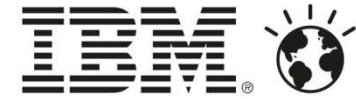


IBM BusinessConnect
Realize the art of the possible.



Avery Dennison

Gross Profitability Tool

Vojta Rosina – Business Intelligence manager
Michel Zijlema – IBM Cognos TM1 veteran



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R. Stanton Avery

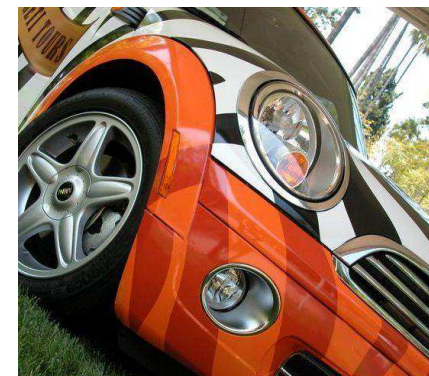
- 1935** Company is founded by R. Stanton Avery
- 1945** Begins first self-adhesive base materials business in Painesville, Ohio
- 1955** Establishes first overseas subsidiary in Leiden, Holland
- 1967** Lists shares on the New York Stock Exchange
- 1974** Makes the Fortune 500® for the first time; number 375 in 2013
- 1982** Moves to new global headquarters in Pasadena, California
- 1985** Annual sales reach \$1 billion; 9,000 employees, 100 manufacturing facilities and sales offices in 25 countries
- 1987** Opens Avery Research Center in Pasadena, California
- 1990** Merges with Dennison Manufacturing
- 1995** Opens first manufacturing center in China
- 2000** Opens Self-Adhesive Converting College in China
- 2002** Extends global manufacturing and production through strategic acquisitions
- 2005** Elects Dean A. Scarborough president and chief executive officer
- 2006** Opens Philip M. Neal Asia Pacific Research Center in China
- 2007** Acquires Paxar | Founds largest coating operation in Asia Pacific region in Guangzhou, China
- 2008** Expands into retail markets | Opens largest pressure-sensitive manufacturing facility in India
- 2012** Sales from continuing operations of \$6.0 billion
- 2013** Sells office products business to focus on label and packaging materials and solutions



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Global leader in labeling and packaging materials and solutions. Our applications and technologies are an integral part of products used in every major market and industry. Our products and solutions enhance brands, improve consumer product performance, and deliver information. They include:

- » Materials for brand labeling and packaging of consumer and functional products
- » Apparel and footwear labeling design, high-definition graphic embellishments, sustainable packaging, price ticketing, and RFID-enabled inventory solutions
- » Information management materials, products and solutions
- » Graphic imaging media
- » Specialized adhesives, coatings, films and RFID technologies





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- » ERP systems update implemented in 2010
- » Data Warehouse migrated to IBM COGNOS
- » Possible due to ERP systems update implementation – leverage of the investment





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- » Old gross profitability tool 7 MS Access databases with more than 600 queries
- » 2 weeks delivery time (data available beginning of 3rd week in a month)
- » Very labour intensive process
- » Prone to mistakes
- » Lack of traceability and source data ownership
- » Fragile system environment





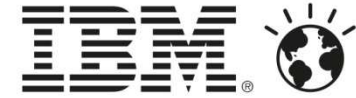
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GP2 – Gross Profit Tool – implemented in April 2013

- » Engine is IBM Cognos TM1
- » Consultancy services delivery partner **Solipsis**
- » Reporting through IBM Cognos BI

- » Highly sophisticated and fully automated tool using data from ERP source systems
- » Every Monday fresh data for last weeks
- » Clear traceability and ownership
- » Robust system environment
- » Brings Contribution margin visibility
- » Self service way of working
- » Significant improvement in data providing for business decisions making



