



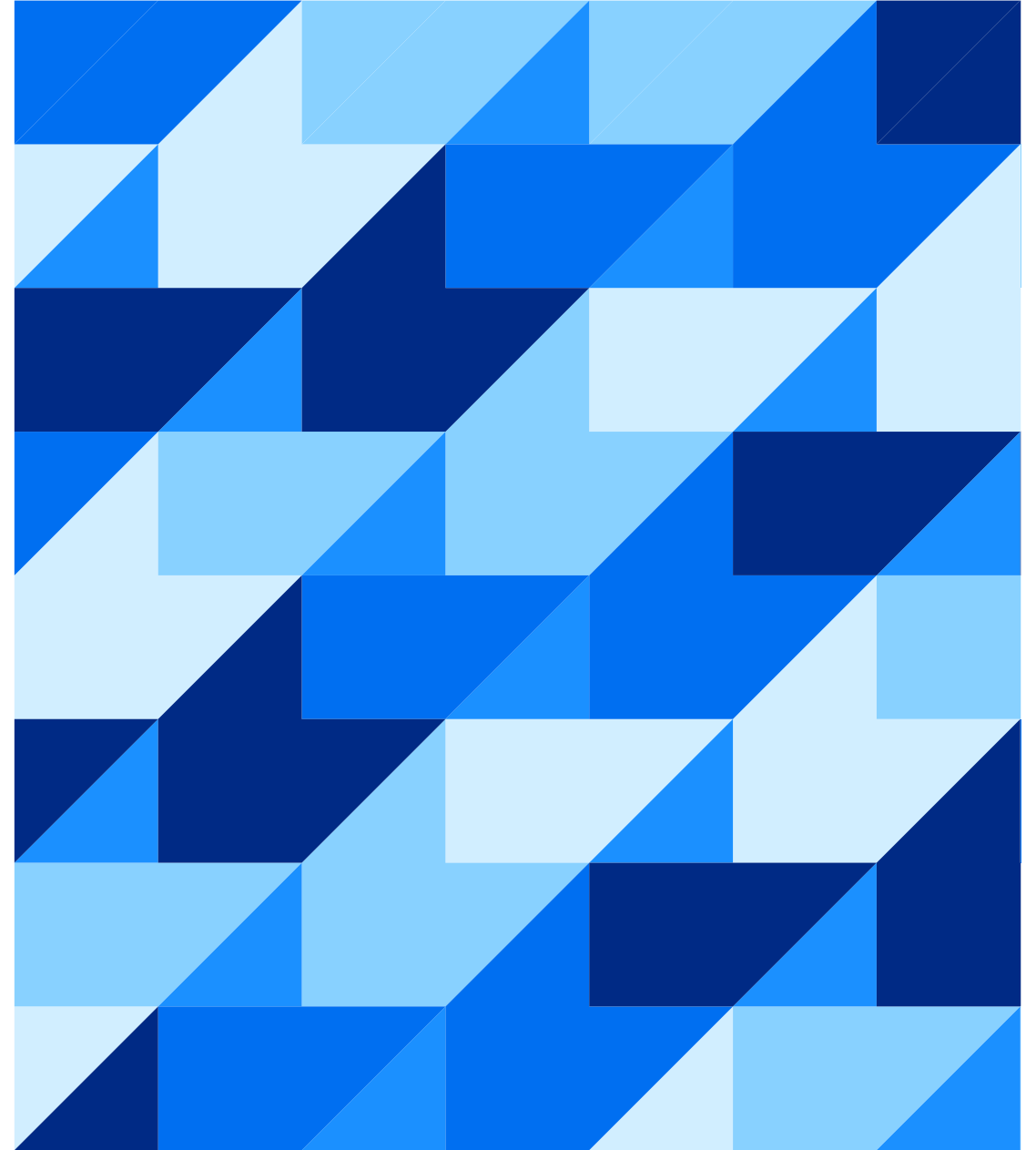
# Entry Pitch Deck

**Unify – revolutionizing the enterprise with innovation and collaboration**

**Imperial Brands PLC**

Consumer Industries

PUBLIC



# Company information

## COMPANY NAME:

Imperial Brands PLC

## HEADQUARTERS:

121 Winterstoke Road  
Bristol BS3 2LL, UK

## INDUSTRY:

Consumer Industry

## WEBSITE:

<https://www.imperialbrandsplc.com/>

## NUMBER OF EMPLOYEES:

25,000

Imperial Brands plc is a global consumer goods organization and the fourth-largest international tobacco company.

