

The Hershey Company:

Innovating moments of goodness

ABOUT

As one of the most successful, enduring organizations in the consumer goods space, The Hershey Company is known for bringing moments of goodness to the world through its iconic brands and remarkable people.

Hershey's commitment to innovation is second to none. For more than 125 years, the industry-leading snacks company has been committed to operating fairly, ethically, and sustainably. The company has approximately 20,505 employees around the world and is responsible for 90+ brand names, including Hershey's, Reese's, Kit Kat®, Jolly Rancher®, SkinnyPop®, and Pirate's Booty®. Hershey's products are enjoyed in nearly 80 countries, resulting in more than \$11.2 billion in annual revenues.

Aligning priorities, processes, and product portfolio strategies is critical for continued success as consumer tastes change. Hershey's knew it had to transform to meet consumer demands and knew that the flow of critical information – between consumers, customers, and within the company – needed to be faster and more streamlined than ever before. The company turned to Sopheon to help accelerate growth and innovate more moments of goodness.

"We have new ways of working and better decisions have actually driven better financial planning, resulting in margin improvements, complexity reduction across the portfolio"



Jeff Schmitz

Senior Director of US Commercial Operations
| The Hershey Company

THEIR NEEDS

- Embrace the change necessary to start thinking differently
- Enable growth to take place for the right projects and for the right consumers
- Capture and communicate new product portfolio information for seamless sharing across the organization

THEIR CHALLENGES

01

Lack of a cohesive set of product portfolio data and prioritization

02

Disconnected and discontinuous legacy ERP systems and processes

03

Undefined cross-functional project collaboration and decision-making best practices

HOW SOPHEON HELPED

Throughout its digital transformation, The Hershey Company laid the groundwork necessary to be successful with its product portfolio management. Next, it sought a partner that could implement a new, systemized approach to executing the company's new, more streamlined processes.

The Hershey Company chose Sopheon's Accolade software to bring the new approach to life. The singularity of this new approach – creating a single source of “truth” and transparency for cross-functional new product development – was a perfect match for Accolade's ability to streamline digital transformation execution.



SOPHEON HELPED DESIGN AND IMPLEMENT:

- Revised phase gate documentation with the gate decisions made by viewing analytics directly inside Accolade, eliminating PowerPoint® from most presentations
- Created a simple, consistent P&L process for all project types, for “apples-to-apples” comparison of risk period after opportunity
- Consolidated eight different phase gate meetings and 30 different project types to three meetings and eight project types for more efficient decision-making
- Brought cross-functional teams together in a single place for prioritization, workflow, and resource management
- Enabled better company-wide resource allocation and communication through Accolade

With Accolade, The Hershey Company reports a **10 to 1 ROI** on projects

The Hershey Company now has **real-time transparency** for all company projects and initiatives



The Hershey webinar was presented by innovation experts Jeff Schmitz, Sr. Director of US Commercial Operations, and Nate Forney, Sr. Manager of Portfolio Process and Analytics at Hershey.

“Sopheon pushed us hard and we were able to leverage their expertise within Stage-Gate® and the PPM space to put The Hershey Company in a better spot to become a snacking powerhouse.”




Nate Forney

Senior Manager of Portfolio Process & Analytics
| The Hershey Company

In 2022, The Hershey Company **won** the Outstanding Corporate Innovator Award from The Product Development & Management Association (PDMA), a global association of innovation management professionals.



 See how executives at CPG companies like The Hershey Company gain a competitive edge by making better decisions, faster.

“Sopheon helped us create a better overall solution that helps us tie together formerly disconnected processes and bring forth a unified vision for product innovation.”

With Accolade, the Hershey company simplified project types from **30 to 8**, based on complexity



Nate Forney
Senior Manager of Portfolio Process & Analytics
| The Hershey Company

ABOUT ACCOLADE

With full transparency to strategic direction, R&D and business value, product and portfolio decisions, and innovation plans, Accolade connects the organization and empowers all teams to be strategic when responding to change and delivering new products.

Priority	Include in Calculation?	Project	Start Date	End Date	Timeline	Stage	Est. Revenue	Budget	Unit Budget
P1	<input checked="" type="checkbox"/>	ACME brand launch	Jan 01, 2023	Jan 02, 2024	52 Weeks	Stage 1	19M 48%	280K 28%	280K 28%
P2	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Stage 1	206K	280K	280K
P3	<input checked="" type="checkbox"/>	ACME brand launch	Jan 01, 2023	Jan 02, 2024	52 Weeks	Stage 2	11M 32%	280K 28%	280K 28%
P4	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Stage 1	206K	280K	280K
P5	<input checked="" type="checkbox"/>	ACME brand launch	Jan 01, 2023	Jan 02, 2024	52 Weeks	Stage 3	0.9M 17%	280K 28%	280K 28%
P6	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Paused	206K	280K	280K
P7	<input checked="" type="checkbox"/>	ACME brand launch	Jan 01, 2023	Jan 02, 2024	52 Weeks	Ongoing	1.6M	280K	280K
P8	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Paused	206K	280K	280K
P9	<input checked="" type="checkbox"/>	ACME brand launch	Jan 01, 2023	Jan 02, 2024	52 Weeks	Ongoing	1.6M	280K	280K
P10	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Paused	206K	280K	280K
P11	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Paused	206K	280K	280K
P12	<input checked="" type="checkbox"/>	ACME brand launch	Jan 01, 2023	Jan 02, 2024	52 Weeks	Ongoing	1.6M	280K	280K
P13	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Paused	206K	280K	280K
P14	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Paused	206K	280K	280K
P15	<input type="checkbox"/>	Project Management	Jan 01, 2023	Jan 02, 2024	52 Weeks	Paused	206K	280K	280K

Ready to see Accolade in action?