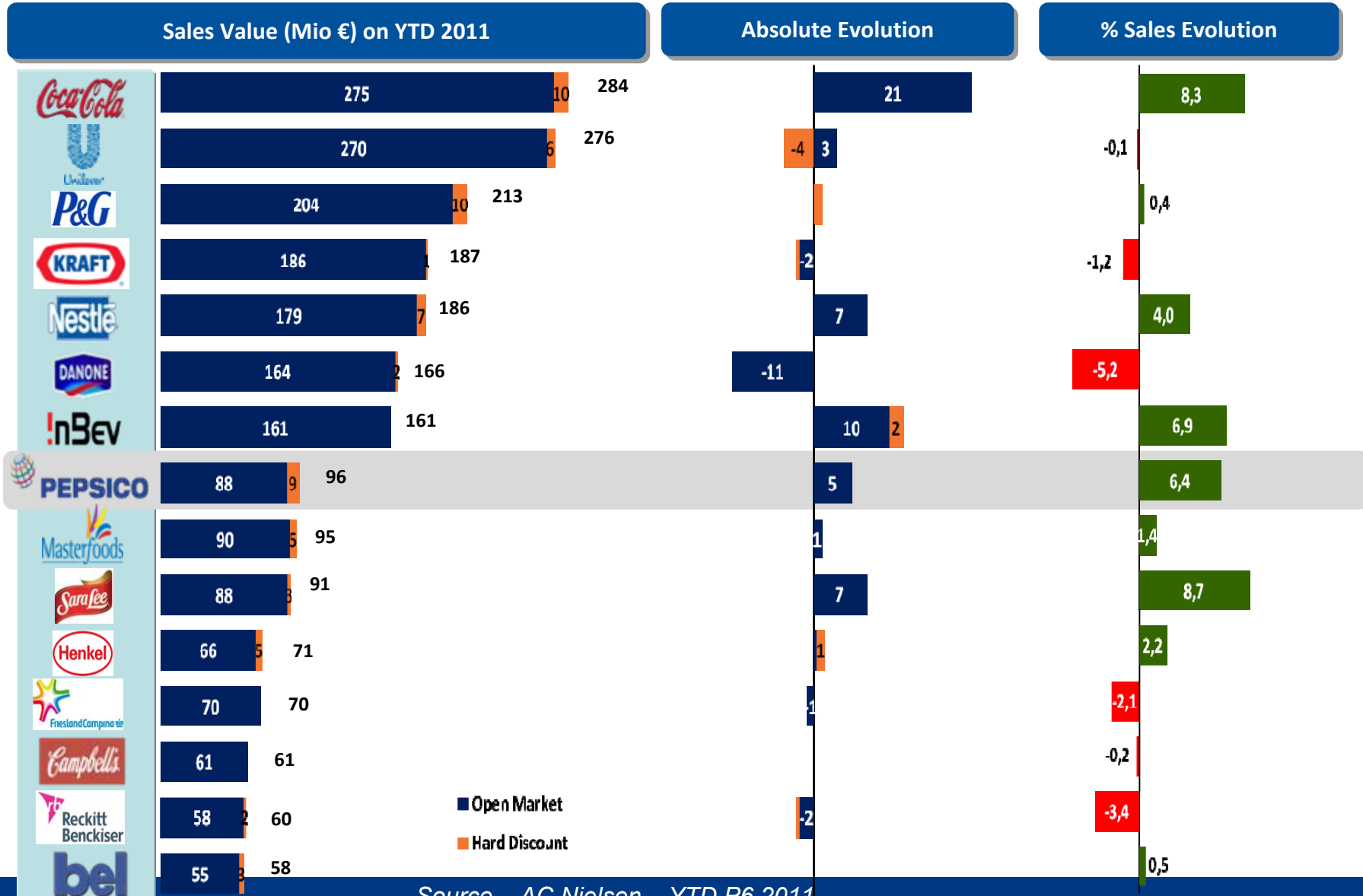


Cognos Project

Pepsico International



Pepsico Rank #8 on Belgian market with a full year sales value above 200 Million € and growing with 6.4% (3rd fastest growth in FMCG)