Founded in 1901, our core business is built around a comprehensive portfolio of local and international cigarette brands and other tobacco products and smoking accessories available in 120 markets worldwide.

Aligned with our purpose to forge a path to a healthier future for moments of relaxation and pleasure, we are also building a sustainable next-generation-product (NGP) business, offering smokers a targeted range of potentially less harmful alternatives to traditional tobacco products.

We operate sustainably by investing in renewable energy, measuring carbon footprint, and aligning with ESG priorities, including social contributions and governance standards.

# Revolutionizing the Enterprise

Imperial Brands PLC



## CHALLENGE:

Imperial Brands has a strategic objective to create a simpler and more efficient organization as an enabler to support sustainable long-term growth. Its technology and data landscape was out of date and was slowing its progress in achieving its strategic ambition and operating with agility. A key component in enabling its strategy has been to replace a fragmented process, data, and technology ERP ecosystem with a unified platform replacing over 60 legacy systems.

## SOLUTION:

The Unify Program deployed a standard global SAP core template across selected markets and factories, integrating mobile apps and automation to streamline operations. This unified technology platform replaced the fragmented systems, standardizing and simplifying core business processes, improving data governance, and enhancing user experience. To create a more connected organization, between central functions and markets, and across its entire value chain

## OUTCOME:

The successful implementation of the Unify Program in the UK & Ireland market was a significant step in this journey. It's resulted in a more connected enterprise with harmonized best practices, reduced complexity and new standards in data ownership and governance. This has enabled end-to-end business insights, underpinned by one single source of the truth, allowing us enhanced insights around both customer and brand profitability.

# Simplifying our operations and making them more efficient



**Unify is more than just an ERP system. It will simplify our operations through standardized processes, harmonize data and by unifying the systems that connect us globally.**

**Successful challengers need good data to enable their people to make fast insightful decisions. In this area we still have work to do. The good news is we have a plan; we are now even more confident it will work, and we can see the benefits it will bring.**

**Stefan Bomhard (CEO)  
speaking at the Investor Presentation**

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# Participating partner information

IBM stands at the forefront of SAP consulting services, leveraging decades of delivery excellence and proven methodologies to drive transformative results for businesses such as ours. With the largest volume of certified SAP consultants and its global reach and collaborative style, IBM was the best fit to ensure delivery success.

For the UNIFY programme, IBM has been operating as the overall delivery lead partner and driving the overall implementation for our UKI business. IBM brings a wealth of templates, accelerators, and highly skilled SAP consultants to work side-by-side with our team.

IBM also has very relevant industry expertise for Imperial Brands from regulatory compliance to complex supply chain management and is at the forefront of the latest innovations including Gen AI and hybrid cloud.



## COMPANY NAME:

IBM Consulting



IBM's guidance was crucial for our SAP S/4HANA Cloud Private Edition implementation. Their experienced team ensured a seamless transition from a previous partner, leveraging templates to reduce timelines. IBM tailored solutions to our business needs, aligning with strategic objectives. Their dedication, industry experience and delivery excellence made them a trusted partner in our transformation.

Paolo Zanca, Program Manager



# Challenges

## GLOBAL CHALLENGES

As the highly regulated global market for tobacco transforms into a more diverse market for nicotine across multiple categories, Imperial is leveraging its challenger mindset to deliver for consumer needs and consumer health.

## BUSINESS CHALLENGES

The global nicotine market is largely driven by combustible tobacco, with over 20% of adults continuing to smoke. However, there is a growing interest in Next Generation Products (NGP), which increases supply chain complexity that Imperial mitigates through strong supplier partnerships and strategic investments.

