

## Strategic initiatives build Global Innovation Networks in the consumer products industry

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white paper



- ▶ Consumer products companies successfully execute new ideas while protecting core business through strategic investments that transform the process of innovation.

► **Strategic initiatives build Global Innovation Networks  
in the consumer products industry**

**Table of contents**

|  |          |
|--|----------|
| <b>Executive summary</b>   | <b>1</b> |
| <b>Internal innovation capabilities<br/>are not sufficient to drive<br/>profitable growth</b>    | <b>2</b> |
| <b>Product lifecycle management<br/>provides a foundation for Global<br/>Innovation Networks</b> | <b>4</b> |
| <b>New product development</b>   | <b>5</b> |
| <b>Knowledge and IP management</b>   | <b>6</b> |
| <b>Value chain synchronization</b>   | <b>7</b> |
| <b>Summary</b>   | <b>9</b> |

## **Increase the yield of innovation to accelerate top-line growth**

*Consistent success in the consumer products industry requires an intimate understanding of consumer needs and a savvy approach to meeting the objectives and requirements of increasingly powerful retailers. Companies must understand their customers intuitively and respond to their changing preferences with speed and precision. To answer innovation challenges in increasingly diverse and competitive markets, companies need to effectively extend their value chains to tap into a world-wide web of inventors, technologists, suppliers and partners who can help them anticipate customer demand and create the next generation of breakthrough products.*

*According to the analyst firm, AMR Research, “No company is capable of stimulating and capitalizing innovation on its own. Each must close the gap between itself, its customers and its partners, making every effort to collaborate effectively.” [Global business leaders told to mind the innovation gap, AMR Alert, April 13, 2006]*

*Leading consumer products companies agree that the key to driving top-line growth is innovation.*

*“Every consumer goods company is pursuing growth. As such, effective innovation represents one of the greatest challenges. To be truly effective you need to be able to create and execute great new ideas, while protecting and developing the core business at the same time...”*

*– Alan Harris CMO, Kellogg*

*For consumer products companies, the only way to achieve these goals is to increase the value of their products to consumers around the world. Unfortunately there are no silver bullets left. The easy and obvious answers were employed over previous decades and have been commoditized. In order to be successful today and in the future, consumer products companies must employ entirely new methods to increase the number of satisfiers their products deliver to consumers while reducing dissatisfiers. And they must do this faster and at a lower cost than their competitors.*

*To accomplish this, industry leaders are turning to product lifecycle management, or PLM, technology to power their progress. According to AberdeenGroup, best-in-class innovative companies are four times more likely to have PLM-related technologies than their poorer performing competitors. [The CPG innovation agenda, AberdeenGroup, December 2005]. Consumer products companies that have executed a corporate PLM strategy have reduced time-to-market by more than 50 percent, increased productivity by 50 percent and significantly reduced research, development and materials costs. These companies often find that they can drive twice as many innovations through their pipelines.*

*PLM solutions are fundamental to building a foundation for Global Innovation Networks – and Global Innovation Networks are a requirement for success. These networks can be implemented in cost-effective stages that deliver ROI at each step. They also support comprehensive portfolio management to ensure that the right product ideas are realized and capitalized on throughout their lifecycles.*

## ► Internal innovation capabilities are not sufficient to drive profitable growth

The business pressures facing consumer products companies are many and complex. In aggregate, industry experts point to an unprecedented need to increase innovation. Unfortunately, those experts also say most companies do not have the capability to do so.

### **Declining brand loyalty**

Consumer loyalty is becoming less stable for most branded consumer products companies across almost every product category. According to the American Consumer Satisfaction Index, published quarterly by the University of Michigan, customer satisfaction with mass market food items has dropped 3.6 percent over the past five years. Soft drinks satisfaction has dropped 3.5 percent. Apparel has dropped 3.7 percent. The most stable on the list, satisfaction with personal care products, has dropped 1.2 percent.

Rushing into this gap – and helping to broaden it – are private label brands. Their quality has improved to the point that, in many cases, they are functionally indistinguishable from branded products. At the same time, they offer similar performance at a lower shelf cost. In the absence of compelling new value from branded products, many consumers are opting for private label products.

