

PLM Weekly Summary

Editor: CIMdata News Team

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Acquisitions

Atos acquires Google Cloud Premier Partner Maven Wave

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Atos announced an agreement to acquire Maven Wave, a U.S.-based business and technology consulting firm specialized in delivering digital transformation solutions for large enterprises. The company is a leading Google Cloud Premier Partner with eight Cloud Partner Specializations and recognized as the Google Cloud North America Services Partner of the year in both 2018 and 2019.

The purchase embeds Maven Wave's strengths in building digital solutions using cloud-based applications, data analytics and machine learning in hybrid and multi-cloud platforms with Atos' proven leadership in Hybrid Cloud, SAP HANA, Application Modernization and Transformation, Digital Workplace, IoT and Analytics.

"The acquisition of Maven Wave, coupled with the capabilities from our Syntel acquisition in 2018, strengthens our global leadership position delivering Google Cloud solutions. Further, as the company's largest region, Atos North America now has a potent combination to further accelerate the transformation of its business as we deepen the development and delivery speed of digital services for our customers. Atos will also allow Maven Wave to extend its excellence into Europe and other regions of the Group. Finally, Maven Wave perfectly represents the company's acquisition strategy, by reinforcing a key expertise of the Group to serve its organic growth acceleration," said Elie Girard, Atos CEO.

Headquartered in Chicago, Maven Wave has grown to more than 330 employees and will generate approximately \$130m revenues in 2019. The firm was recognized by Consulting Magazine as one of the fastest growing consulting firms in North America. Maven Wave was also named one of the 2019 Best Workplaces in Consulting and Professional Services by Great Place to Work and Fortune Magazine. The company holds eight Google Cloud Partner Specializations in Data Analytics, Machine Learning, Cloud

Migration, Application Development, Infrastructure, Location-based Services, Enterprise Collaboration and Marketing Analytics.

"We are excited to take Maven Wave's 11-year mission to help enterprise clients drive growth and value to new heights. Our strategic partnership with Google, the unbound imagination of our people, and our enduring ambition to build an industry- leading digital transformation firm will only be accelerated by the combination we are announcing today," commented Maven Wave Founders Brian Farrar, Jason Lee and Jeff Lee. "Atos offers an impressive global platform of technology assets and deep expertise enabling clients to drive digital capabilities at an entirely new scale and speed, while providing our people with exciting new challenges and career growth."

"Both Atos and Maven Wave have been key partners for Google Cloud and we're excited to expand our work with them as they join forces," said Robert Enslin, President, Global Customer Operations at Google Cloud. "This acquisition will bring customers even more proven expertise and knowledge in executing digital transformations in areas ranging from data analytics to enterprise collaboration to large-scale cloud migrations."

In April 2018, Atos entered into a unique global partnership with Google Cloud to accelerate the creation of secure hybrid cloud solutions, data analysis and machine learning, as well as the connected work environment. The partnership included the opening of AI laboratories around the world, including at Atos' offices in London, Dallas, Munich and the Paris region. The acquisition of Maven Wave not only strengthens Atos' Google Cloud partnership in North America, but also in more than 20 countries where the alliance is operating. More information can be found here.

The closing of the transaction will take place in Q1 2020.

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Czech Cad Studio Ltd. acquires Hungarian Autodesk Gold Partner

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CAD Studio Ltd., becomes 100% owner of "Varinex – CAD Studio Ltd", the largest Autodesk partner on the Hungarian market, and strengthens its position as Autodesk's strongest partner in the region, with a total of 120 employees, at 9 sites across Czechia, Slovakia and Hungary.

CAD Studio and VARINEX concluded an agreement on a common future and CAD Studio Ltd. becomes 100% stake owner of a new company called Varinex-CAD Studio. Varinex-CAD Studio was established by VARINEX, a Hungarian supplier of CAD, BIM and a leader in technical geospatial information (GIS) and eUtility solutions in the sectors of water utilities, district heating, local administration and telecommunication with Autodesk technology based CityScape solutions. Its major customers include e.g. MÁV Zrt. (MÁV Hungarian State Railways) and Magyar Telekom Nyrt. (Magyar Telekom Plc.).

