Powering your Digital Transformation

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How I Started

I recall my days in product development trying to hunt for critical data, lab notebook in hand, indexing pages. Balancing sheflife, with scaleup, with my trusted calculator and sugar tables. Lots of calls, emails and notes to find the wealth of internal info, hunt down expert and gather project learnings

A Vision For The Future

Digital systems connected through 1 thread where previous knowledge, smart functionality and modeling and simulation. Enabling our scientists and engineers to get the right connected insights, deliver a virtual first process, support design to value, while ensuring speed to market and landing more impactful products
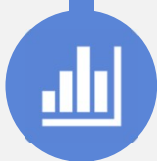
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How do you setup your digital transformation for success

Vision: Transform the way you work, not improvement

People: put your best talent on it for results and upskilling

Goal: anchoring on tension points of today needs of the future

Partners & Functionality: Select right partners. deliver value to users and enterprise

Data & systems: understand what you need and current state

Change management: maker or breaker and big shift for R&D

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Data & Analytics Are the Lifeblood of Digital Transformation

Between 2020 and 2025, global data creation is growing at **23%** annually. Organizations that treat data as a product and asset are shifting from reactive to predictive and prescriptive decision-making.

90% of valuation lies in intangible assets – data being one of the primary

- Intangible assets (including data, IP, and brand) now account for 90% of the S&P 500's market value, up from 17% in 1975

John Deere: precision ag insights as a service

- **$20.6 B** in revenue from the Production & Precision Agriculture (PPA) segment in 2024 - 40% of company revenue
- Precision ag tools use IoT + analytics to optimize planting, fertilization, harvesting—turning machine data into high-value service model

Domino's: Predicting the next 5 pizzas ordered

- Domino's uses AI to analyse billions of data points from orders, locations, and customer profiles.
- Their digital channels now account for over 75% of U.S. sales, with predictive analytics driving faster delivery + customer retention

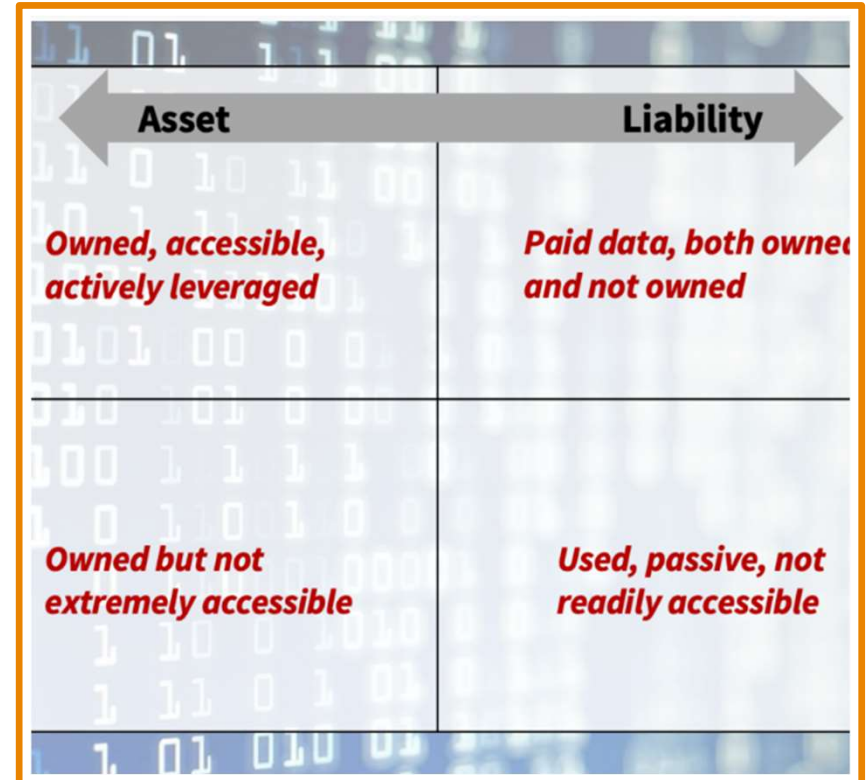**Delta Airlines: Loyalty program data valued higher than the airline itself**

- Delta's SkyMiles program was valued at **$26 billion**, exceeding the airline's market cap during the pandemic.

