



Transforming the R&D with a PLM system

Selerant user conference

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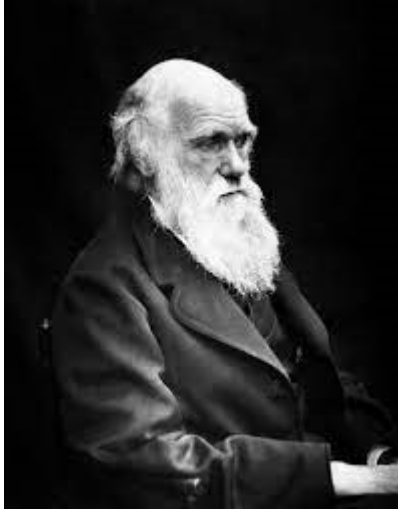
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Selerant – Professional Services

Gian Maria Ghiso

Ferrero – Development & Transformation

The transformation is a source of competitive advantage



“It is not the strongest that survives; but the species that survives is the one that is able best to adapt and adjust to the changing environment in which it finds itself”

Charles Darwin

“The ability to learn faster than your competitors is the only sustainable competitive advantage.”

Philip Kotler



The importance of timing ...

We believe that transforming in a «winning» moment gives an higher probability to succeed ...



Less pressure on time and costs / investments

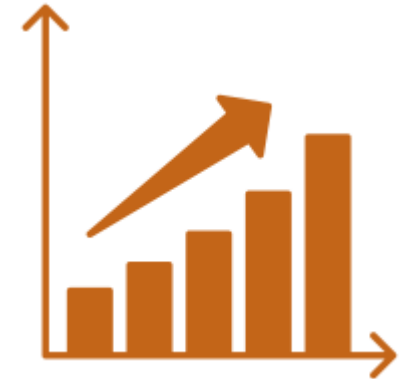


A “second” chance



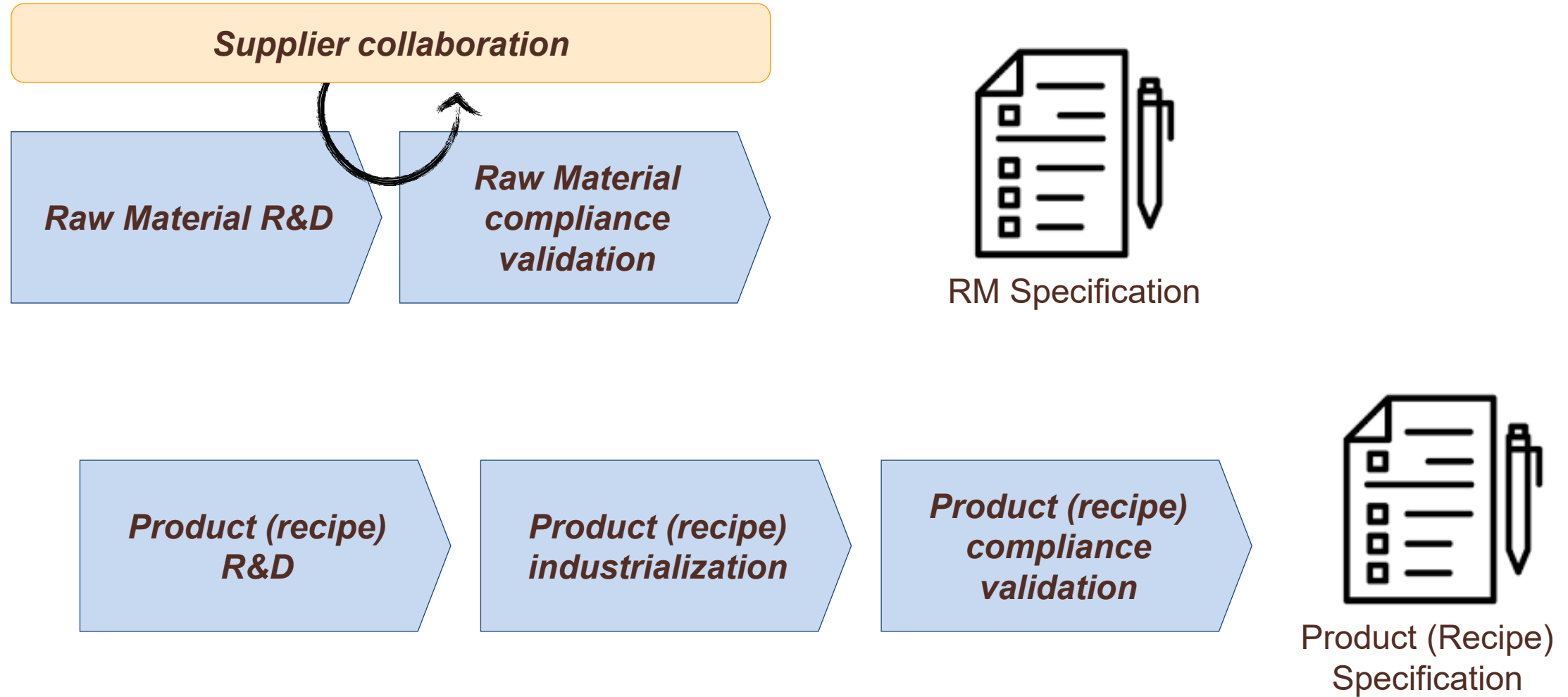
“We have always done like this”

