

Real Sustainability Management with cii

“The approach of CG Controlling is new to the field of sustainability but they have totally convinced us. At the same time, the concept has been successful for decades in the field of cost accounting. They integrated a slim but powerful control process for sustainability to our company. Our collaboration with CG Controlling has always been very creative and productive.”

Grant A. Coupland, Marketing & Innovation Director, COLEP

“cii is an integrative system that gives COLEP the possibility of successfully editing their data. Sustainability thereby gets tangible for managers, department heads and the individual employee. COLEP gets the opportunity to establish a strategy that successfully covers ecological, social and economic aspects, by integrating sustainability to the controlling process.”

Klaus Gerwig, Project Manager, CG Controlling GmbH



COLEP

SECTOR

consumer good packaging
and contract manufacturing
industries

EMPLOYEES > 3850

TURNOVER > 500 Mio.€

PRODUCTION > worldwide

PORTFOLIO > 5000+
products

COLEP: „WORKING WITH CUSTOMERS TO DELIVER COMFORT TO CONSUMERS...“

COLEP, a RAR Group company, is a leading global player in the consumer goods packaging and contract manufacturing industries. With a turnover of around 500 million euros, COLEP employs 3,850 people in Portugal, Brazil, Germany, Mexico, Poland, Spain, United Arab Emirates and the United Kingdom. Their customers are leading companies of the pharmaceutical, medical and cosmetic industry. Sustainability and compliance with social standards along their entire supply chain is a key element of COLEPs corporate philosophy.

Considering the growing importance of sustainability to the supply chain of COLEPs customers, the complete breakdown of sustainability key performance indicators (KPIs), in its various aspects, creates a significant competitive advantage for COLEP.



COLLECT → INTEGRATE → IMPROVE
BY CONTROLLING GROUP

REQUIREMENTS

- ➔ easy and fast data collection
- ➔ automated data aggregation
- ➔ integration into existing management tools
- ➔ web-based system without local installation
- ➔ integrated analysis and planning options
- ➔ clear visualisation of the factory footprint
- ➔ product footprint for more than 5000 products
- ➔ monthly controlling options
- ➔ more than "just" an annual sustainability report

NEW STRATEGY, NEW SYSTEM

By developing a new and very ambitious concept with an agency, specialized on developing sustainability strategies, COLEP needed a new system for their sustainability controlling. The new system had to fit certain demands. By defining their demands and comparing the products circulating on the market, they found no system matching the criteria. The main problem was that most tools were isolated applications, requiring a redundant data collection. Most of these systems provided the opportunity for sustainability reporting in a traditional way, like an annual sustainability report. But none of them offered real sustainability management in terms of controlling their sustainability goals during the year.

The solution also required a high flexibility, considering that all structures of the fast growing company are dynamic and their product portfolio demands a fast adaptability of the reporting and their sustainability KPIs.

cii - COLLECT - INTEGRATE - IMPROVE

At this point in time, still seeking a solution, COLEP discovered **cii**, the innovative concept of CG Controlling. **cii** is a pragmatic solution, featuring a direct integration into the existing corporate system, which, in the case of COLEP, was SAP. Thereby **cii** enabled them to achieve their sustainability goals effectively.

With their long-term experience in the field of controlling and business intelligence (BI), especially in the development of systems using their own BI tools, they were able to find the right words addressing the management from the start and to show that their understanding of a company is holistic.

"In our first meetings the team of CG Controlling already demonstrated a complete understanding of the problems and challenges we were facing. Once the initial scepticism with regard to a solution that appeared as simple as **cii** was dissipated, we were excited about the possibilities we could gain using **cii**."