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Data: what do you own? What's the current status?

- **Easy to access assets:** FAIR findable, accessible, interoperable and reusable. Immediate opportunity for consistent innovation.

- **Hard to access assets:** 40+% Silos, legal, compliance restrictions. opportunities for leaders to challenge the reasoning. Use privacy enhancing technologies

- **Easy to access liabilities:** paid data, assess what is unused and what can be captured internally.

- Hard to access liabilities; owned by competitor, customer

INSIGHT – your data assessment is critical to powering your digital transformation

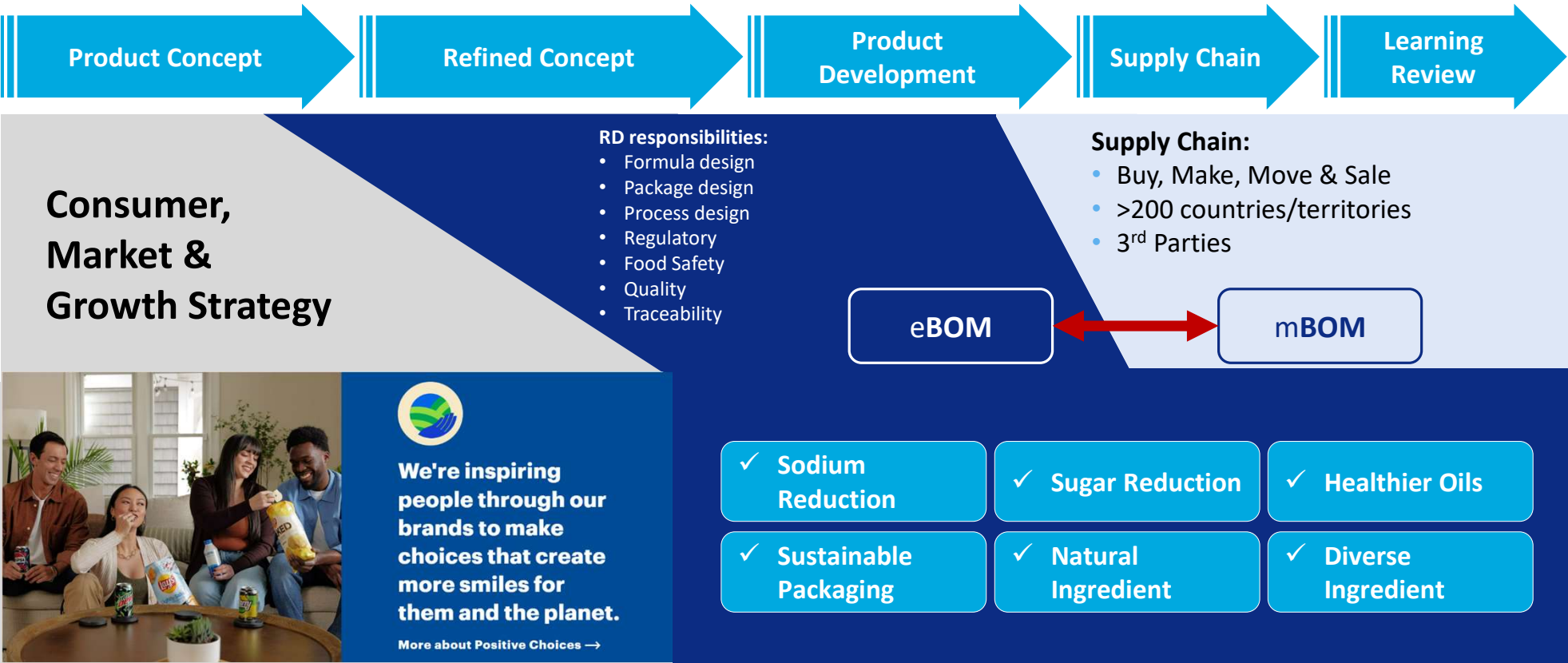| Asset	Liability
Owned, accessible, actively leveraged	**Paid data, both owned and not owned**
Owned but not extremely accessible	**Used, passive, not readily accessible**

