

Client Experience

United Biscuits India (UB)

A quick foray by UK multinational United Biscuits

The Business

Profile: Multinational food brand, known for McVities
Product range: Biscuits for domestic and international markets
Operations: Factory base at Himachal Pradesh, India

Situation

Business issues

- **Operations setup:** Had to setup factory and distribution in a very short time
- **Efficiency:** Operations were designed for tight cost control

IT roots

- Need to implement an ERP and Manufacturing system from scratch, as the factory was being setup
- Heavy focus on cost demanded manufacturing system to coordinate closely with financial ERP

The IT as a Service way

Build as you grow literally

UB's new state-of-art factory was setup in a few months and implementing the one-off ERP within such a short span was risky. A failed ERP could have jeopardized the production when it was yet to be fine tuned.

iON started with a separate manufacturing system and financial suite which initially ran independently. This helped the manufacturing part to be optimized first. UB achieved a production system that was closely lined up with its orders. The procurement could happen in tandem keeping inventory levels low.

Cost intelligence brought in

The tuned manufacturing system was then connected to the accounting system, where UB controlled the cost using standard costing method. By this way, it statistically arrived at the cost allocations and then accounted for its variances. In fact, standard cost was accounted for in the financial reports and negative variance was shown up as expense.

The manufacturing system posted each inventory movement to the balance sheet with variances, clearly reflecting the processes could be tuned.

To summarize

- IT as a Service helped in quick start up
- Manufacturing was tuned at very early stages of operations
- A connected Accounting system brought in cost visibility to daily operations
- UB is now considering the similar cost control across its distribution channels

Relevant part of the software

Manufacturing solution

- Order to cash
- Procure to pay
- Procurement plan
- Production Plan
- Plant Management

Finance & Accounting

- HRMS
- Payroll

Bottom line: An operational setup from scratch, along with independent IT solution

"UB are very pleased to have iON providing infrastructure, applications and services for our businesses here in India. It gives us great confidence to have an organization like TCS providing us the support that we need as we grow our business. It's given us the flexibility we need to grow our business as and when we want to."

Clifford Burroughs
Group IS & Lean Director,
United Biscuits, UK



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