

**ACE23**

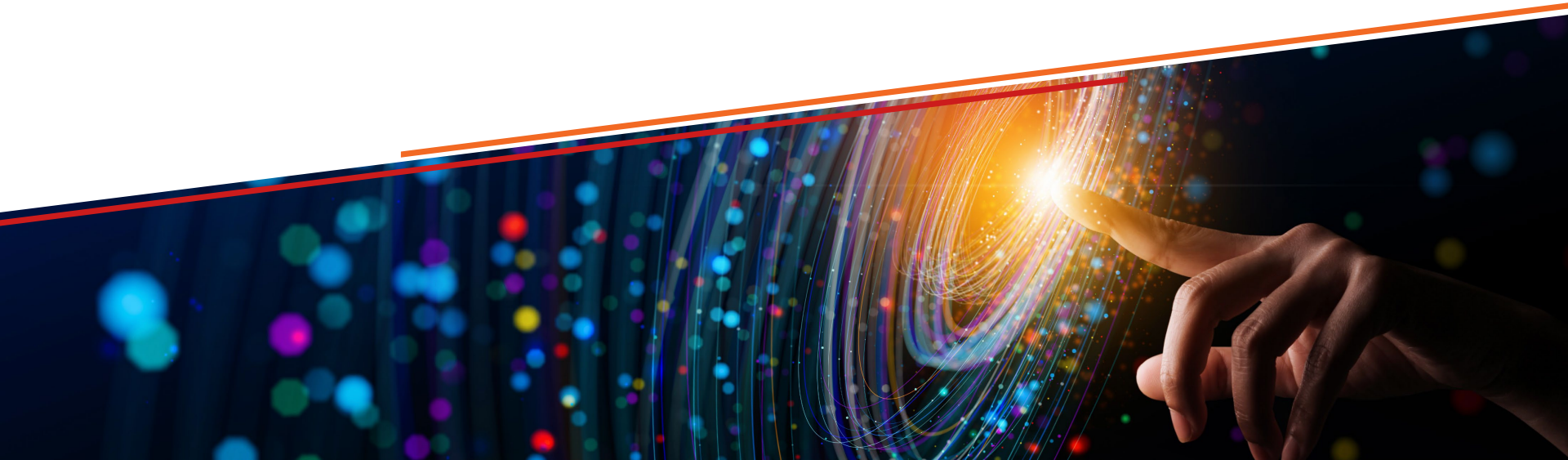
REIMAGINE YOUR POSSIBILITIES

# OUR PLM JOURNEY

## THE FULL END-TO-END DIGITAL TRANSFORMATION OF IMPERIAL BRANDS' REALISATION PROCESSES

David Everson

Tuesday 2<sup>nd</sup> May 2023



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# IMPERIAL



## AT A GLANCE

4<sup>TH</sup>

Largest International Tobacco  
Company

26,000

Employees Worldwide

£3.7BN

Adjusted Op Profit

OVER 100

Markets Worldwide

4100

Retail SKUs Created per Year

1200

Market Initiatives per Year

9 MONTH

Average Product Lifecycle

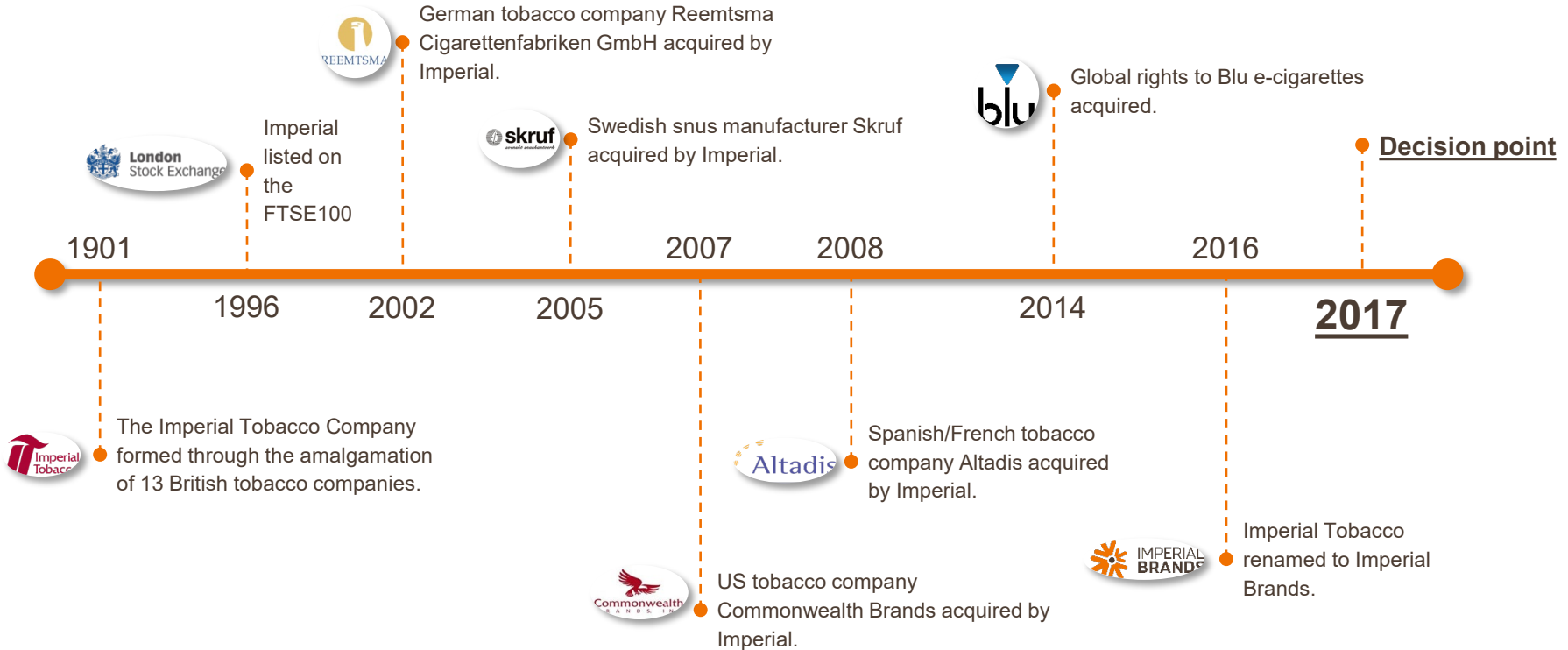
30,000

Specification Changes per Year



# A RICH HISTORY

# OF GROWTH



## WHERE WE WERE

**Fragmented Systems &  
Siloed Processes**

**Systems not Supporting our  
Business Goals**

**Increasing Regulation  
Worldwide**

**Offline Ways of Working**



# DIGITAL TRANSFORMATION VISION





## WHERE WE WERE

**Fragmented Systems &  
Siloed Processes**

**Systems not Supporting our  
Business Goals**

**Increasing Regulation  
Worldwide**

**Offline Ways of Working**

## HOW WE DECIDED TO TRANSFORM

**E2E Workflow driven  
connected Processes**

**Digital Thread across the  
Product Lifecycle**

**Designed for future  
scalability**

**Increased Efficiency in  
Product Compliance**

**DIGITAL  
TRANSFORMATION  
VISION**