There is evidence that branded product manufacturers will continue to lead their markets if they build their ability to innovate in a way that serves unmet consumer needs. An annual survey from New York-based brand and customer loyalty research consultancy Brand Keys found that consumers' expectations for consumer goods is growing 2.5 times faster than brands have matched. The average increase in consumer brand expectations for the 222 brands surveyed was nearly +6 percent. The actual performance of brands in keeping up with consumers' rising expectations was negative 13 percent. [Adapt and respond: Product lifecycle management gains new momentum. Consumer goods technology, 2006]

### **Complexity compounded by globalization, outsourcing, mergers, acquisitions and alliances**

A recent report from AMR Research said consumer products companies must respond quickly to changing consumer preferences and gain the ability to design packaging specific to the promotional requirements of global retailers. "Global competition is forcing manufacturers of all sizes to recognize that they must participate in a world market to survive," the report says. "Design anywhere, build anywhere strategies require manufacturers to have innovation centers and supply chain partners located in regions throughout the globe. [Adapt and respond: Product lifecycle management gains new momentum, Consumer goods technology, 2006]

As globalization expands the business horizons of more companies, they quickly discover that managing complexity can become a major challenge. For example, the package artwork process for a single project typically requires multiple interactions among a program manager, design manager, brand manager, design firm, product engineer, packaging engineer and mold supplier. As companies do more business across global barriers and increase their SKUs, complexity can increase beyond the capabilities of the team, increasing the threat of errors and product recalls.

To retain their focus on core competencies, many companies are choosing to outsource. According to research by Accenture, 66 percent of all consumer products companies have outsourced a key element of their business for between two and six years. Nearly seven out of ten (68 percent) respondents working in consumer goods and retail agreed that outsourcing helps their companies perform better. With outsourcing, of course, comes the need to manage complexity across a longer value chain. [Adapt and respond: Product lifecycle management gains new momentum, Consumer goods technology, 2006]

### **Innovation is the lifeblood of consumer products companies**

"My vision for the consumer packaged goods industry is to become more responsive to delivering the needs of their customers, shoppers and users," says Cheryl Perkins, Chief Innovation Officer, Kimberly-Clark Inc. "It is critical that manufacturers leverage speed, scale and partnerships to deliver total solutions that are more responsive to unmet or anticipated needs of customers and consumers."

"Innovation is our lifeblood – new ideas and new products that make consumers' lives better, build customers' sales and profits and build P&G's market share, sales, profits and Total Shareholder Return," said A.G. Lafley, CEO Procter & Gamble Company.

As Ms. Perkins points out, an aggressively innovative vision must be adopted. To make that vision a reality, companies need the speed, scale and partnerships made available through a Global Innovation Network.

Alliances too, are becoming more popular as companies push to grow earnings. According to the McKinsey Quarterly, global corporations routinely tie up 20 percent or more of their assets in alliances. Yet CEOs in the consumer packaged goods sector have historically preferred mergers and acquisitions to partnerships. “This predilection is changing, however, given the pressure for earnings growth and the paucity of M&A targets in most product categories, so over the next few years we expect to see more alliances in this sector.” [Adapt and respond: Product lifecycle management gains new momentum, Consumer goods technology, 2006]

As companies expand into countries like China and share data with growing lists of suppliers and partners, 24-hour access to information is required to support design teams across multiple time zones. On top of the complexity of sharing such data in various contexts, companies must appropriately address the need for knowledge and intellectual property (IP) security.

### **A compulsion to reduce costs**

The consumer products industry has made the reduction of total delivered costs a high priority for as long as anybody can remember. When commodity costs increased, including oil prices, pressure to reduce costs came into the spotlight once again. Yet investors are stingy when it comes to rewarding cost reduction if it is not accompanied by revenue growth. Thus, recent valuations have been unimpressive for most consumer products companies. Additional cost cutting will not change this situation.