“and results are demonstrating it”

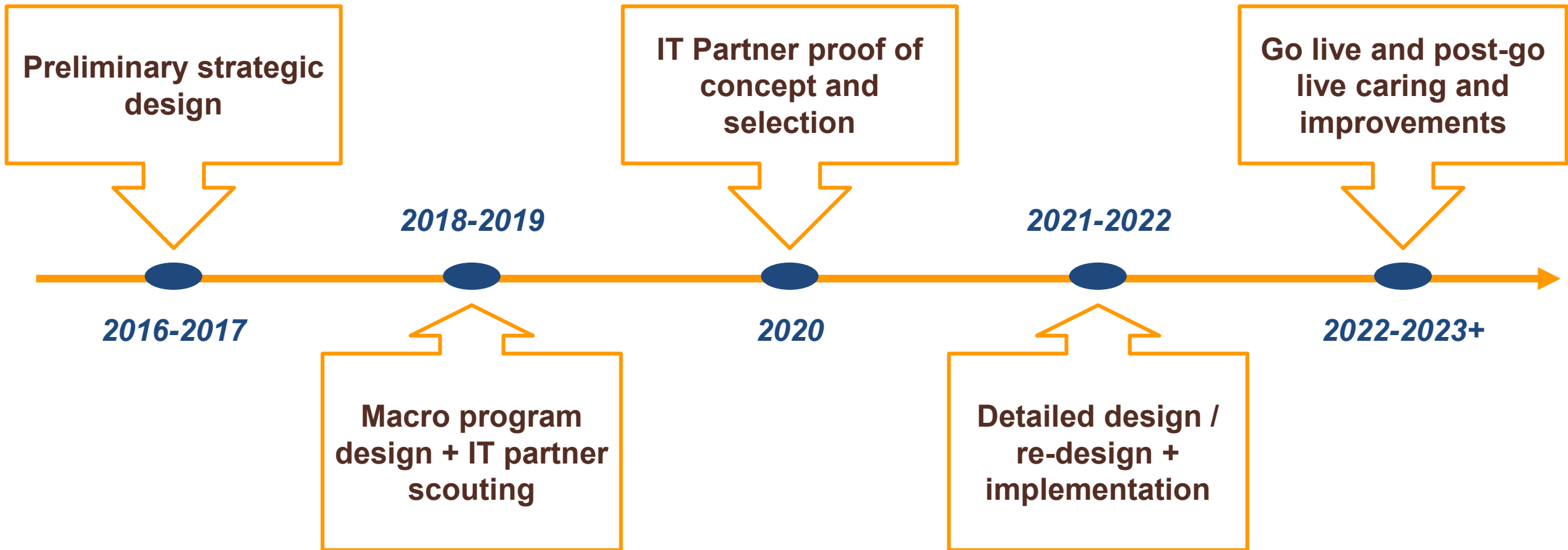


... but it requires much more awareness and effort

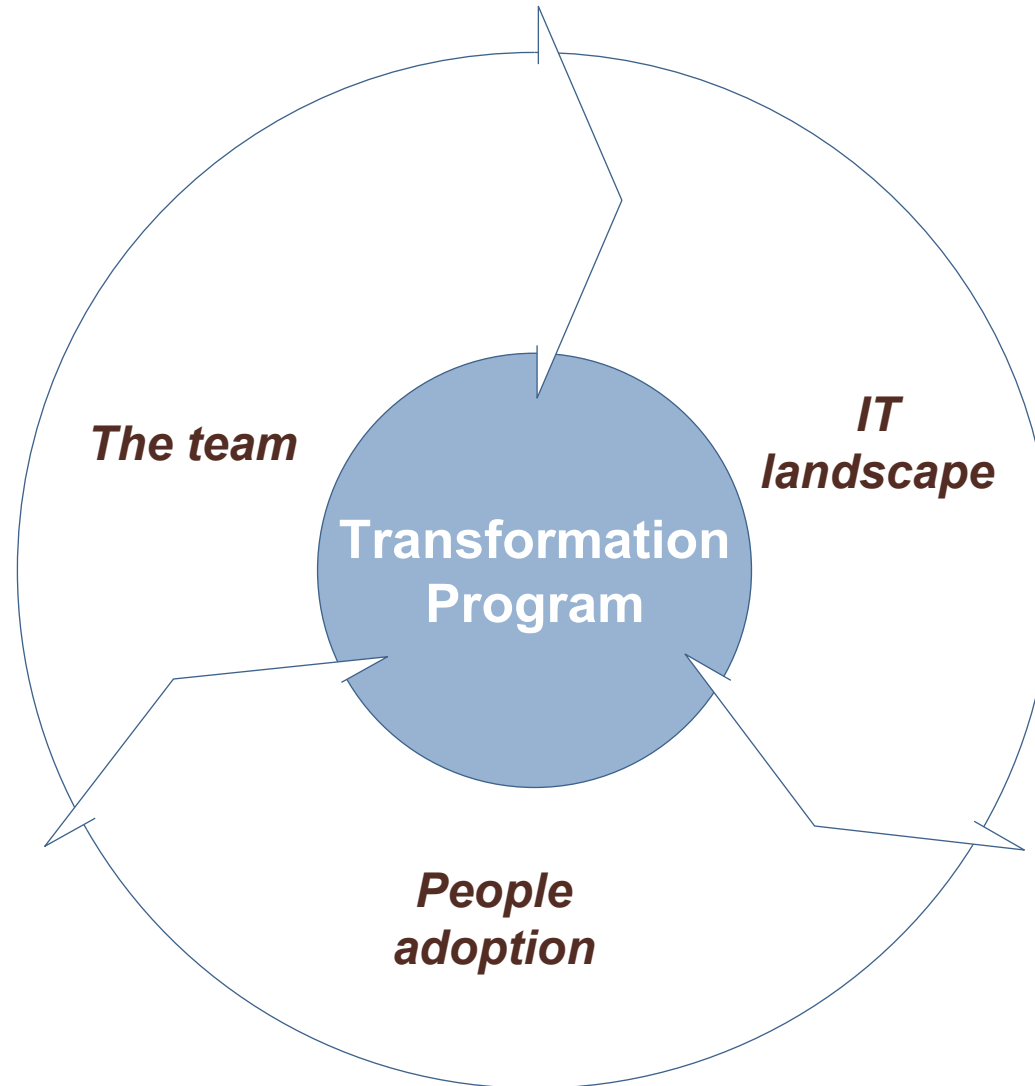
Our transformation embraced an end-to-end process logic ...



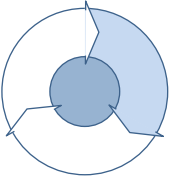
... with a multi-year program



Three element of success in our Transformation program



Why and why now?