A scenic landscape photograph showing a winding asphalt road through rolling green hills under a sunset sky. The sun is low on the horizon, creating a warm glow and long shadows. The road curves through the fields, leading the eye into the distance.



# PLANNING OUR PLM JOURNEY

8

Business units in scope for implementation



HYBRID

Agile and Waterfall methodology

4 1/2

Year implementation project

6.2 MIO

Records (incl. Workflows) in scope for migration

5

User Acceptance Tests during the project

8

Iterative Data Migration Trials

30

Major interfaces integrated with ARAS

20+

Factories impacted during “Big Bang” Go Live

2

ARAS upgrades during implementation

# KEY FOCUS



## AREAS

1

**Integrated End-to-End Processes**

2

**Increased Efficiency in Product Compliance**

3

**Automated Data Migration Success**

4

**Fit-for-Purpose Functionality**

5

**“Big Bang” Go Live in 20+ Factories Worldwide**



# OUR INTEGRATED

# E2E PROCESSES



## PLM TUBE MAP

1<sup>st</sup> May 2022

### KEY TO SYMBOLS

- Tube line interchange
- Design co-ordination (Source - Target)
- 📄 Transport/Cad Office
- 📄 Training Document

### TUBE SERVICE OPERATION

All Lines (except L4): FMC, MYO, RYO, Pipe, Moist Snuff/Snag, Oral Tobacco, Licence Production (only HSRU + BOM) excl. MMC, OND, HTC, LI, L2 & L7 (not all stations) Tubes, Papers, Tips, RYO, MYO Machines, MMC (except L7), FDA Processes, HTD, HTA, E vapour, L8 FMC.