To address the key industry challenges outlined so far, a growing number of consumer products companies are moving toward Global Innovation Networks, a transformative business model built on collaboration that fosters innovation and informed decision making at every stage of the product lifecycle. The Global Innovation Network model requires a digital environment that encompasses key contributions from strategic partners, suppliers and customers around the world. By creating Global Innovation Networks, manufacturers are able to effectively address the business requirements that drive top-line growth:

- **Innovate more** – increase the yield on innovation investment to accelerate top-line growth
- **Reduce time-to-market** – eliminate errors, rework and process latency
- **Leverage globalization** – leverage relationships with global suppliers and strategic partners for accelerated innovation and continued cost reduction
- **Ensure compliance** – eliminate risk of loss due to missed compliance requirements of government agencies and retail partners
- **Optimize resources** – generate greater efficiency across the entire product lifecycle

### **Alliances impossible without PLM**

“Becoming part of another company, whether your company is buying or being bought, can be a huge displacement for product planning and retrenching. Arguably, the complexities in today’s technology heavy manufacturer-retailer make any kind of alliance impossible without PLM.”

*[Adapt and respond: Product lifecycle management gains new momentum, Consumer goods technology magazine, 2006]*

According to independent industry analyst firm Forrester Research, Global Innovation Networks represent a new model for product-focused companies that recognize the paradigm shift in which manufactures focus more on core competencies (essentially the intellectual property behind their product lines) while giving outside suppliers more and more responsibility in the areas of design and manufacturing.

In the consumer products industry, the aim of business initiatives is to contain costs and increase flexibility and responsiveness to customers through better market intelligence, stronger collaboration and greater visibility across the value chain. There are no simple formulas for success. Indeed, each company must find solutions that support its unique goals within its own value chain. Manufacturers may want increased visibility into outsourced manufacturing and design. Contract manufacturers may want greater ongoing visibility into potential new revenue streams. And all players may need better ways to manage efficiency and regulatory compliance at various stages of the product lifecycle.

Most of the outsourcing going on in the consumer products industry now involves moving contact centers overseas, which necessitates access to shared product information that PLM provides. However, many functions of a consumer products company can be outsourced, including marketing, distribution, finance, human resources and customer data warehousing.

Global Innovation Networks, Forrester continues, “enable companies to match their global demand for innovation with worldwide sources of talent and capital. Savvy firms make use of Innovation Networks to bring in new ideas and fresh, outside perspectives as a replacement for stale, vertically integrated approaches to innovation. To effectively meet growing innovation demand, firms must join an emerging market model that lets players co-invent with customers, source and market innovations anywhere and anticipate as well as respond to supply and demand changes.” [Topic Overview: Innovation Networks and Fortune 500 CEOs Embrace Innovation Networks, Forrester Reports December 2005]

Once companies have identified their top business challenges, they naturally will want to undertake initiatives to ensure they reach their business improvement goals. Companies across many industries are considering initiatives such as:

- New product development
- Value chain synchronization
- Enterprise data management
- Commonization and re-use
- Knowledge and IP management
- Regulatory compliance
- Production efficiency
- Systems engineering

Many consumer products companies have found PLM solutions that focus on product and process innovation to be the ideal platform from which to launch business process improvement initiatives. A comprehensive digital product platform based on PLM offers unprecedented capabilities to global teams by bridging siloed departments and systems and providing a virtual environment for collaboration. PLM enables manufacturers to address their key business initiatives internally, then cost-effectively extend these initiatives to include strategic partners, suppliers and customers in the process of innovation.

Optimum PLM solutions are designed to be implemented in cost-effective stages, systematically enabling key business requirements and providing substantial rewards along the way. Each initiative gives manufacturers the opportunity to establish the PLM framework, best practices and product-related data that will form the core of their Global Innovation Networks and help them transform their process of innovation.

Consumer products companies should start by addressing those business areas that are most critical to their near term success. As more of these initiatives are undertaken, the PLM platform from which they are launched will grow to support a robust Global Innovation Network.

This paper discusses critical business initiatives that can help consumer products companies to address their top business requirements. These initiatives have been identified as the top three pursued by consumer products companies seeking a breakthrough in innovation performance:

- **New product development** – Integrate people and processes to rapidly bring innovative products to market that meet market requirements
- **Knowledge and IP management** – Capture, re-use and automate product and process knowledge
- **Value chain integration** – Connect all value chain members in order to effectively share information and knowledge

## ▶ New product development

Many consumer products companies have no residual visibility into how the components of a product were determined, including what tests were performed at various points in the development process. To accelerate the process of innovation and ensure it is consumer-driven, a new product development initiative automates and digitizes existing processes, then enables collaboration by providing visibility into the people and processes that rapidly bring innovative products to market. Ultimately, the initiative seeks to create a real-time, global, collaborative environment for product development that fully integrates people, processes and systems. Optimum product development management requires implementing systems and technologies that embed market and customer requirements directly into product design.

