

Moving from digital pilots to enterprise-wide scale

A TESTIMONIAL FROM KIMBERLY-CLARK



FOUNDED
1872 • Neenah, WI

INDUSTRY
Consumer products
manufacturing

ENGAGEMENT
CESMII SM Roadmap

Kimberly-Clark is a global consumer products company with more than 150 years of innovation. The stakes are high for customer service and product quality, as its trusted brands are used by people all over the world.

Operating a large, global manufacturing network requires more than implementing new technologies — it requires scale.

Kimberly-Clark recognized an opportunity to create a connected digital manufacturing foundation that could extend across its operations, enabling the company to move beyond silos and create sustainable value at scale.

The goal: scale Smart Manufacturing across a global enterprise

Kimberly-Clark faced a complex technology foundation shaped by legacy systems, fragmented solutions and different requirements across individual facilities.

The team discovered that digital initiatives could deliver value at a single plant or use case, but replicating those successes proved to be challenging.

Through its Digital Manufacturing Foundations Program, Kimberly-Clark set out to transform its MES landscape. The goal was not simply to deploy new technology, but to establish the people, processes and data foundations necessary to make Smart Manufacturing repeatable and sustainable across the enterprise.

Using CESMII's Smart Manufacturing Roadmap Framework, Kimberly-Clark developed a structured approach built around three pillars: people, process and data foundations. The framework helped connect technology with organizational readiness, standardized processes and a clean data foundation.

IN PARTNERSHIP WITH



Results

70+

Manufacturing sites deployed to a single SMOM

5,000+

Users across the enterprise

300+

Asset go-lives completed

Kimberly-Clark has transformed its individual digital initiatives into a globally scaled manufacturing platform. The framework has been deployed across more than 70 manufacturing sites and generated significant measurable financial value. The project also set internal records for deployment speed.

Kimberly-Clark established a repeatable model for Smart Manufacturing at scale. By aligning people, processes and data around a common foundation, the company has created a framework that allows solutions to be deployed more consistently across sites rather than starting from scratch each time.

Kimberly-Clark demonstrates how Smart Manufacturing can become an enterprise-wide capability. Leveraging CESMII SM Roadmap tools, the team is ready to accelerate digital transformation and deliver measurable value across its global operations.

“Getting CESMII certified gave me a vendor-neutral language I could bring into leadership conversations. It helped me connect what we were building at Kimberly-Clark to a framework executives and plant teams could both trust.”

SURAJ SRIRAM, DIGITAL MANUFACTURING LEADER, KIMBERLY-CLARK

SM ROADMAP INITIATIVES

Strategic roadmap development

Global KPI and process standards

MES as a global template

AI-ready data foundation

Standard technology stack

Organizational structure and governance



See what's possible for your organization.

A CESMII Smart Manufacturing Roadmap aligns your people, processes and technology to accelerate results and minimize risk.

Get Started Today!

ABOUT CESMII

CESMII – the Smart Manufacturing Institute – has a total current investment commitment of \$201M from Department of Energy funding and public/private partnership contributions, with a mandate to create a more competitive manufacturing environment in the US through advanced sensing, analytics, modeling, control, and platforms. CESMII is one of 17 Manufacturing USA institutes on this mission to increase manufacturing productivity, global competitiveness, and reinvestment by increasing energy productivity, improving economic performance and raising workforce capacity. For more information about CESMII, its history and Smart Manufacturing, visit cesmii.org.