# PARSABLE

JOBS DONE RIGHT, EVERY TIME.

## CUSTOMER SUCCESS STORY

Unilever

# EXECUTIVE SUMMARY

## Challenge

Reduce the cycle time of all core procedures to make the plant more productive. Find a mobile solution that runs on any platform that supports structured procedures and real-time "consumer-like" collaboration that requires minimal training as the factory team is constantly on the go.

## Result

**56% reduction in the size of procedures**

**85% Paperless**

**4% increase in OEE**

**30,000+ New Workforce Data points to Analyze Daily**

**50% Decrease in Start-up, Shutdown, and Changeover Times**

**Quick Time to Value: 12 wk first Deployment, 6 wk Third Deployment**

## Challenge

Candela Palacios knew she had a challenge. She had recently been promoted to manage the spreads & dressings factories for Unilever, Mexico. From the point of view of a change agent, she saw an opportunity to take the Tultitlán plant to the next level in their implementation of World Class Manufacturing, a top reference standard for manufacturing companies. Unilever also has a worldwide mandate to go paperless to make operations more efficient and preserve the intellectual property inherent in how their plants operate. In Candela's new role, she would have to make an impact on the overall output of her product lines while maintaining quality and safety. One key change would need to be the time it takes to ramp-up for new employees, so she could more efficiently to deal with the seasonal workforce challenges inherent in food manufacturing.

Overall though, Candela's goal was to reduce the cycle time of all core procedures to make the plant more productive. Candela knew the new solution needed to be mobile as the factory team is constantly on the go. She began searching for approaches that combined procedures with real-time communication in a single platform and soon came across Parsable.

GOAL
reached by



Candela Palacios and Jaime Urquidi
*Manufacturing Team*
*Unilever Mexico*

# Reduce the cycle time of all core procedures to make the plant more productive.

## The Solution

Candela shared what she wanted to do with her manager, the factory director of the entire Unilever facility, Jaime Urquidi. After reviewing Parsable and other solutions, Candela & Jaime chose Parsable as they concluded that it was the only mobile collaboration and workflow platform on the market that included structured procedures combined with inline collaboration and simple end user authoring capability that could operate on any device. It would help Unilever streamline procedures with workflow that clarified who needed to take every next action. It delivered training in context for work that needed to be performed which meant that they could shorten the time required for valuable senior people to shadow new employees. It also provided a universal, real-time communication platform that brought front office tools like text, audio, photos and video to the factory floor. It was also cost effective, running on consumer smart phones and tablets that could be protected in inexpensive durable cases.

# success criteria

The initial rollout focused on 4 critical success criteria:

**1**

**Reducing Median Startup/Shutdown and Changeover Time** — When the large production lines are running, several employees could be idle waiting for production to continue. Parsable would help change the hand-off time between people by prompting the next person in a start-up shutdown or changeover sequence to reduce the lag time between steps. It would further empower newer workers with the knowledge at their fingertips to do the job right and much faster than they would have done without this support.

**2**

**Digitizing Paper Operations** — Candela wanted the Tultitlán factory to be an exemplar in Unilever's drive to paperless digital factories. Reducing paper meant that processes could be better understood by all, non-value adding work would be eliminated, and more precise analysis of human tasks undertaken to further optimize operations.
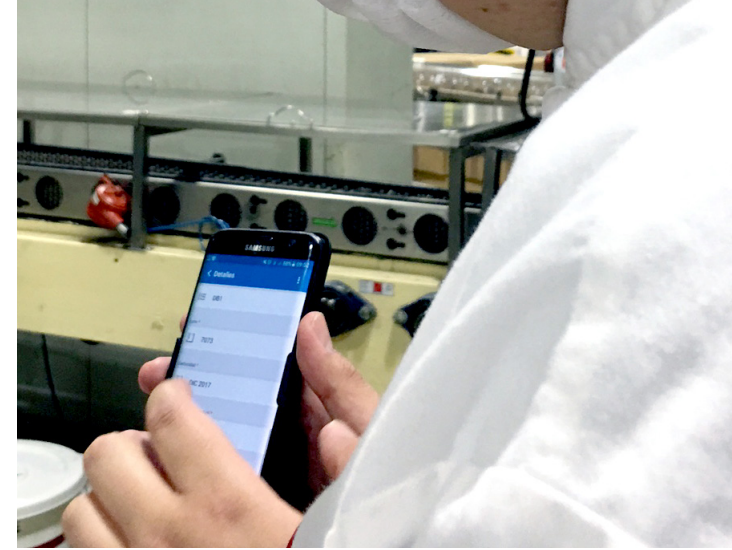
**3**