### **Strategic portfolio management**

Consumer products companies need to manage product portfolios at a strategic level. To better prioritize investments and guide research and development, they need better ways to capture and contextualize all relevant product knowledge. Strategic portfolio management aims to do this on a global level that achieves comprehensive data management across the entire product lifecycle – from concept to end of life. Process automation ensures stakeholder involvement and supports fully informed business decisions by providing the right information to the right people at the right time.

### **Program execution management**

Whether companies want to implement a stage-gate methodology to create a step change improvement across the board, take their packaging artwork process to benchmark speed performance, or convert their most time-consuming design sub-processes for greater speed to market, program execution management can help.

To accelerate time-to-market, key dependencies and leverage points must be outlined early in the design process so they can be acted upon quickly. To ensure optimum program execution management, consumer products companies must look for ways to control and manage

program development team complexities, and establish performance measurements and milestones to keep projects on track. Requirements management is optimized and precisely matched with customer demand and specifications.

### **Manufacturing planning and validation**

Synchronizing product manufacturing and sourcing processes with the rest of product development reduces errors on product launches, smoothes ramp-up to going volume and reduces the risk of compliance issues. Wherever feasible, the best ideas must be pre-tested and pre-validated against real-world market opportunities. The latest digital simulation and validation tools can reduce the need for multiple design iterations by providing sophisticated computer simulation and analysis.

## **► Knowledge and IP management**

According to Gartner's 2006 report "Knowledge Management Enables the High-Performance Workplace," effective knowledge management initiatives are critical to keeping companies on the road to global innovation. A knowledge management and IP initiative seeks to implement better ways to capture, manage and share product and process knowledge.

### **Enterprise knowledge and IP management strategy**

To truly embrace new and innovative ideas from multiple sources, consumer products companies need to capture and share available relevant product and process knowledge from key constituents across the value chain. Knowledge and IP management empowers decision makers by enabling the exchange of accurate and timely information with the right people – from ideation, engineering and design through specification and requirements, sourcing, manufacturing, production, sales and service.

The goal of a knowledge management and IP initiative is to create new value by improving the efficiency and effectiveness of individual and collaborative work while increasing innovation and sharpening decision making. Effective IP management solutions require mechanisms to document key information relative to innovations, such as the who, when and how information involved in each contribution. Once knowledge has been identified, contextualized and stored, companies must find ways to share this knowledge internally and externally across the value chain.

### **Global knowledge access**

Without a centralized home where information is managed, there is little opportunity for knowledge sharing and re-use, not to mention smart, fully informed decision making. Companies can waste enormous amounts of time either searching for the knowledge they need, or in re-inventing the wheel – performing unproductive and repetitive tasks over and over again. To effectively leverage the power of knowledge within and beyond the enterprise, consumer products companies must have a centralized knowledge base that consolidates key product information from strategic partners worldwide. This helps to open up siloed information and improve business practices.

## IP process enforcement and document control

As knowledge has exploded, many companies have lost IP process enforcement and documentation control. To get global innovation initiatives back on track, IP management must become an integral part of everyday workflow. With deep and configurable data management featuring workflow and security and records management, consumer products companies can address their most sensitive and time-consuming regulatory challenges.

The integration of the knowledge infrastructure layer in a PLM environment significantly enhances the traditional product-oriented focus by replacing it with a knowledge-and-context-oriented view that supports strategic decision making. The best PLM solutions are designed to provide collaborative environments supported by a single source of product and process information. To succeed, these systems foster a comprehensive, enterprise-level approach to knowledge and IP management.

## ▶ Value chain synchronization

Most consumer products companies know what plants are authorized to create their products, but without a PLM data model, they probably do not know why they were selected. For example, they might not recognize that a supply chain location has the right type of process equipment for a particular product, or that there are three other sites with similar equipment, allowing the company strategic flexibility that could enable it to meet market requirements more profitably.