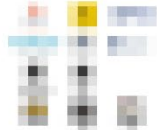
### EXPLANATION OF ZONES

L4 Stations with direct transfer to P2P (L32)

### KEY TO LINES

- |                       |                        |
|-----------------------|------------------------|
| 1 LE Request Creation | 8 Procurement Workflow |
| 2 PID Creation        | 9 Material Approval    |
| 3 Briefing Container  | 10 Spec Approval       |
| 4 BOM Management      | 11 Material Publishing |
| 5 Material Creation   | 12 Spec Publishing     |
| 6 PB Update           | 13 Specviewer          |
| 7 Print Job Creation  | 14 BOM Reporting       |

### KEY TO OTHER CONNECTIONS

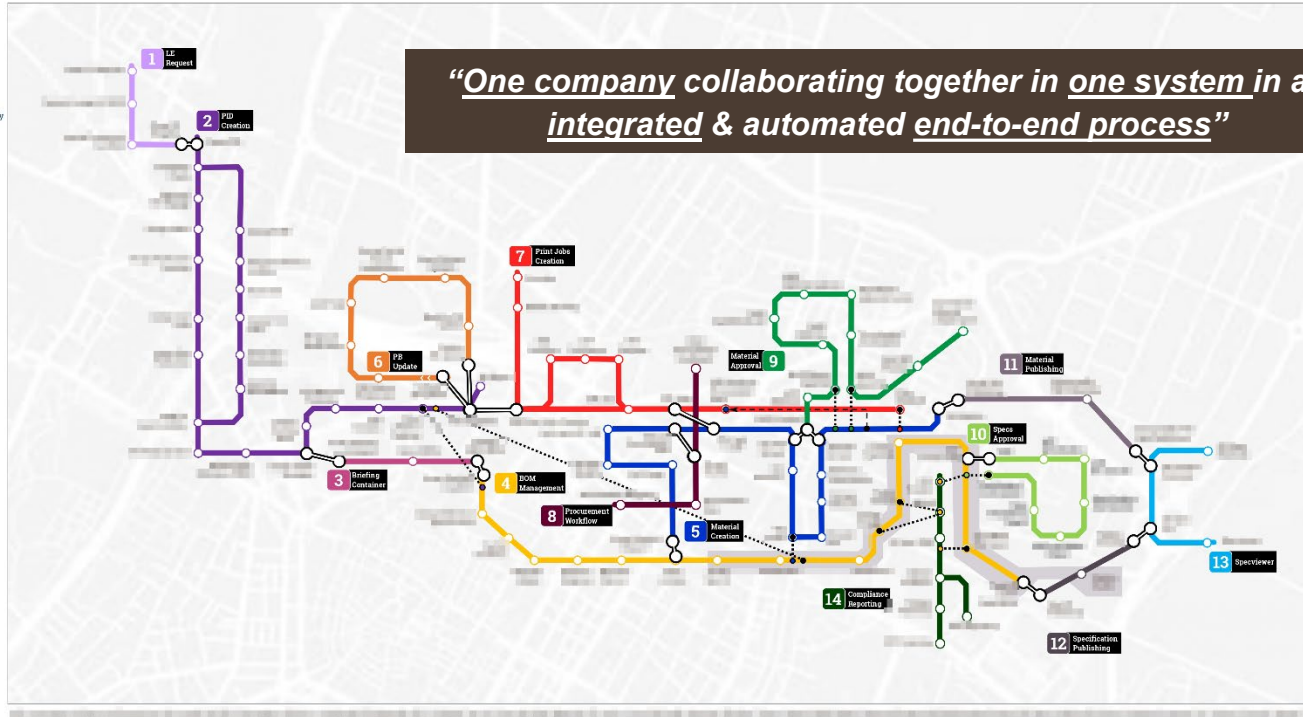


NEED HELP?