IT Landscape consolidation

Several systems to be maintained, supporting specific part of the process
Systems without a native integration and/or without integration

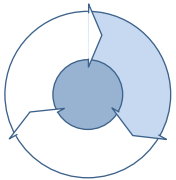
Business processes not supported
by an IT System

Not complete coverage of the business processes with an IT System

Business requirements always a
steps ahead to the IT solution

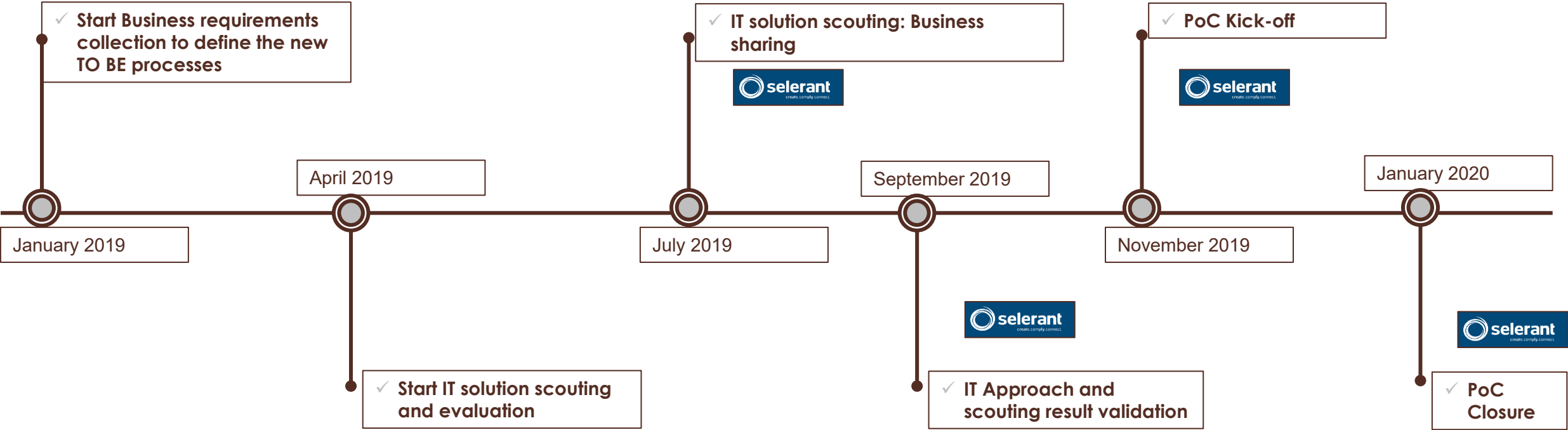
Improvements and implementation of new IT solutions became difficult to
perform, introducing negative impacts on the functionalities available for
the Business

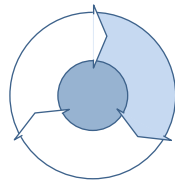
What we did?



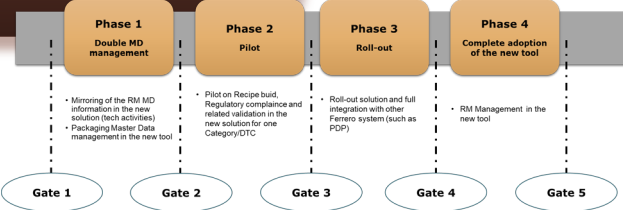
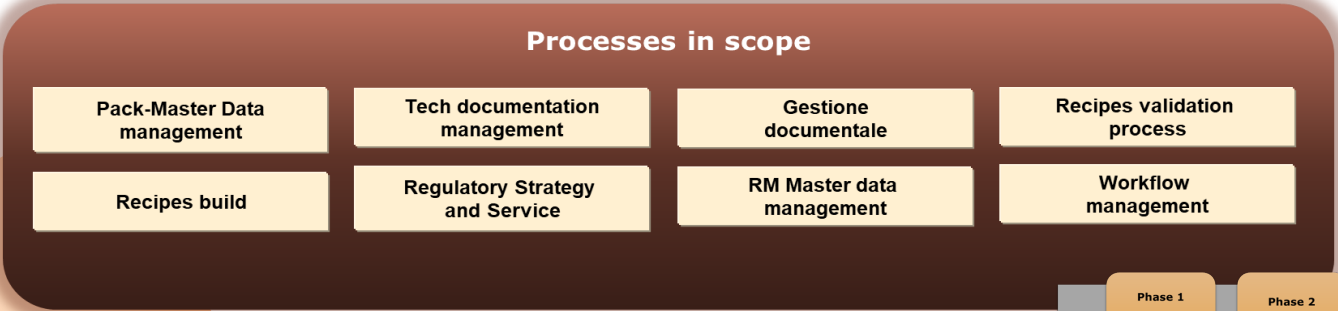
Ferrero wants to finalize and deploy a **Product Lifecycle Management** process and implement a **user-friendly solution** in order **to facilitate the end-to-end processes** among the different teams involved.