The traditional tobacco market is heavily regulated, with evolving regulations impacting manufacturing, advertising, and sales.

Additionally, the illicit trade in tobacco and nicotine products poses significant challenges, depriving the industry of revenue and consumers of quality products. Combatting illicit trade requires a coordinated effort from government and industry, with Imperial working alongside enforcement agencies to promote proportionate regulation.

# Objectives

## PROJECT OBJECTIVES

Our project's primary objectives focus on empowering employees, standardizing processes, and modernizing our organizational structure. Specifically:

- We aim to equip employees with harmonized best practices and global capabilities, freeing them for value-added tasks.
- We seek to simplify and standardize core business processes to improve operational efficiency.
- Our goal includes transitioning global functions to the target operating model through Unify roles and controls.
- We strive to provide end-to-end business insights, supported by a single source of truth.
- Additionally, we're future-proofing our digital investments with a unified, connected core system.

These objectives are designed to promote business adoption, unlock potential benefits, and prepare enabling functions for receiving new capabilities, ultimately leading to a stable business state.

## WHY SAP

Imperial Brands has been a customer of SAP for over 18 months now. Imperial chose SAP for a series of reasons:

- Firstly, SAP offers robust solutions for managing complex supply chains, crucial given the industry's reliance on global distribution networks.
- Secondly, SAP's ERP capabilities can help standardize and streamline core business processes, enhancing operational efficiency and reducing costs.
- Thirdly, SAP's commitment to sustainability aligns with growing environmental concerns, providing tools to track and reduce the carbon footprint.
- Lastly, SAP's advanced analytics can offer valuable insights into market trends and customer behavior, aiding strategic decision-making.

Overall, implementing SAP can enable Imperial Brands to stay competitive, meet regulatory demands, and navigate industry challenges effectively.

# Project or use case

## OVERALL USE CASE

Imperial Brands, a global tobacco giant, grapples with industry disruption due to escalating regulations and Next Generation Products (NGPs). It requires a simplified, harmonized and connected ERP landscape to enable adaptability, regulatory compliance, and operational efficiency, as well as data-driven insights. The SAP S/4HANA Cloud Private Edition -enabled solution of Program Unify will standardize processes, improve data consistency, and enable swift responses to market changes and regulations. Benefits include enhanced operational efficiency, fortified compliance, and resilience against industry shifts.

## USE OF ARTIFICIAL INTELLIGENCE IN THE PROJECT

We are using it with IBM to automate complex and time-consuming tasks at the moment – such as test scripts, training materials localization (including language), and the Build team using it to accelerate documentation. For the next deployment, we are exploring how it can help to generate localization workshop material.

Going forward, we are working with IBM and SAP to determine how it can be used in our live markets to generate actionable insights for informed decision-making to address pain points such as contract leakage with our suppliers; invoice matching verification to prevent overpayments; using agents to assist users in sales ordering queries and execute transactions.

# Benefits and outcomes 1 of 2

## BUSINESS OR SOCIAL

- **PEOPLE - Empower employees** with harmonized best practices and global capabilities, freeing up time for more value-add activities
- **PROCESS - Standardize** and **simplify** core business processes to create efficiencies
- **ORGANIZATION** - Enable global functions to **accelerate target operating model transition** by adopting Unify roles and controls
- **DATA** - Improved **business insights** such as customer profitability analysis, transformed visibility of customer spend, enhanced data ownership, underpinned by one single source of truth

## IT\*

**SYSTEMS - Future proofing digital investments** through one unified, connected Core system and Spokes that are integrated end to end

# Benefits and outcomes 2 of 2

## PEOPLE RELATED: PERSONAL PERSPECTIVE

The Unify Program offers significant benefits in people management and engagement by driving business adoption and understanding change capacity. It integrates complex processes, fosters business ownership, and improves data quality.

Emphasizing critical interdependencies with other initiatives and ensuring active sponsorship, the program collaborates with people and culture, centers of excellence, and global and local teams. training, communication, and leadership are crucial. Reflections from the past 15 months highlight the importance of colleague engagement and strategic alignment with the Strategy and Development team. Success includes implementing the ELT-approved business process taxonomy on six core processes and spearheading business change across Imperial Brands.