THE JOURNEY IT MATTERS

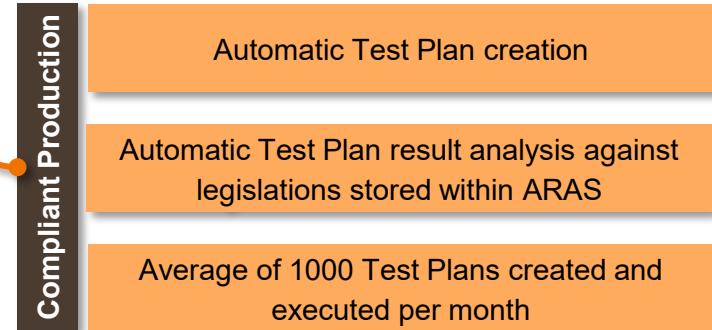
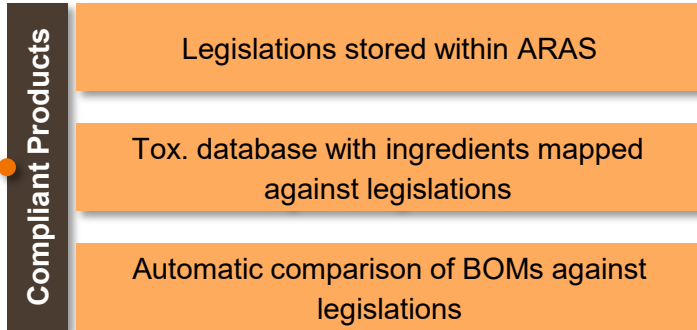
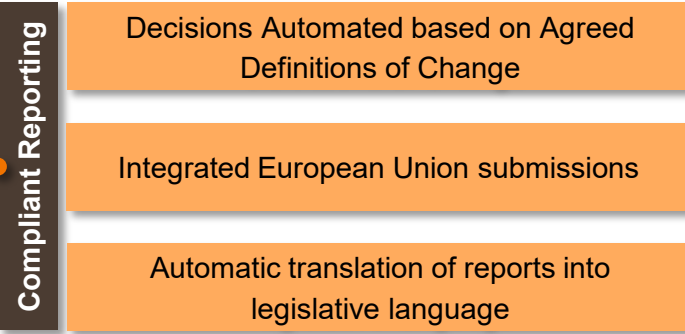
PLM CoE

*“One company collaborating together in one system in an integrated & automated end-to-end process”*



# INCREASED EFFICIENCY

# IN COMPLIANCE



# DATA

# MIGRATION



## ACHIEVEMENTS

6.2 MIO

Items migrated with...

