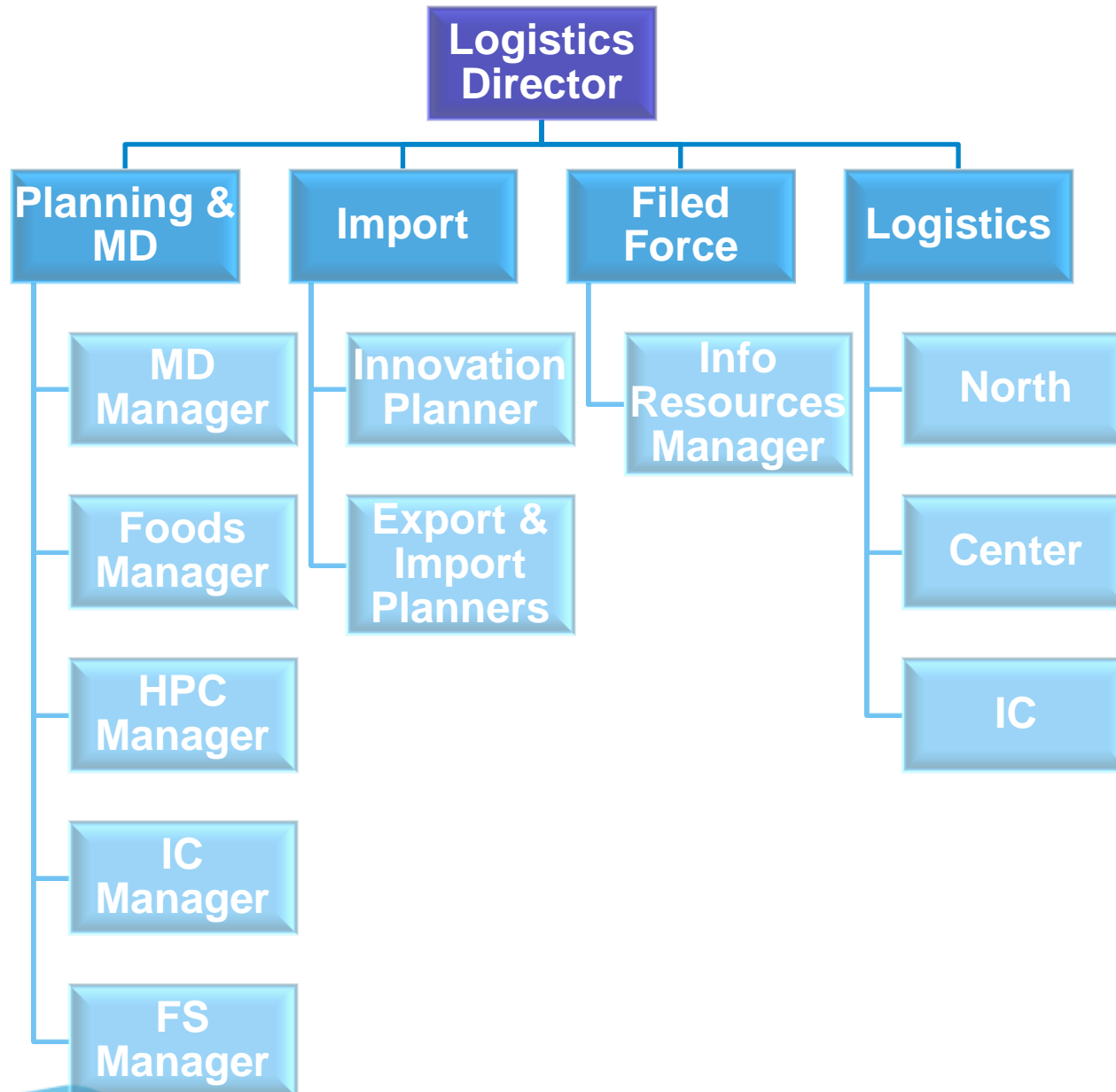
**INNOVATION
& GROWTH**

**COST &
CASH**

**SUPERIOR
CUSTOMER
SERVICE**

Superior Value Creation

Logistics Division – Route to Market



PLANNING DEPARTMENT VISION

**To optimize the
*SC Efficiency &
Customer Service,*
By excel at balancing the
Demand & Supply
Capabilities.**



Planning is about keeping balance...

