

Assessing the Product Lifecycle Management Process to Cope With Market and Resource Pressures

Fortune 500 Manufacturer of packaged meals, dairy, cereal and snack products
 Minneapolis, MN

Industry
 Manufacturing

Employees
 39,000

CHALLENGES

The Fortune 500 client was planning to replace their decade old Product Lifecycle Management (PLM) system and wanted to understand the business opportunity as they understand the end-to-end Product Lifecycle Management process. The previous systems and processes failed to support the client's strategic goals of first to market, cost improvement from product renovations, and accelerated response to emerging global markets.

SOLUTION

Trissential was engaged to conduct an assessment of the process, tools and organizational structure utilized to execute and support the entire product lifecycle management process. Trissential conducted over 35 interviews with subject matter experts representing product development, regulatory, supply chain, manufacturing operations and IT to identify existing process and technology weaknesses and gaps that hinder the product renovation and innovation processes.

The Trissential team examined both cultural and organizational challenges that must be considered when designing and deploying the future process model. In collaboration with the client, a simplified “To-Be” operating model was identified that separates the iterative creation, specification/contracting (internally or externally) and execution/scaling processes required to commercialize or renovate a product. Specific recommendations included:

- Separate the packaging/artwork and edible (food) development processes to allow independent pathing and improved down-stream visibility for manufacturing effectively aligning two critical competencies, food design and production and marketing
- Expand product developer accountability to include creation of preliminary nutrition labels while leveraging the consultative services of quality, regulatory and operations groups to increase knowledge sharing and collaboration when performing product development and renovations
- Institute transformation governance for oversight and alignment of the numerous internal and external stakeholders, operating groups and projects proposed or In-flight that have a potential impact on the product lifecycle management process



ESSENTIALS UTILIZED

- MANAGEMENT CONSULTING
- BUSINESS AGILITY**
- CONTINUOUS QUALITY**

RESULTS

Following Trissential’s final report and recommendations, the client's executive leadership recognizes the opportunity and level of effort this transformation requires and is creating a governance structure to ensure alignment of product development, regulatory, supply chain and corporate shared services. Additional projects are under review to ensure the goals of reduced time to market and improved operations efficiency for commercialization will be achieved.