**Yes and wow!!! What an incredible achievement and phenomenal demonstration of collaboration by the team. Well done team Ireland and team Unify on this momentous occasion and how amazing to see the first orders flow through the new system in Dublin.**

**Lee Morgan, General Manager, Ireland**



# Deployment details 1 of 3

## SAP TECHNOLOGIES USED

	SAP Offerings	DEPLOYMENT STATUS LIVE Proof of Concept	SAP Business AI SCENARIO (if applicable)	CONTRIBUTION TO PROJECT
1	SAP S/4HANA Cloud Private Edition	Live		
2	SAP Fiori	Live		SAP Fiori apps enhanced user experience with an intuitive, mobile-friendly design, boosting productivity through faster processes and real-time insights. Reduce straining costs, simplified IT landscapes, and enabled agile innovation — empowering data-driven decisions anytime, anywhere.
3	SAP Signavio	Live		Modernized and de-risked our business transformation, improved and continuously improves how we run.
4	SAP LeanIX	Live		Gave us common language and single source of truth to make business transformation happen better, faster and with greater impact.

## DEPLOYMENT STATUS:

Live

## DEPLOYMENT COUNTRY:

UK & Ireland

## DATE:

1 October 2024

## NUMBER OF END USERS:

550

## TRANSACTION VOLUME:

Confidential

# Deployment details 2 of 3

The following SAP Business Technology Platform (SAP BTP) solutions are part of the project:

	TECHNOLOGY	SAP BTP SOLUTION	CONTRIBUTION TO PROJECT
1	Integration	SAP Integration Suite	SAP BTP Integration Suite connected applications, systems and processes across hybrid landscape. Enabled seamless, secure, and scalable integrations to streamline operations and drive agility. Leveraged API Management which simplified integrations, enhanced security, helped deliver scalable solutions, enabled API lifecycle management and developer engagement — accelerating innovation and digital transformation.
3	Application Development and Automation	SAP Build Work Zone	SAP Build Work Zone enabled central entry point for business users, with personalized, role-based access to SAP and external applications.
4	Data and Analytics	SAP Analytics Cloud	SAP Analytics Cloud enabled real-time insights to drive business performance.
5	Application Development and Automation	SAP Business Application Studio	Enabled extension of SAP solutions keeping core-clean.

\*For partners only

**\*LICENSED THROUGH THE SAP BUILD/TECH ADOPTION PROGRAM:**

No

**\*LISTED ON SAP STORE:**

No

**\*MONETIZED (SOLD TO YOUR CUSTOMERS):**

No

**\*CO-INNOVATION WITH SAP:**

Yes

**\*NUMBER OF CUSTOMERS USING THE SOLUTION/APP:**

1

# Deployment details 3 of 3

The following offerings from SAP services or application packages were utilized during the implementation or deployment phase.

	SAP SERVICE OR APPLICATION PACKAGE	CONTRIBUTION TO THE PROJECT
1	Enter the SAP Service or Application Package	Provide impact; contribution; purpose of service or package within this project; and the value achieved.
2	SAP MaxAttention	SAP MaxAttention provided tailored, proactive support with dedicated experts to optimize systems, mitigate risks, resolve issues faster, and drive continuous improvement — maximizing business value and long-term success.
3	SAP Learning Hub	SAP Learning Hub offered flexible, on-demand training with expert content, hands-on practice, and certification prep — empowering business users teams to master SAP anytime, anywhere.
4	RISE with SAP	RISE with SAP offered end-to-end cloud solutions, scalable infrastructure, and simplified management, enabling faster digital transformation, cost efficiency, and reduced complexity.

## Other Packages

 SAP DISCOVERY CENTER MISSION:

# Additional information



PUBLIC

# Additional information

**“The Unify program will help deliver on our strategic objective to create a simpler and more efficient organization. I also look forward to Unify supporting a more connected organization – more connected between the central functions and the markets, and more connected across our entire value chain – from seed to smoke.”**

**Lukas Paravicini (CFO)**