**Finished
Goods
Stock**

**Customer
Service**

**Materials
Stock**

Write-off

**Demand
Variability**

Reliability

Lead Time



KEY OBJECTIVES/ACTIVITIES



**APO
System**

**Customer
Service**

Innovations

**Complexity
ABC Model**

**People
Develop**

**Demand
& Supply
Planning**

**Capacity
Management**

**One set
of
numbers**

**Stock
Policy**

Write-Off

PLANNING HORIZON DIMENSIONS



0 – 3 Months

CCFOT & OSA
S&OP Process
FG stock target

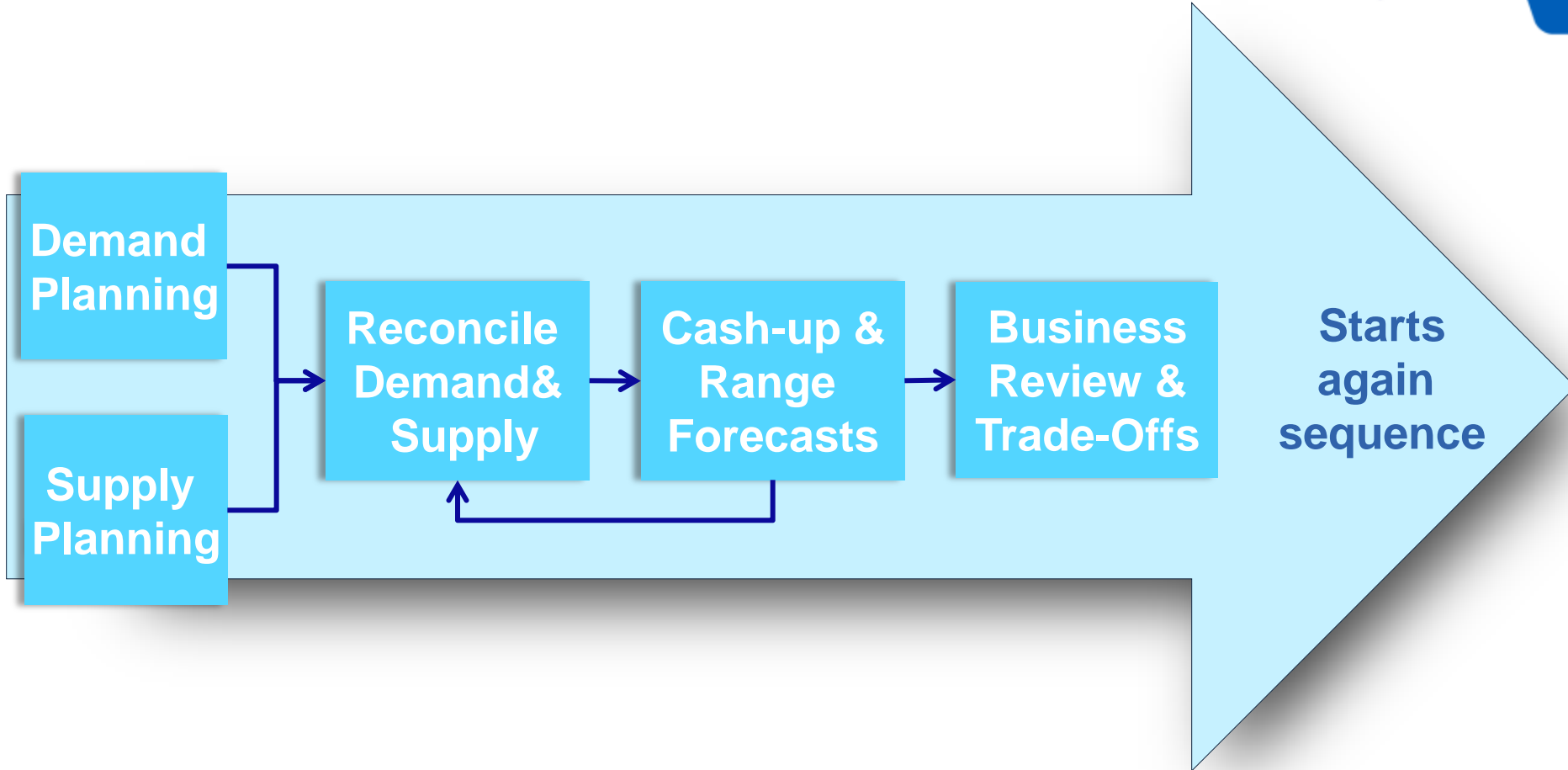
**Q2 – 24
Months**

S&OP from push to pull
Capacity Management
RM / PM stock target

2 – 5 Years

Efficiency Measures
Capacity Optimization
Shopper Driven

S&OP AN INTEGRATED PROCESS



IMPACT OF FAULTY PLANNING



Higher Costs



**Unbalanced
Inventory**



Poor Service

Errors in the estimation process will negatively impact in different areas of the company.