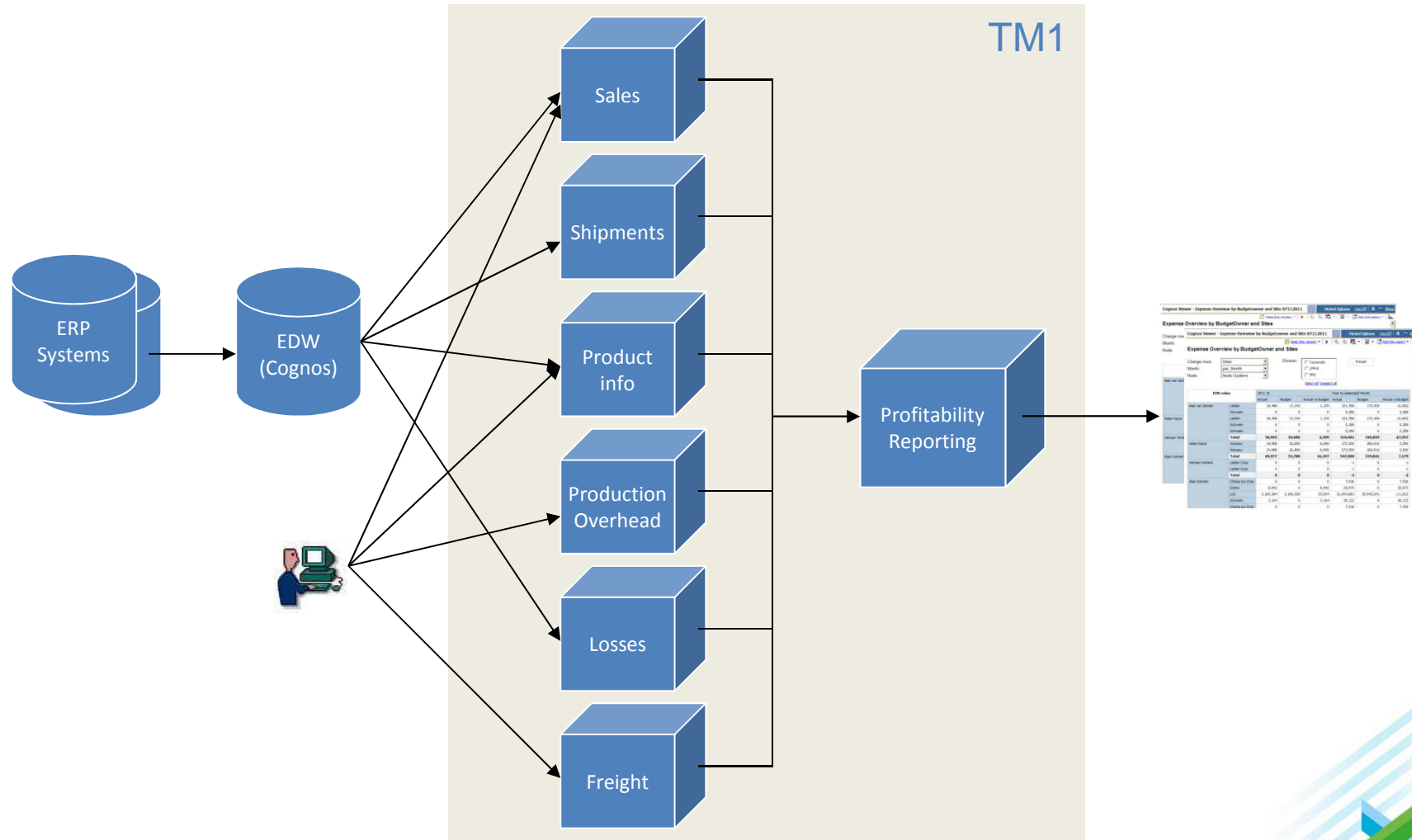


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- » Scope: Roll Materials Europe
 - » 2 divisions, 7 plants, 17 DC's
- » Gross Profit calculation on product/customer level
 - » Revenue and expense allocation required
 - » More than 90.000 product/customer combinations
- » Products:
 - » Face (top), Adhesive and Liner (back)
 - » Variation in adhesives, treatment of face and liner material
- » Extensive analysis:
 - » 30 dimensions: product characteristics, customer characteristics, time, geography, etc.