Value chain synchronization initiatives enable consumer products companies to respond effectively to global demand by optimizing idea exchange and effectively sharing product and process information among all value chain stakeholders. These initiatives help companies gain the needed visibility to collaborate across the value chain. Engineering and procurement are integrated with suppliers.

### Supplier relationship management

Research shows that up to 80 percent of a product's direct material cost is committed early in the development process. What's more, the cost of a product change rises by a multiple of 10 with every subsequent stage of development. It is clear that there is significant opportunity for improvement when companies synchronize direct material suppliers with the new product path very early in the development cycle. Consumer products companies can involve their global network of suppliers early in sourcing discussions, assessing change implications and initiating "should cost" discussions by establishing a real-time, digital collaboration environment.

### Strategic sourcing

Two industry trends are placing significant pressure on sourcing-related processes. Increased outsourcing makes companies more dependent than ever on extended supply chains. Rapidly shifting market demands are driving increased product changes, which suppliers must quote in very short time frames. This has placed sourcing teams and suppliers on the critical path of product development and time-to-market. Additionally, extended design teams have led to complex collaborative processes that significantly hamper the ability to deliver products to market quickly while still meeting cost targets.

### ERP complements PLM

Leading industry analyst firms including AMR Research, Gartner and Forrester have identified PLM as a market category that defines the necessary requirements companies need to successfully manage products from ideation through retirement. PLM has emerged as the primary means by which to improve product development processes across the value chain to deliver effective business value. However, existing solutions should be integrated with PLM to achieve even greater returns. Aberdeen Group recommends using PLM in combination with ERP solutions to improve profitability. Working with best-of-breed providers of ERP and PLM, many consumer products companies are finding that the solutions complement one another and facilitate global innovation.

According to AT Kearney, executives want their sourcing teams to create value through their relationships with key suppliers. And yet the same study found that sourcing teams spend 70 percent of their time on tactical activities, such as processing RFQs, with little value added to those strategic relationships. [Assessment of excellence in procurement, 2004] By contrast, manufacturers that collaborate with procurement earlier in the design process and make sourcing decisions a higher priority during the early phases of the product lifecycle are realizing product cost reductions of nearly 18 percent, as well as 10 to 20 percent improvements in time-to-market cycles. [Procurement in new product development, Aberdeen Group, March 2006]

### **Information exchange and synchronization**

Through open solutions that leverage industry standards, information exchange and synchronization creates an environment that ensures that dispersed teams collaborate freely and confidently across heterogeneous systems with proper security and interoperability. In an optimized, multi-CAD environment, assemblies can be created and visualized regardless of the geometry in which the CAD system was created – and with full-functionality.

This capability eliminates error-prone CAD-to-CAD translations and enables suppliers' CAD files to integrate with top-level design. Multi-CAD capabilities allow for visualization and even digital validation of assemblies that otherwise might never come together in any "single-CAD" solution. When properly implemented, suppliers can even deliver their final design data in the neutral format, not only satisfying the manufacturer's need for accurate design data, but also protecting their intellectual property.

According to Justin Honaman, business process manager, Coca-Cola Customer Business Solutions, "Effectively partnering with our customers to meet the changing needs of consumers is critical. The end goal is to have the right information at the right place and at the right time to effectively manage our partnerships." "We must continue to make strategic investments that support product innovation, an efficient supply chain, in-depth understanding of consumers, category management and retail execution. With a laser focus on these areas, we will be our customer's best beverage selling and distribution partner."

Managing the product development process from design through manufacturing is a complex task that is further complicated by the need to incorporate sub-tier support and low-cost country operations. Consumer products companies need to ensure that their suppliers, customers and business partners keep their information synchronized throughout the process regardless of organizational or geographic boundaries.

### **Value chain integration**

Consumer products companies must establish strong links among external contributors and stakeholders and internal departments by connecting information systems and processes. They must synchronize activities across the product lifecycle – from development to manufacturing and service – through standards-based data exchange. Ideally, value chain integration should include an integrated development environment, process management, open information exchange, manufacturing integration and service integration.