**Reducing Rate of Repeat Cleanings** — Ultimately food safety in a food manufacturing facility comes down to clean pathogen-free ingredients, a clean work area, and excellent hygiene practices. The Tultitlán plant had been relying on post inspection of line cleaning to catch any anomalies, but Candela wanted to bring more of the expertise inherent in inspecting the work areas to the process of cleaning itself. By tightening the procedures with clear steps workers need to commit to, they could increase line uptime and dramatically reduce repeat cleanings. They could also ensure that visual evidence is recorded, proving that the job was done right.

**4**

**Reducing Transcription Time** — An additionally important benefit of digitization was that workers would no longer have to enter paper-based forms into company systems. The impact of eliminating this time-consuming non-operational work was deemed so valuable, that is was specifically called out as an additional goal. They also plan to run key operational reports more frequently because re-inputting data will no longer be a burden.
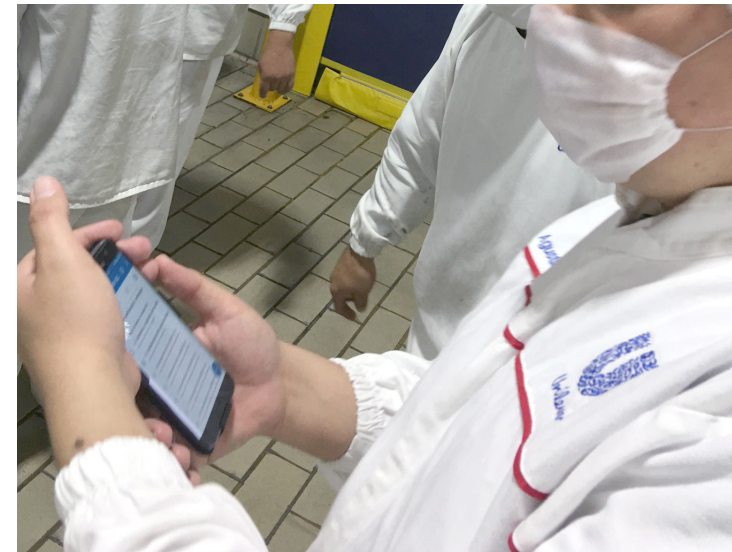
**Rollout is now underway in both Ice Cream and Maintenance**

## The Scope

The scope of the initial rollout was to enable the spreads & dressings factory that Candela manages at Tultitlán and include safety and quality procedures. Provided that went well, the Parsable platform would then be rolled out to the Ice Cream plant and to maintenance. As the spreads & dressings facility quickly found success, the rollout is now underway in both Ice Cream and Maintenance.

**Use Cases**

- Safety
- Quality
- Spreads and Dressings
- Ice Cream
- Maintenance

**Participating Roles**

- Operators
- Supervisors/Floor Managers
- Quality and Safety Managers
- Plant Managers and Director

# Hard Metrics

The team also reported a renewed sense of purpose to everyone...

**85% Paperless** — At this time, all safety and quality procedures are now paperless at Spreads and Dressings, making up 85% of the procedures in that facility. This approach has all but eliminated transcription time as few paper forms remain in the operation.

**56% reduction in the size of procedures** — Procedures have a way of growing over time and a paper-based medium encourages longer prose and more explanation. When authors are focused on netting out what needs to be done, they get the essence of what's important. This reduction translates into clearer instruction that is easier to follow.