Systems - Product lifecycle management connecting Data

- **Digital infrastructure** - product life cycle management enables a continuous digital thread across the lifecycle

- An enterprise element owned by all the key stakeholders that need design and adopt it

- Build the modules that are critical to unlocking value to your business

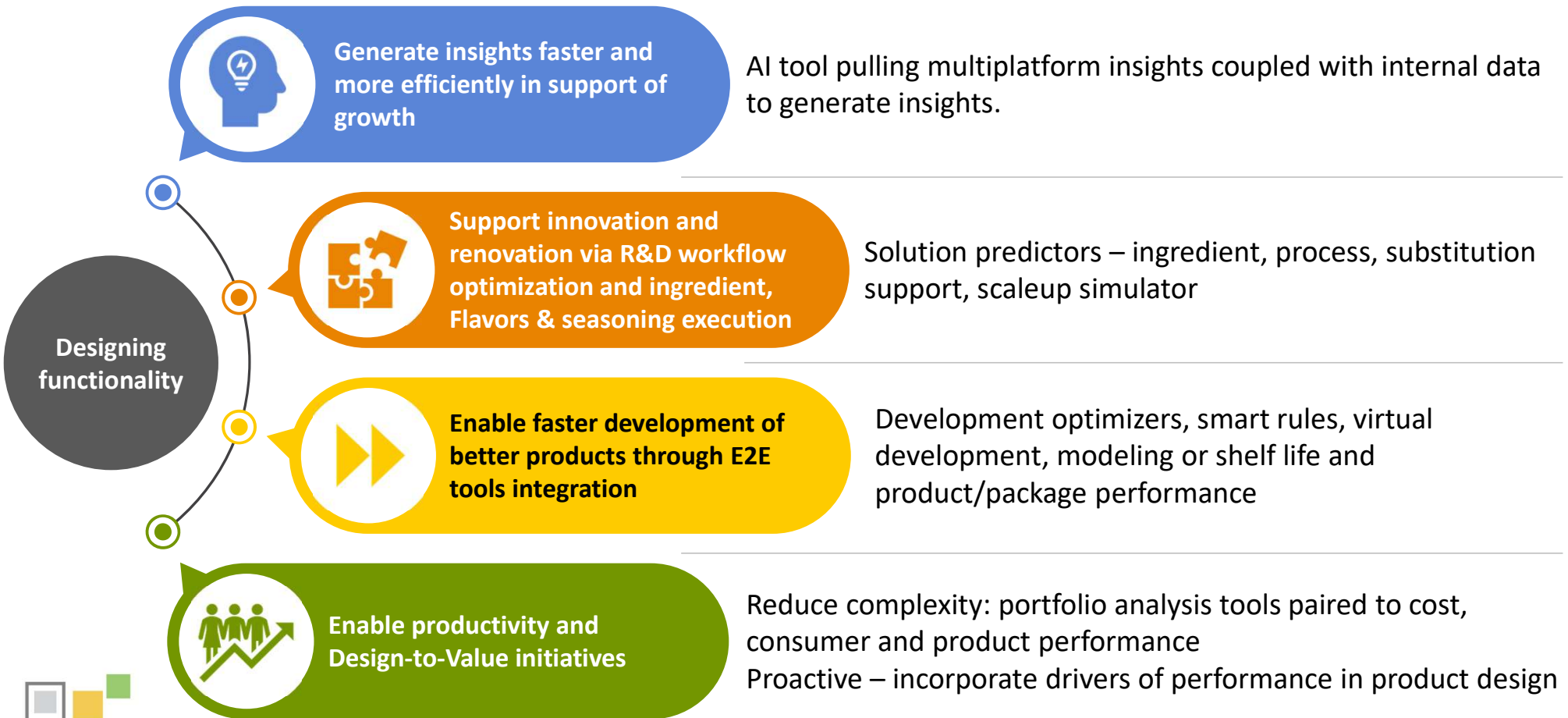- Incorporate user delight features to ensure efficiency and collaboration in the system
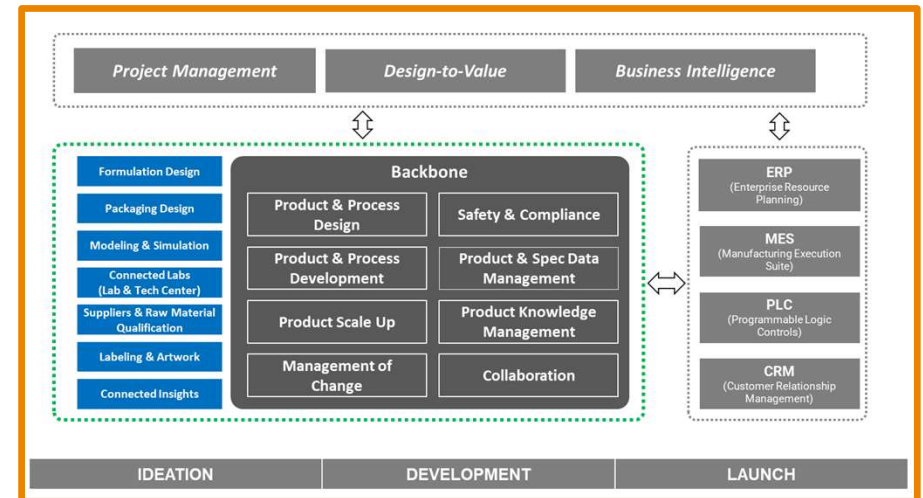
INSIGHT – Prioritize unlocking value in your system of the future