While it might seem counterintuitive, the fact is PLM solutions may better support value chain synchronization than traditional Supply Chain Management (SCM) solutions. PLM solutions with Web services or Service Oriented Architectures (SOAs) focus more directly on product and process efficiency improvements. By providing a managed development environment with secure access to the latest product information, PLM makes sure that suppliers respond accurately and fully to RFQs. In addition, integrating supplier operations more closely with product development reduces the impact of changes that can quickly erode negotiated pricing and cut into the bottom line.

### **Procter and Gamble achieves global collaboration**

With nearly 300 brands marketed to approximately five billion consumers in more than 160 countries, Procter & Gamble (P&G) is one of the world's leading manufacturers of consumer packaged goods. To address the needs of its worldwide customer base, P&G employs a widely distributed product development strategy. Although it had implemented ways to facilitate data sharing among authors, P&G needed a broader solution to bring visual product data to every desktop.

P&G selected PLM for product-related team collaboration, including robust visualization capabilities for visual collaboration in a CAD-neutral format. This gave P&G a set of real-time collaboration services, including calendars, schedules, workflow, virtual meeting sites, instant messaging and virtual conferencing. Through customized views of product information, team members now see exactly the information they need in the format that is most useful to them. With global team collaboration, P&G can now allow distributed team members to evaluate different concepts by viewing digital prototypes in real time across the many firewalls, time zones and systems.

According to Michael Mastroianni, VP, North American planning and operations support at Campbell Soup Company, the consumer products industry will struggle in the future to cost effectively deal with increased service expectations, shorter product lifecycles, reduced customer inventories, rapid replenishment initiatives and seven-day shipping. “The resulting impact will challenge the industry in improving overall return on invested capital,” he says. “Winners will retrofit their supply chains, improve business processes and enhance technologies to adapt to these changes.”

Companies must find better ways to develop new products and solutions that not only satisfy current customer needs, but more importantly, can help anticipate and drive future demand. Global Innovation Networks enable consumer products companies to effectively respond to declining brand loyalty and mounting complexity by creating a sustainable competitive advantage through global innovation.

PLM-enabled Global Innovation Networks drive innovation by supporting better business decisions across the value chain. Because decision makers can always view the right information in consistent and contextualized formats, they can harness the power of corporate-wide knowledge and can innovate far more effectively than their competitors.

To continue to win in their markets, consumer products companies must:

- Accelerate new product development to satisfy customers and consumers faster and to drive brand loyalty
- Leverage knowledge and intellectual property wherever it develops to optimize resources and control costs
- Synchronize their consumer-driven value chains

According to AberdeenGroup, “Manufacturers looking to improve profitability and grow in the current, challenging innovation environment should investigate using PLM solutions in combination with ERP solutions.” AberdeenGroup research shows that companies that organize and automate product innovation, product development and engineering processes are better positioned to achieve best-in-class operational innovation performance. [Enabling product innovation, AberdeenGroup, November 2005]

Open architected PLM technologies provide an ideal framework for implementing Global Innovation Networks in cost-effective stages. By establishing an enterprise-wide digital PLM environment for dynamic collaboration, companies can manage their product-related ideas more cost-effectively across the value chain and throughout the product lifecycle. This can dramatically improve time-to-market, as companies effectively share knowledge and best practices and spend less time looking for the knowledge they need to do their jobs. Delivering the right knowledge at the right time to the right decision makers can make a huge difference in speeding innovation and increasing quality.

Those consumer products companies that adopt a solid platform for global innovation and leverage the power of their value chains through PLM technology will transform their organizations, increase the value of their products, innovate in a way that captures unmet consumer demand and accelerate top-line growth.

### **About Siemens PLM Software**

Siemens PLM Software, a division of Siemens Automation and Drives (A&D), is a leading global provider of product lifecycle management (PLM) software and services with 4.3 million licensed seats and 47,000 customers worldwide.

Headquartered in Plano, Texas, Siemens PLM Software's open enterprise solutions enable a world where organizations and their partners collaborate through Global Innovation Networks to deliver world-class products and services.

For more information on Siemens PLM Software products and services, visit [www.siemens.com/plm](http://www.siemens.com/plm).

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