PepsiCo WER Has Three Sites in Belgium

Two Plants and One Commercial HQ

We Manage CSD and Looza through 3 Franchised bottlers

PepsiCo Sites in Belgium



**230
MML**

Tropicana Zeebrugge

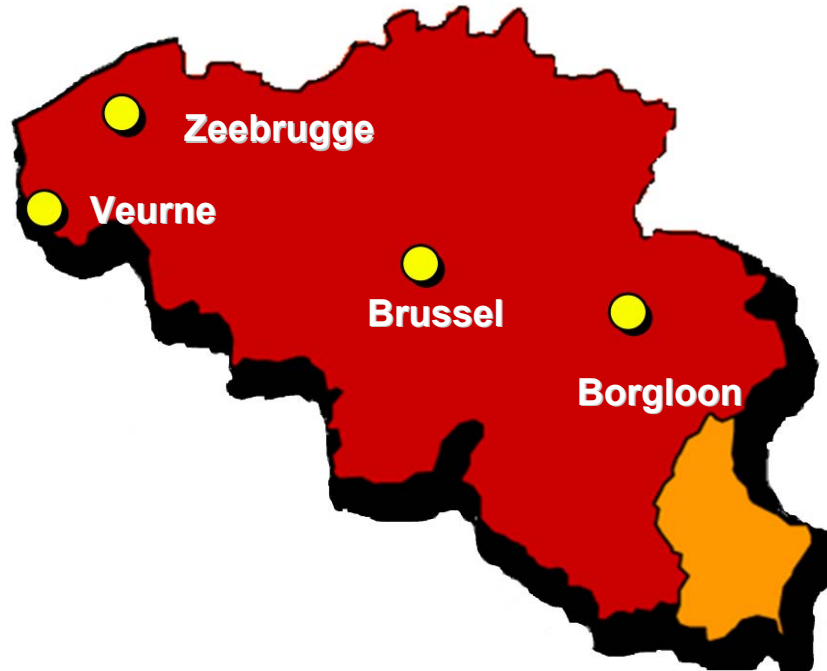


**49.000
Ton**

Veurne Snack Foods



Commercial HQ Zaventem



Pepsico Bottler



Looza Borgloon



Sunco Ninove



Haacht

Objectives of the project

**One Version of the
truth**



Reduce Time to Market

**Improved
Simulations
Capabilities**



**Anticipate Financial
Impact of decisions**

Building a strong plan requires involvement from all levels of organization and needs to be tailored according to the business