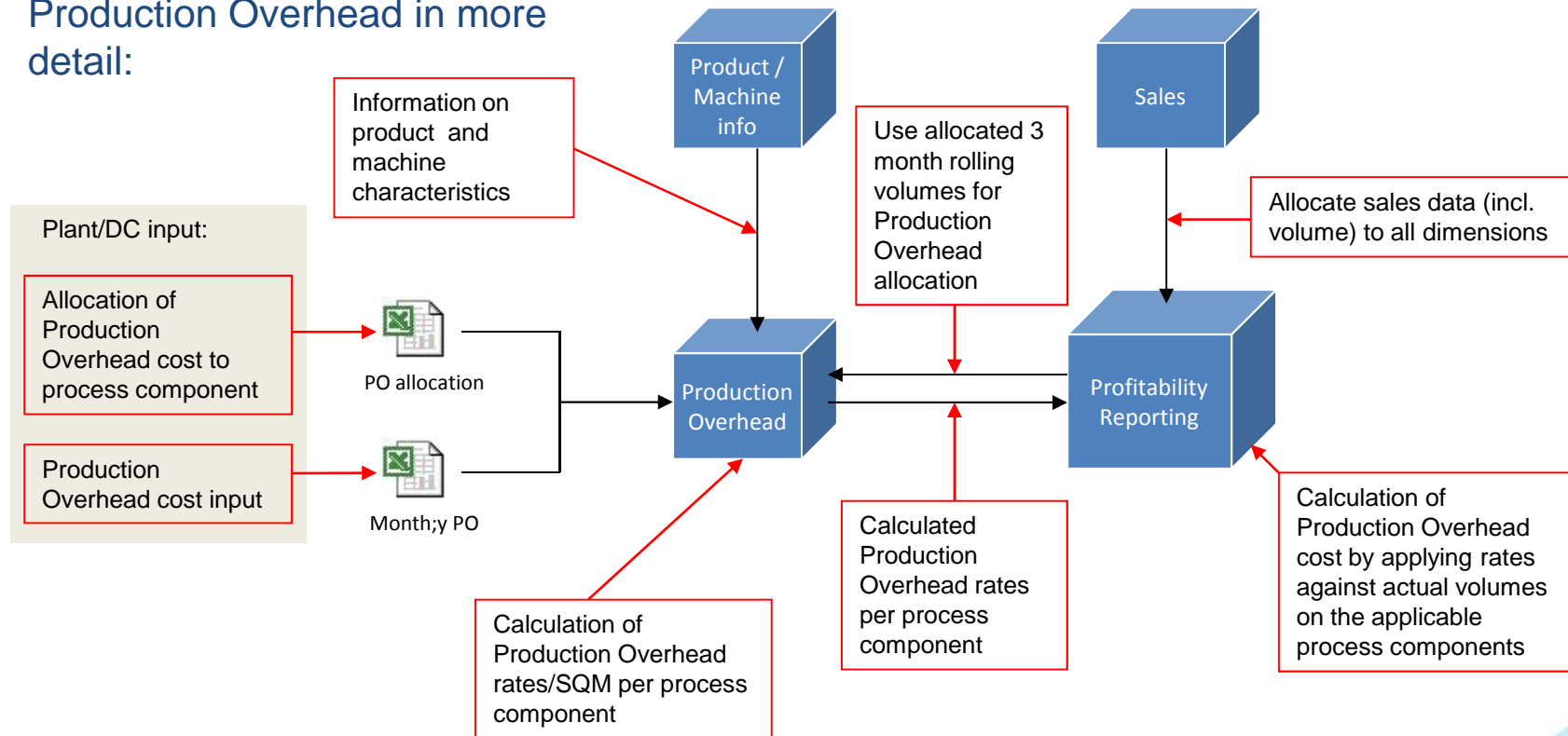


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Production Overhead in more detail:



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Questions?



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Thank You!