99.99%

Migration success

38 HOURS

To complete full migration

ZERO

Incidents raised linked to data migration

174

Reports/logs created during migration

100% - 150%

BOM conversion during migration

## AUTOMATED MIGRATION

1

Control file automating the whole migration

502

Steps to complete migration

70

Packages executed automatically

40 HOURS

Saved vs manual process for final migration

80%

Reusable framework

# FIT-FOR-PURPOSE



# FUNCTIONALITY

## Conversion Server used for task Execution

**Business requirement:** user must not be waiting on the system to execute activities and be blocked from working.

Workflow task voting on item

Task created on Conversion Server

Task executed

Item automatically voted to next task

3

Major use cases utilising Conversion Server processing

15

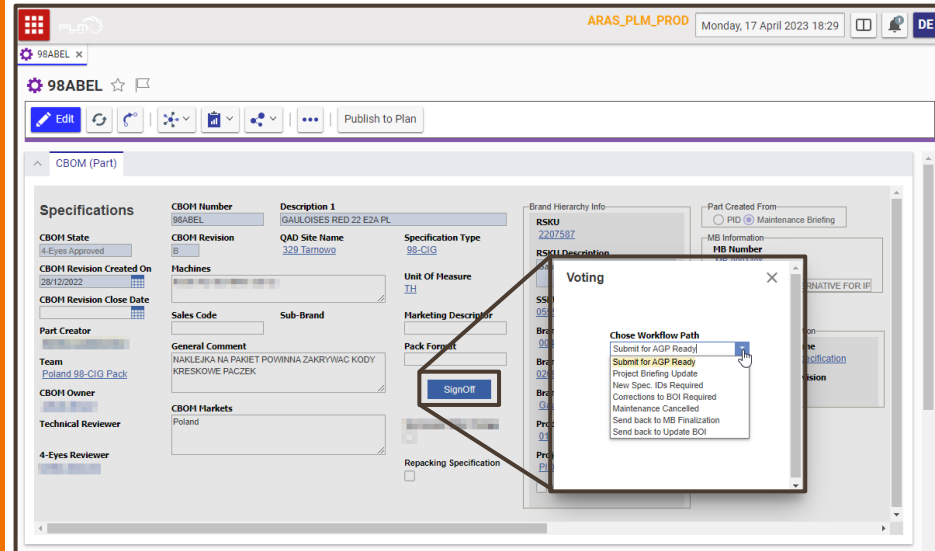
Different tasks executed using the Conversion Server

54,000

Tasks successfully executed using Conversion Server since January 23'

## Workflow task Sign Off from Item Form

**Business requirement:** user should not have to go to the 'Sign Offs' tab to vote their active Workflow task, but Workflow History must be maintained.



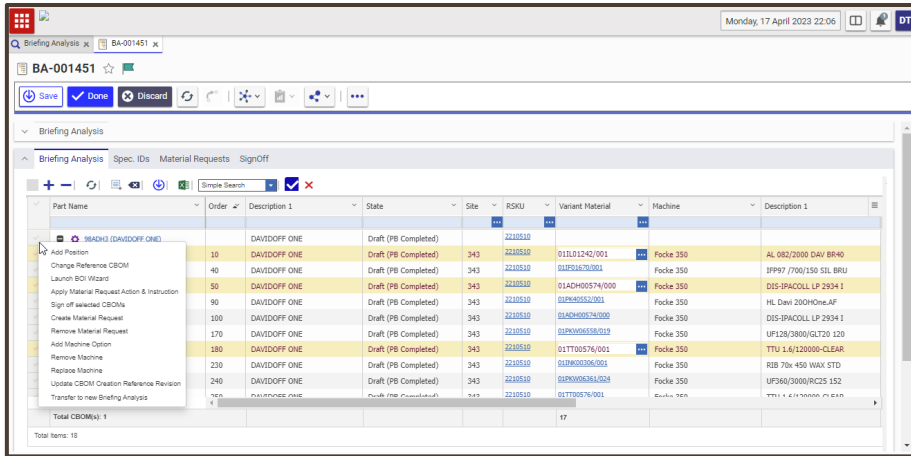
# FIT-FOR-PURPOSE



# FUNCTIONALITY

## Direct editing of BOM structure within a Tree Grid

**Business requirement:** user must be able to directly edit the structure and components of a BOM within an “Editable Tree Grid View”.



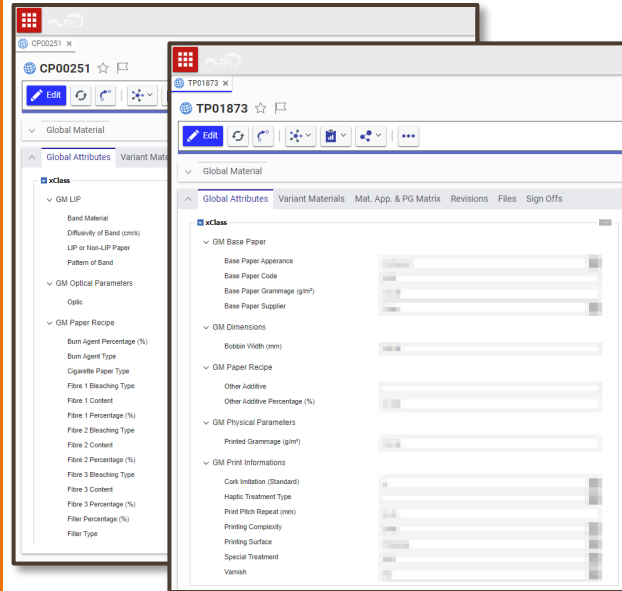
**DIRECT**  
BOM editing

**MASS**  
Update capabilities

**SIMPLE**  
Search toolbar

## xProperties placed within a relationship tab

**Business requirement:** each type of material must have its own unique set of properties displayed in groups and in an easy way to read.