OEE

**4% increase in OEE** — In factory efficiency analysis, OEE or Operational Equipment Effectiveness, is one of the most important metrics of a modern factory. Small gains are hard won. A 4% improvement starting from a relatively strong baseline is a huge overall change in the effective utilization of equipment.

## 30,000+

**30,000+ Data points a Day** — The factories now capture more than 30,000 net new datapoints a day for the work performed by people in the factory. This is enabling new forms of workforce reporting and analysis that will provide the second wave of benefits to the factory through continuous improvement.

**12 Week Implementation, 6 Weeks for 3ʳᵈ Implementation** — While time-to-value was very short on the first deployment, it has continued to decrease in subsequent implementations as the team becomes even more familiar with authoring procedures in the platform, training employees, and deploying devices.

**50% Decrease in Start-up, Shutdown, and Changeover Times** — While the work has not fully been completed on all lines yet to finalize results for this goal, the Tultitlán facility is on track to achieve a 50% reduction in start-up, shutdown, and changeover times. This will result in several more hours of factory uptime every week, dramatically increasing output.

**Other Results** – Data for a batch was previously stored in different reports and now all the data for a batch is grouped together resulting in streamlined reporting that makes it easier to understand what is going on and make decisions.

The team also reported a renewed sense of purpose for everyone at Tultitlán. The Parsable platform is creating new excitement for the task of stewarding the product quality and consistency of some of the world's greatest brands like Hellmann's Mayonnaise or Magnum Ice Cream bars and a better connection with the important task of always keeping these products safe for Mexican consumers.

Interestingly, the deployment of the Parsable platform and the tablets it runs on, is also seen as recognition that management is listening to employee input and wants employees to have access to the latest technology they see in the front office to be able to do their jobs effectively.

## In the Customer's Own Words

"When I first encountered Parsable, I didn't yet appreciate how completely this platform could address our challenges. What began as a project to digitize our procedures, it is now an effort that is bringing about a complete cultural change. We are now an "always on" culture where everyone is on the same page about what needs to happen next and our goals of high output, safety and quality are now built into the fabric of how we work. The value Parsable has brought us extends far beyond the platform including procedural expertise, deployment expertise, and change management that have assured success here from the start. They have been a great partner in what is now being seen as a real transformation here."

Candela Palacios Ochoa, Manufacturing Manager, Unilever Mexico

"As a factory director at Unilever, my job is to get the whole plant focused on delivering on the brand promises of Unilever by delivering excellent products at affordable prices safely. I am naturally competitive, and I want our plant to be an exemplar, not just at Unilever but in our industry. This means operating faster, safer, and more efficiently. I've implemented a lot of processes, procedures and technology over my career, but I have never worked with a solution as immediately transformational as Parsable. This facility has taken operations to the next level and Parsable has been and will continue to be a huge part of this step change in our productivity and results."

Jaime Urquidi, Factory Director, Unilever Mexico

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# About Parsable

Parsable helps the world's largest industrial firms get jobs done right—every time. Most companies know adhering to Standard Work processes produces the best results, but have trouble getting their teams to follow these processes resulting in lost productivity and poor quality. Parsable provides an Industry 4.0 mobile collaboration and workflow platform so employees become connected workers collaborating in paperless, modern, and digital business processes. Teams know what work they need to do, and how and when they need to do it right on their mobile devices. Each step and action is measured and employees raise issues and can provide feedback so that every process can be quickly analyzed and improved.

Parsable customers include Schlumberger, Scientific Drilling, TechnipFMC, Unilever, Zume and other category leaders in consumer packaged goods, manufacturing, and energy. Founded by veterans of Google, Microsoft, SAP, Oracle, and YouTube, Parsable is headquartered in San Francisco with offices in Austin and Vancouver.

For more information on how Parsable can help you transform your operations into a real-time, digital, Industry 4.0 company, please call us at 1-888-681-2119 or by contacting us via www.parsable.com/contact.

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