Production



Supply Chain



Finance



Marketing



HR



Sales

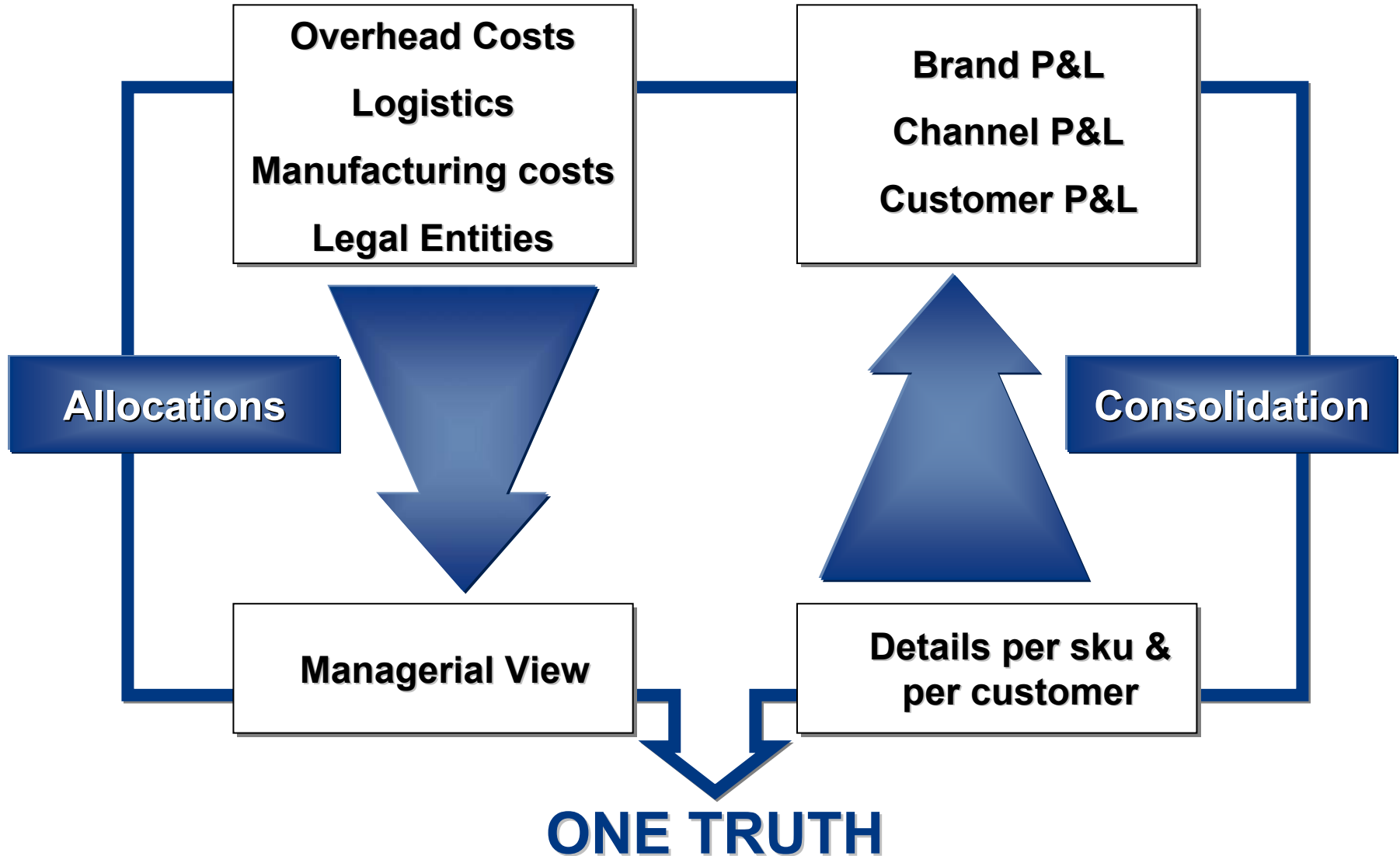


**Different needs
Different languages
Different approaches**

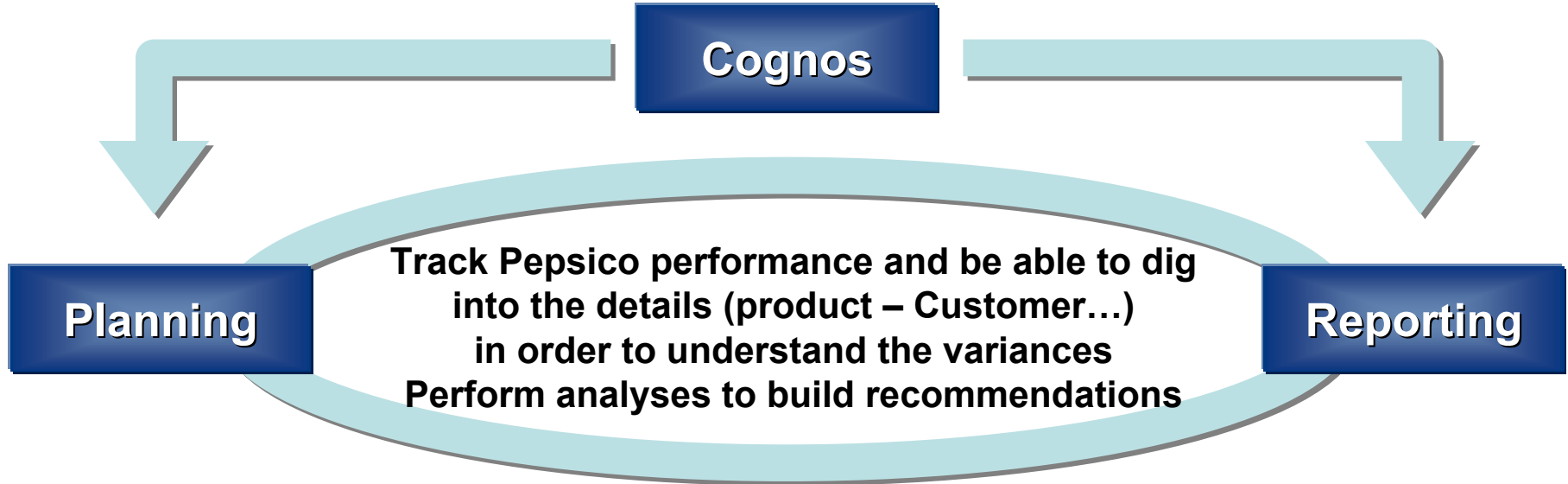


**Define a common
language
Define one truth**

Additional complexity: information is available at different levels of granularity



Cognos as a business partner tool for planning & reporting able to respond to FMCG constraints



- ❖ Define roles and restrict users rights
- ❖ Define level of input where the info will be available
- ❖ Define Allocation and Consolidation rules in order to have consistency between topline and detailed data
- ❖ Ensure flexibility and facility when changing and reviewing the targets
- ❖ Ensure one truth across all systems
- ❖ Standard reports with automatic update
- ❖ Drill down capability

Impact on Business – Improve our balance between non-working and working hours to improve our margin realisation across the market

Impact on Business



Data Consolidation

80%

50%

Action Plan

20%

50%

Convert Time from data consolidation to analysis and recommendation thanks to cognos implementation