KEY PERFORMANCE INDICATORS



Forecast accuracy



Forecast bias



Stock days on hand



Product management

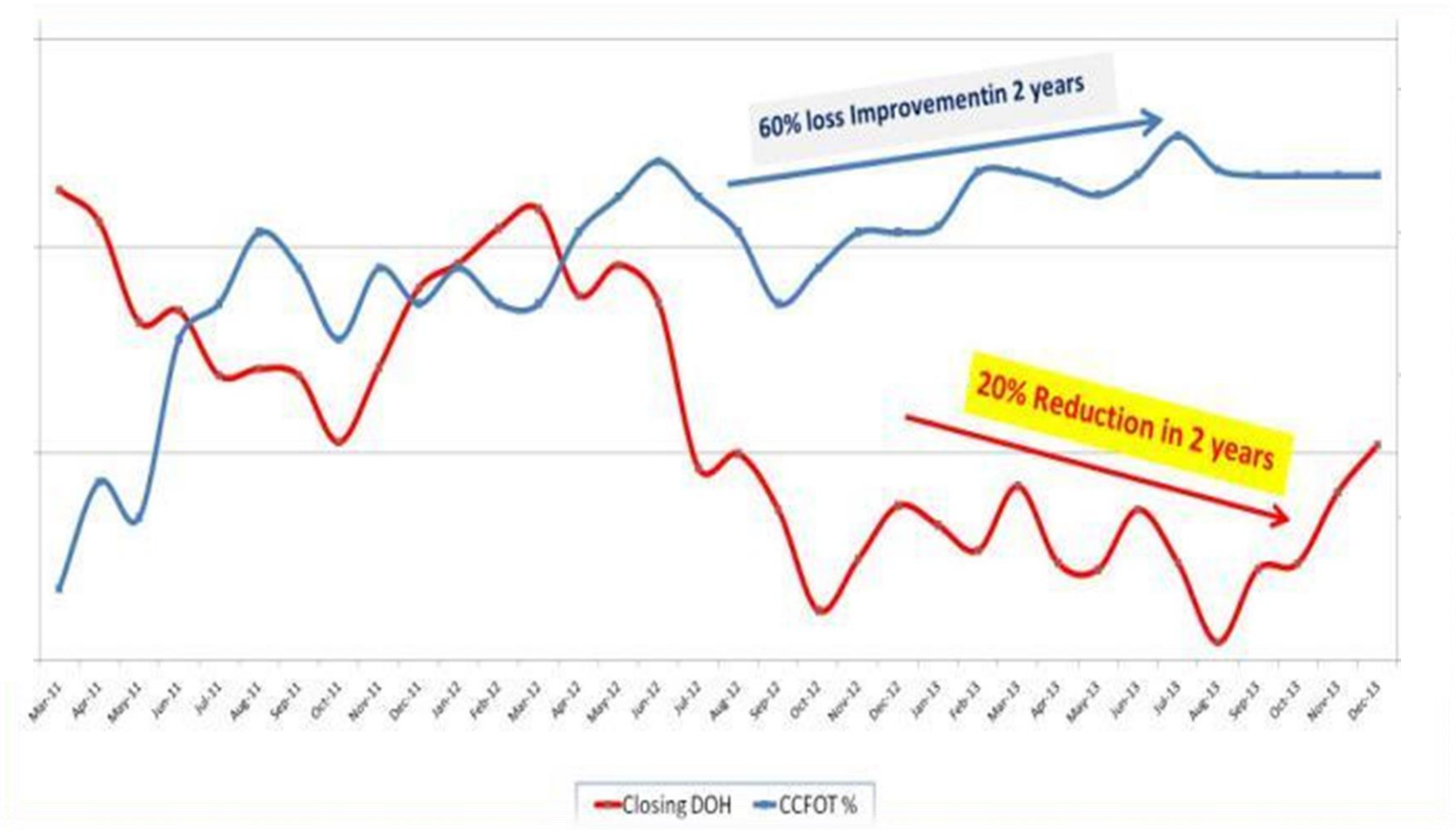


Write-offs



Customer service

IMPROVE CUSTOMER SERVICE WHILE CUTTING THE STOCK LEVELS



SUMMARY: SO THAT'S S&OP



Looking out far enough.....



Volume & Value..



Integrate plans..



Balance across the whole horizon..



Ranges & Options..



Roughly Right..

And always seek to prevent....

FIRE



Unilever

Q&A



THANK  **!**
Unilever