

Milliken's rich history of technological innovation has resulted in more than 2,000 patents and the development of the largest textile research center in the world. More than 10,000 Milliken associates are located at more than 55 facilities worldwide working with more than 19,000 different textile and chemical products.

Case Study

Milliken and Company: Global SAP deployment and business transformation

Business Challenge

Milliken is one of the largest privately held textile and chemical companies in the world with manufacturing facilities in Belgium, Brazil, Denmark, France, Japan, China and the United Kingdom and an extensive network of sales offices globally. Although functioning on many levels as a successful global entity, the company faced some difficulties due to outdated, disparate information technology systems.

For instance, custom, home-grown legacy applications would not support future business growth, hindering Milliken's ability to stay significantly ahead of the market. The infrastructure also lacked real time integration between inventory management systems and accounting systems, drastically reducing productivity.

Difficulty getting one version of the financial picture for all businesses was a main challenge with the Legacy systems, making it more complicated to manage the business activities. In addition, the Company realized it was time to tighten procurement controls and reduce maverick spending. Management also needed improved visibility to information for planning and data analysis.

The Solution

Milliken leadership knew they needed an all-encompassing solution in order to make their business run more efficiently. Recognizing that SAP is a leader in best practices within the Process Manufacturing industry, Milliken chose SAP to be its solution provider.

Along with the implementation of industry Best Practices, Milliken and Hitachi Consulting agreed to reinforce the company's Business Intelligence Solutions. Two main components were addressed:

- Business Warehouse (BW) with custom Cubes
- Business Intelligence - Integrated Planning (BI-IP) for forecasting
- Budgeting, Planning, and Consolidations (BPC) for global financial consolidations

The company also agreed to install SAP Environment, Health, and Safety (EHS). This solution was designed to fill the company's needs in several areas:

- Dangerous Goods Tracking
- Material Safety Data Sheets
- Global Label Management
- Substance Volume Tracking



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Milliken

Global SAP deployment and business transformation

Business Benefits

The implementation completed at Milliken and Company made the standardization of business processes with discipline inherent in the SAP solution. The solution also provided an accurate financial and operational view of business performance and key metrics. A streamlined product costing methodology allowed for the needed visibility into standard manufacturing costs and profitability analysis.

In a joint effort, Hitachi Consulting and Milliken have enabled a business system better suited for a specialty chemical manufacturer. Detailed management reporting gives the company the ability to have a clear vision into planning and data analysis. Deploying this solution to the entire global Chemicals Business Unit has laid the foundation for Milliken to move forward with the SAP roll-out to other business units.

About Hitachi Consulting Corporation

As Hitachi, Ltd.'s (NYSE: HIT) global consulting company, Hitachi Consulting is a recognized leader in delivering proven business and IT solutions to Global 2000 companies. With a balanced view of strategy, people, process and technology, we work with companies to understand their unique business needs, and to develop and implement practical business strategies and technology solutions.

Hitachi Consulting's client base includes nearly 25 percent of the Global 100 and many leading mid-market companies. From business strategy development through application deployment, we help clients quickly realize measurable business value and achieve sustainable ROI.

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