Phased approach

Phase 1

**Planning & actuals from Volume
till Net Revenue**

Sales + Finance

Phase 2

**Planning & actuals from Net
Revenue to NOPBT**

Finance

Timeline Phase 1

March 2011

Management Decision to start the project on TM1 together with IBM

28/3 : First design workshop

April 2011

Design Workshops

May 2011

Build by IBM
Pepsico build test scenarios

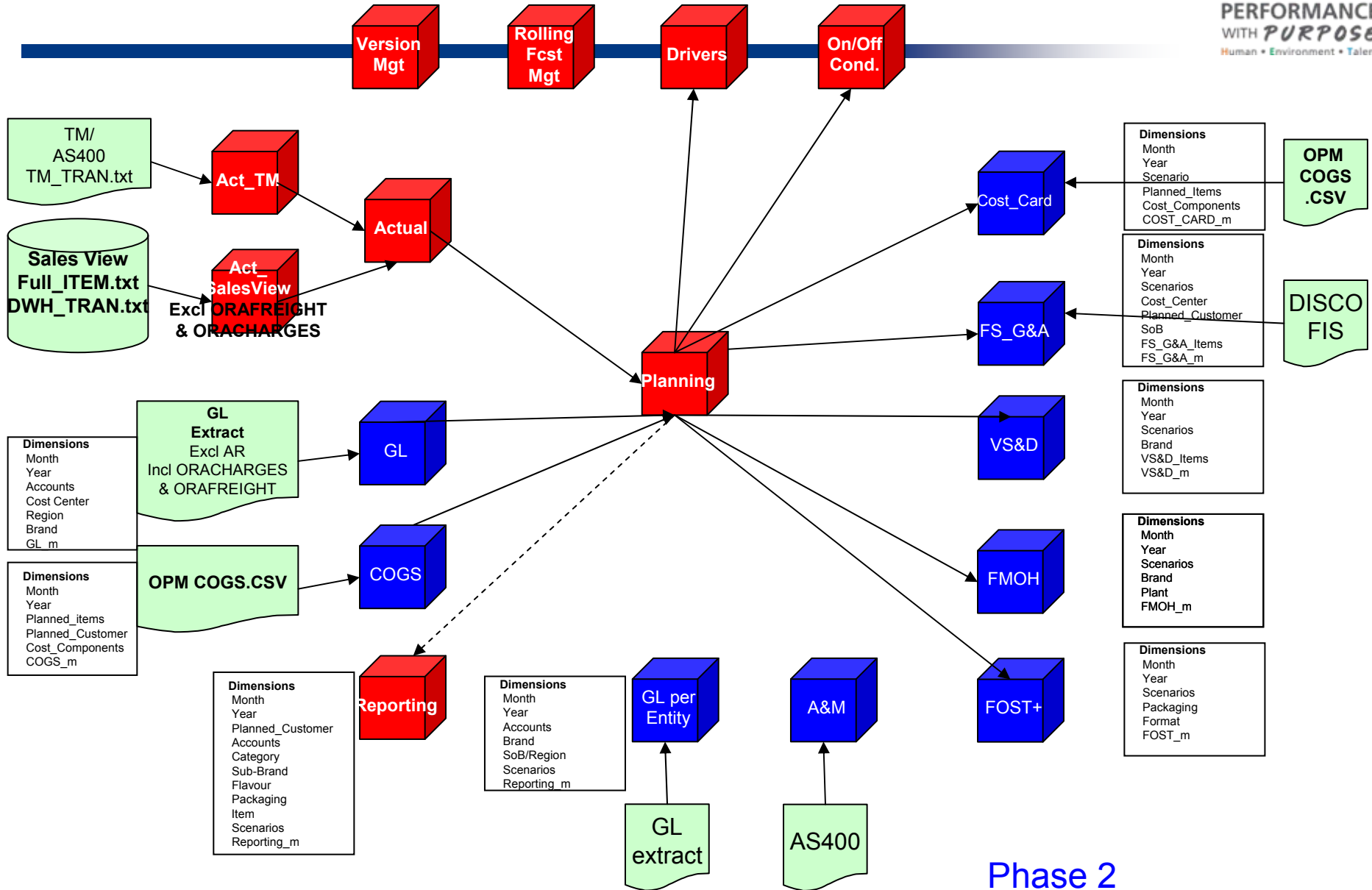
June 2011

Testing
Training

July 2011

Go Live of Phase 1

IT Complexity is added to the business complexity : Different sources of data for different lines of the P&L, meaning the build-up of various interfaces



Phase 2

Where are we now ?

- **The project is still ongoing (Phase 2)**
- **Phase 2 : From end of September 2011 – December 2011**

Summary and conclusions

**Don't underestimate change management
Plan realistically your internal resources**

**Planning is quite simple
Integration and reconciliation
of actuals always takes more time than you expect
So Foresee enough time & ressources for it**