What does the E2E look like for PepsiCo

Product Concept	Refined Concept	Product Development	Supply Chain	Learning Review

Consumer, Market & Growth Strategy

RD responsibilities:
- Formula design
- Package design
- Process design
- Regulatory
- Food Safety
- Quality
- Traceability

Supply Chain:
- Buy, Make, Move & Sale
- >200 countries/territories
- 3rd Parties

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- ✓ Diverse Ingredient

INSIGHT – Prioritize unlocking value in your system of the future

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Designing functionality – Scoping use cases articulating desired functionality that delivers significant value to your users and enterprise

Designing functionality

Generate insights faster and more efficiently in support of growth

AI tool pulling multiplatform insights coupled with internal data to generate insights.

Support innovation and renovation via R&D workflow optimization and ingredient, Flavors & seasoning execution

Solution predictors – ingredient, process, substitution support, scaleup simulator

Enable faster development of better products through E2E tools integration

Development optimizers, smart rules, virtual development, modeling or shelf life and product/package performance

Enable productivity and Design-to-Value initiatives

Reduce complexity: portfolio analysis tools paired to cost, consumer and product performance
Proactive – incorporate drivers of performance in product design

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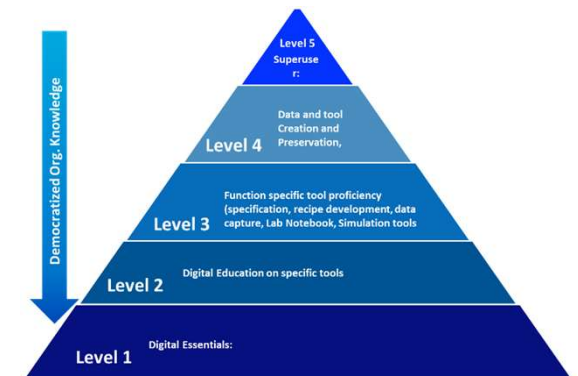# Managing change – Upskilling, supporting people and tools deployment

MINDSET

- Inspire the organization with a vision and a journey to be part of

ADOPTION

- User delight features ensure change management supports adoption

UPSKILLING

- Enable accessible digital proficiency upskilling for leaders and teams.

Chip it away: A labeling case study

Label-Right

An AI tool

(~25000 labels annually)

Key Takeaways

1 Transformational Vision

Drive your program with a transformational vision to inspire and guide your organization towards successful change.

2 Enterprise Sponsorship

Ensure enterprise sponsorship to unlock value across the ecosystem and provide necessary support for the transformation.

3 Top Talent

Put your best talent on the transformation to leverage their skills and expertise for successful implementation.

4 Value-Driven Design

Guide the design with value-driving functionality to ensure the transformation delivers impactful results.

Digital and smart tools will not replace you, but someone using them will

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