- Ferrero has already in place different systems that cover in part the processes. This Solution has been designed few years ago based on a different process that needs now to be enhanced.

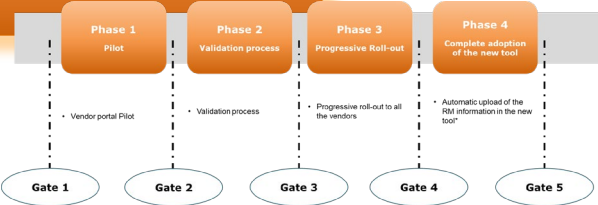




Stream 1



Stream 2



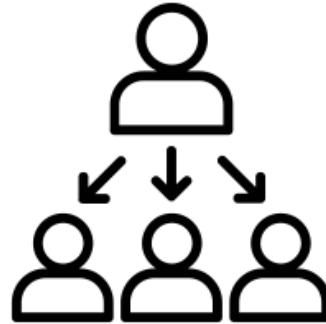
*Phase linked to Phase 4 of Stream 1

People adoption: creating awareness and getting ready for the change



The company ecosystem
changed in the last 7 Years

Engagement of (and from)
the top management

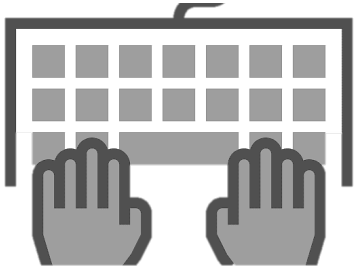


Staffing the “right”
competencies



People adoption: focus the benefits and don't leave them alone!

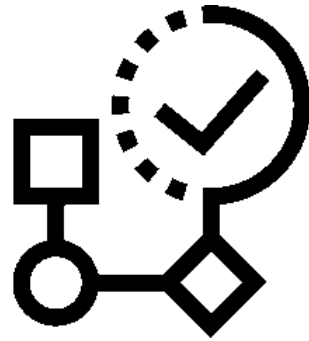
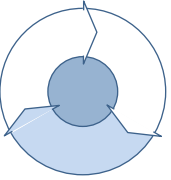
From input ...



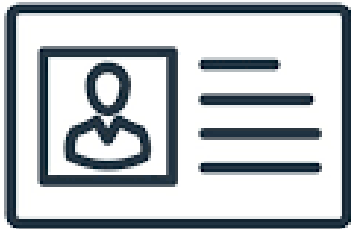
... to answers!



Changing the IT perception
on R&D people



“Real” processes and people way of
working “decryption” and re-engineer

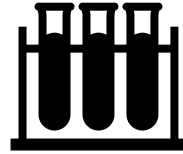


The specification:
“the R&D visiting card”



Everyday Supporting,
training and hyper caring

The team: a recipe for an outstanding performance



Preparation

- › Bring together a team of outstanding professionals
- › Forget about labels such as “Customer” or “Supplier”. You are a team
- › Foster communication between members
- › Be patient, and remember about details



Our challenges

- › PANDEMIC!
- › First “real” meeting after 18 months
- › Process engineering
- › Plan, prepare, and act the change management
- › Align processes and business
- › A LOT of people!

