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Barilla: from a Functional to a Process Approach



Marco Rossi

The Barilla Group, world leader in various product lines, selected ENOVIA MatrixOne to change the way they operate within different functions. Contact Mag met Marco Rossi, IT Business Process Support Manager at Barilla, to understand how the group responds to the challenges with which they are faced.

Contact Mag: How did you tackle the introduction of the PLM project to the company?

Marco Rossi: Launching an increasing number of new products on the market and confirming and building the brand identity of the Barilla Group, has required redefinition of our company culture both in terms of organization and processes. The PLM project is part of a larger initiative that is capable of supporting such a change, and it has been a response to the requirements of improving the efficiency and speed of the product development processes, moving from a functional to a more process-focused approach, making possible a synergy between the Group's diverse realities and guaranteeing qualitative and process-related standards for all the Group's entities. For Barilla, PLM represents a real "backbone" that combines organization, business processes and product information; more particularly it helps us to completely integrate engineering and manufacturing, as it introduces a new company culture of how to manage a product throughout its whole life cycle.

C.M.: What were the needs of Barilla?

M.R.: The fundamental elements for PLM within our organization were improving process efficiency, producing a model of product information that would work for all the Group's entities and creating a real "repository" of product knowledge. Faced with such objectives, the Group's expectations for this project were considerable, as they had to guarantee consistency in information and in processes for the whole organization on both a national and international level, redesign the crossover workflows of product development, make the information widely available, and last but not least, facilitate collaboration with our external partners.



C.M.: Why did you decide to adopt ENOVIA from Dassault Systèmes?

M.R.: We carried out a selection phase that involved the main players of the PLM market, at the end of which ENOVIA MatrixOne responded in a precise and convincing manner to our pre-requisites. Particularly concerning functional aspects, ENOVIA MatrixOne demonstrated its ability to manage the specifications related to different shop floors from raw materials to handling units and from consumer units to trade units. Other important functionalities are those of workflow management with the respective authorisations and an integrated document management system. From a technological point of view, with ENOVIA MatrixOne we value the flexibility of the solution that allows us to respond to our users' needs, through action that focuses more on configuration than on solution customisation, from the data model to the user interface. This also allows us to avoid the burdensome rewriting of codes, thus improving implementation times

and reducing maintenance costs. Finally, other important international businesses have contributed to creating the capacity for complete integration with our ERP reference system, SAP.

C.M.: What were the implementation phases for PLM within the Group?

M.R.: We started off with a detailed analysis in February 2005 and on 4th July of the same year we were already in production with the "Master Data" functionalities for products, then, in November with the specifications for both raw materials and packaging, and in February 2006 we went into production with the management of different shop floors and specifications for the finished product. This project respected deadlines, which I must say were ambitious, and costs, allowing us to be in sync with the implementation of our ERP SAP system and replace the various legacy systems developed in the previous years. To date we have implemented further functionalities such as the part of project management that supports new product development and introduction processes with Stage-Gate methodologies. We have also insisted on the possibility of activating views of the various shop floors in relation to factory processes and functions with ENOVIA MatrixOne including the view of manufacturing in relation to the chosen production works. In the meantime, from September 2006, the PLM solution has already gone beyond Italy's borders and has been

implemented by our organisations in northern and central Europe. Recently, we integrated the PLM solution with some virtual markets, allowing them to view our catalogue and it is currently being implemented for our organization in the US. For our Group, PLM is an element of success that supports our growth strategies. All of the Group's top management is supporting the PLM initiative along with other strategic projects and "change management" for defining new business processes, without which no change could take place.

C.M.: What steps will be taken in the future?

M.R.: The development that we have planned for our PLM solution will concern (among some other functionalities that will be necessary to support the dynamism of the Barilla Group) the strengthening of the actual functionalities of document management involving clients and suppliers. Further developments will be determined by the ability of Dassault Systèmes to anticipate and interpret as well as possible the needs of businesses such as ours. Just recently, Barilla had the possibility of meeting with your president Bernard Charles, who, in addition to confirming the fact that ENOVIA MatrixOne is the basis of the PLM solution at Dassault Systèmes, showed us some guidelines of how virtual reality could help us in defining packaging, an important element of success when it comes to the final consumer, and in the portability and

navigability of product information for in-house users who are unfamiliar with a simple alphanumeric representation of the information .]

For more information:
www.barillagroup.com



Key benefits for Barilla

- Reduction of lead times by 66% for product data definition
- Redefinition and reduction of over 50% of product characteristics with significant savings in costs and time
- Simplification of product prototypes; today with fewer than 70 templates we manage over 5,000 types of packaging material and this means significant savings in management time and in harmonisation for all the Group's entities
- A single "master data" functionality but with different views for R&D, Marketing, Sales, Packaging, Engineering, Purchasing and Manufacturing
- One "language" that is unique and common to all.