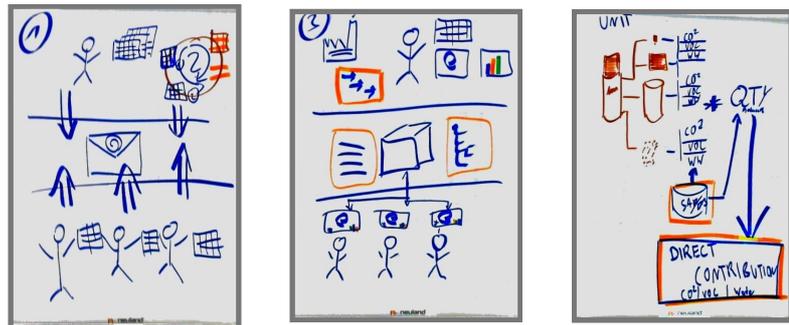
Grant A. Coupland

cii was implemented stepwise, focussing on fast improvements of the existing processes. This had to be done in order to accomplish a system extension from exclusively having a “sustainability data collection system“ to getting a proper “sustainability management system.“

FACTORY FOOTPRINT

FACTORY FOOTPRINT

- ➔ collecting sustainability indicators for every factory
- ➔ eliminate the Excel chaos
- ➔ process control
- ➔ content analysis instead of data collection
- ➔ standard user with analysis and planning opportunities



With the implementation of the Collect-Engine, COLEP got the opportunity to transfer the Excel sheets, already in use, to a web interface within a very short period of time. The advantage is that the data is stored in a central database, ensuring that it is always the latest version being used. Using a central database, COLEP got the opportunity to eliminate the previously existing Excel “chaos“, which occurred as a result of the email dispatch.

With eliminating the long and elaborate process of data collection, the process manager obtains the opportunity to take care of sustainability contents, instead of a pure collection and preparation of the data. With a strong focus on analysing the database, the information can constantly be viewed and analysed at different levels of aggregation, enabling the user to take concrete measures in case of anomalies. Applying the internal benchmark, every user gains the opportunity to review his or her own sustainability performance and thereby get directly involved into the improvement process of the whole company.

PRODUCT FOOTPRINT

- ➔ implementing sustainability indicators (CO², water consumption, wastewater, VOC) from a GaBi database directly into SAP
- ➔ analysis of product/ customer/ production steps/ business unit and time

PRODUCT FOOTPRINT

The next step was to identify the impact of every product on pollution. This was achieved by using GaBi, a Life Cycle Assessment (LCA) software, adding pollution indicators, such as CO², water consumption, wastewater and VOC into the SAP-PPO system. This data was directly imported into the cii system. It can now be multiplied with a daily updated production output, as well as the raw material inherent indicators, that are also entered directly into the system.

With COLEP being a contract manufacturer, they get the option to calculate the daily proportional or absolute pollution per customer, order, product or business unit. The pollution of the particular production steps will be split up and connected to the production output, giving COLEP a whole new way of analysing current and future data.

INTEGRATION UND PLANUNG

- ➔ sales and production planning linked to impact forecast
- ➔ creating „what-if“ scenarios to show the impact on sustainability AND financial goals
- ➔ integration into corporate management with sustainability indicators being available in management reports
- ➔ integration into existing management tools

INTEGRATION AND PLANNING

The existing database was essential for the projects third step: The integration into the company’s planning process. For this purpose, sales forecasts and the production planning for the subsequent years were added and then transferred into the planned sales volumes for every product. A simple algorithm enables authoring a pollution forecast with values like CO², energy, water consumption, wastewater or VOC, assuming no change in the product composition. This summary score quickly shows if the sustainability goals can be reached or if there is need for taking action, for instance, changes of product components (research and development), sales focus (sales and marketing) or compensations (finance).

With **cii** providing the option of creating “what-if” scenarios, COLEP gains the opportunity to analyse the impact of a modified product portfolio (sales management) or a modified product composition (research and development) and, therefore, their interaction on ecological AND economic goals.

Kontakt

CG Controlling GmbH

mail info@cg-kn.de

web www.controlling-group.de

phone +49 (0)7534 2710 660

FUTURE

The project team is full of ideas of how to further expand and improve the platform, e.g. the viewing of the LCA of the products is planned as well as an automatic creation of this LCA, including a means to show possible compensations. Furthermore, a customer portal is planned in order to give the customer an opportunity to see pollution indicators of existing or planned orders.

cii has been convincing from the start and the team of CG Controlling has been proven to know exactly what they were doing. Thereby, the realization of COLEPs sustainability strategy provided COLEP with an outstanding position in the area of sustainability. On this basis they are well positioned for the future where their success story will continue...