**1200**  
Properties assigned  
to over 90 types of  
material

**500**  
Property groups  
defined

**141**  
Properties displayed  
in one type of  
material



# BLAST OFF!

# OUR BIG BANG

# GO LIVE

95,000 Dev. Hours

1000+ Solution Documents

1600+ User Stories

100+ New Features

30 New Interfaces

34 New E2E Process Maps

700+ IMB E2E Test Cases

2000+ TCS Functional Test Cases

Final UAT Pass Rate of 97%

72 Hrs of User Training

500 New Users

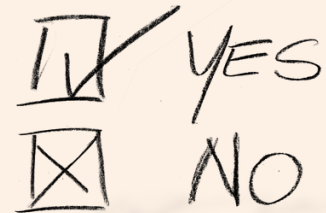
Rigorous Go Live Planning

And 1 Pandemic



After all the complex decisions we had taken...

The Go Live decision was the easiest....



Successful 4 day cutover resulting in a Big Bang Go Live for over 20 factories manufacturing Imperial Brands Products, impacting 2000 users worldwide with no disruption to Operations.

# POST GO LIVE,

# WHERE ARE WE?



IMPERIAL  
BRANDS

Growth of PLM in other areas of the business

2735 hrs delivered in Continuous Improvement

Compliant GTIN (barcode) management

Storage of ESG data, and Consumer Complaints with integration to BI reports

However, our journey hasn't been without challenges

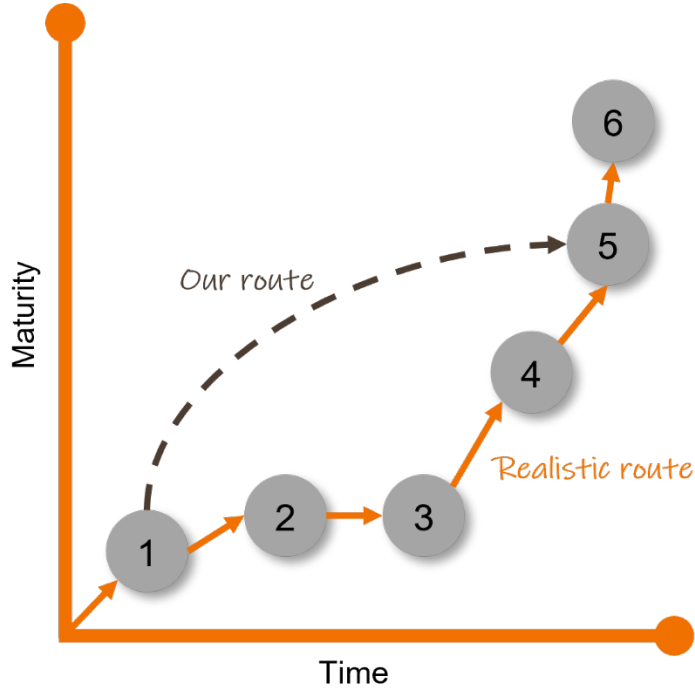
Hypercare phase doubled

Underestimation of complexity in the E2E product ecosystem

5000 hrs to be delivered by August '23 for improvements

# LESSONS FROM OUR

## E2E JOURNEY



Set a realistic target and plan how to get there

Fully understand “E2E Connected Processes”

Define your “This is What it Takes” criteria

Partnership driven project team and solution integrators

# CONTINUING OUR

# PLM JOURNEY



**ARAS Innovator and the integrated Imperial Brands PLM processes are now the key enabler for future digitalisation**

Optimise and digitalise our processes across the full supply chain

Leverage the power of ARAS Innovator and digitalise further

Maximise our digital thread & scale to other Product Groups

Grow and nurture the awareness and power of PLM

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