

accelerating

revenue growth through innovation
in the food processing industry



Improving innovation processes to create sustainable revenue growth

In the highly competitive food processing and packaging industry, it's absolutely vital that investment in innovation quickly translates into new products that meet consumer demand, win sustainable market share and deliver a healthy return on shareholder investments. However, creating a successful recipe for revenue growth is becoming ever more challenging.

Relentless market segmentation, fast-changing demographics, endless public policy shifts and a constant stream of new product launches are among the pressures that impacting on food markets.

Tackle the barriers to effective collaboration

Built-in fragmentation of product information is an endemic problem that extends across the entire innovation process in many companies. It's not unusual for specification data, market research, technical tests, processing equipment details, process quality attributes, sustainability policies and regulatory guidelines, brand and packaging art, and more, to exist in multiple, disparate systems. This makes it difficult for the people involved to know what and where the definitive information source is for their next innovation task or commercialization project. Furthermore, it is hard for executives to resolve program problems or measure progress unless all relevant information is aggregated in one consistent portfolio on which investment decisions can be based.

This widely documented issue is generally summarized as the lack of a 'single source of truth'. An executive for a very large food and beverage company neatly summed it up when he claimed that the biggest issue facing his organization was that "[We] don't know what we know". This fundamental lack of knowledge leads directly to errors, rework and lost productivity, which in turn slows development and diminishes confidence throughout the innovation process.

When information is disseminated across many authoring systems and office applications, it is difficult to stick to more sophisticated methods of portfolio planning, risk and innovation management. Good ideas may not get investment they deserve, while the cost of technically and/or commercially risky projects may escalate due to poor communication and misaligned resource priorities.

Extend the impact of valuable intelligence

In addition to adopting best practices for risk management, it is critical to integrate relevant Product Lifecycle Management (PLM) information into core business processes across product and production lifecycles. This enables:

- ▶ Consistent and accurate reconciliation of innovation and commercialization program objectives, metrics, progress, risks, issues and resources at portfolio and task level
- ▶ More comprehensive capture and mapping of all requirements into detailed technical challenges and product specifications
- ▶ Better understanding and communication of consumer, customer, government and business needs among everyone involved in innovation and commercialization programs
- ▶ More efficient and cost-effective conversion of product specifications into production processes that meet expectations

- ▶ Better alignment between marketing, research and engineering to maximize utilization of brand and production assets
- ▶ Transformation of the total innovation process so that it becomes more repeatable and capable of continuous improvement across all product lines and all production and delivery assets.

Maximize the value of integrated information

To maximize the advantages of a well-planned PLM approach, food producers must first compile a consistent framework of best practices for portfolio management, innovation management, risk management and commercialization. This in turn will be enabled through an integrated information model and collaborative environment for fast and accurate data sharing.

Atos delivers a complete PLM enablement program combining business process transformation, system implementation and integration with ongoing support and application management.



Our food and beverage PLM program offers a range of core components to accelerate revenue growth, including:

- ▶ Comprehensive benchmarking to assess the opportunities and build consensus among key stakeholders on the business benefits of PLM
- ▶ Joint process design workshops to incorporate existing best practices and fill process gaps with advanced capabilities
- ▶ Detailed solution design, proof of concept build and validation, and phased implementation roadmap
- ▶ In-depth expertise and experience in ERP / PLM / MES information integration that enables us to deliver fully connected value streams, such as, but not limited to:
 - ▶ Consumer research and requirements management
 - ▶ Brand and product portfolio management
 - ▶ Innovation and risk management
 - ▶ Sourcing optimization
 - ▶ Project management
 - ▶ Technical specification management (raw materials, intermediates, finished goods, packaging)
 - ▶ Formula and recipe management
 - ▶ Packaging management, design and artwork
 - ▶ New product and new market introduction
 - ▶ Asset acquisition lifecycle management
 - ▶ Master data management
 - ▶ Market and consumer feedback evaluation
 - ▶ Integrated product lifecycle analysis.

Realize the benefits and boost your business

Assisted by a detailed PLM transformation roadmap, we can help you transform internal processes and practices into fully connected value streams. We will measure progress, fine tune processes and make continuous improvements to maximize the potential of your people, processes and tools at all times.

To further enhance your PLM enablement program, additional options include application management services, hosting and operations, PLM on demand, virtualization and cloud computing.

In summary, the Atos PLM program for the food industry combines everything you need to transform your innovation processes, from business consulting to advanced IT methods and tools. With a program precisely tailored to your unique needs and starting position, you can look forward to improved innovation processes that quickly translate into measurable revenue growth.

Innovation in the food processing industry often requires lateral thinking. While new ideas are numerous, the resources and budgets to explore how to make them commercially viable are finite. A consistent PLM portfolio approach to evaluate, improve and commercialize innovation ideas through all stages of evolution is vital in order to properly prioritize ideas for funding and communicate the value of those investments to internal stakeholders, customers and consumers.

About Atos

Atos is an international information technology services company with annual revenues of EUR 8.7 billion and 78,500 employees in 42 countries. Serving a global client base, it delivers hi-tech transactional services, consulting, systems integration and managed services. Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic Games and is quoted on the Paris Eurolist Market. Atos operates under the brands Atos, Atos Consulting, Atos Worldline and Atos Worldgrid.

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