The combined annual turnover of both companies is 18,8 million EUR (6.2 mld HUF). For VARINEX and its customers, this step brings the advantage of CAD Studio's expanded expertise in complex solutions - such as product data management - PDM/PLM, CAM solutions, BIM technologies in AEC, in the area of GIS/FM, Media and Industrial Design. They will also gain access to all technical support tools, add-on applications, and CAD Studio's software development. It presents a significant regional expansion for CAD Studio - after Slovakia. Now it operates in another country, with the backing of the experienced VARINEX team. You can find CAD Studio customers also in other countries, such as the Netherlands, the USA, China and Slovenia.

Varinex-CAD Studio Ltd. will operate in Hungary under the lead of György Voloncs, the current CEO of Varinex.

"Thanks to our own strong growth (+53% over the last 8 months of the financial year) and to our membership in a strong Aricoma Group, CAD Studio is able expand to other markets. We want to bring our PDM and BIM solutions - eg. the ERP Connector streamlining CAD/PDM/ERP links, or twiGIS for fast and affordable GIS applications - also to Hungarian customers. They will benefit from our knowhow and a wide range of technical support - right away from our Hungarian Helpdesk," says Jan Binter, CEO of CAD Studio.

"Both companies have been operating on the market since 1990. The acquisition brings us the opportunity to cover new areas of design and manufacturing, making use of customer proven add-on applications for CAD, BIM and GIS and of wider technical background, and thus better services for our customers," adds György Voloncs, CEO of the Hungarian company Varinex-CAD Studio.

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VMware Completes Acquisition of Pivotal

02 January 2020

VMware, Inc. announced it has completed the acquisition of Pivotal Software, Inc. ("Pivotal"), a leading cloud-native platform provider. As a result of the completion of the acquisition, Pivotal's Class A common stock was removed from listing on the New York Stock Exchange with trading suspended prior to the open of the market today, and Pivotal will now operate as a wholly owned subsidiary of VMware. The transaction represented an enterprise value for Pivotal of approximately \$2.7 billion.

Pivotal's offerings will be core to the VMware Tanzu portfolio of products and services designed to help customers transform the way they build, run and manage their most important applications, with Kubernetes as the common infrastructure substrate. The combination of Pivotal's developer-centric offerings with VMware's upstream Kubernetes run-time infrastructure and management tools will deliver a comprehensive enterprise solution that enables dramatic improvements in developer productivity in the creation of modern applications. VMware is able to offer product building blocks and integrated solutions that are tested and proven with technical expertise that customers need to accelerate software delivery across data center, cloud and edge environments.

"It's my pleasure to announce Ray O'Farrell as the leader of VMware's new Modern Applications Platform business unit—uniting the Pivotal and VMware Cloud Native Applications teams," said Pat Gelsinger, CEO, VMware. "And as Pivotal is now part of VMware, I want to thank the Pivotal leadership team for building a great company. Together, we're poised to be the leading enabler of Kubernetes with a deep understanding of both operators and developers."

"Digital transformation and the applications that drive it should not be restricted only to cloud and software giants," said Ray O'Farrell, executive vice president and general manager, Modern Applications Platform Business Unit, VMware. "We believe that modern application development solutions and practices need to be easily accessible to everyday enterprises across the globe. With Pivotal's developer capabilities as the foundation, we'll focus on delivering consumable, enterpriseready cloud native offerings to customers to help them achieve better business outcomes."

"Pivotal has fundamentally changed how the world's biggest brands build and manage software with a focus on developer productivity through platform abstractions and development techniques as well as connecting the business with the developer," said Edward Hieatt, senior vice president, customer success, Pivotal. "The combination of Pivotal and VMware offers the most comprehensive application

platform in the industry and is a win for our customers, a win for Pivotal, and a win for VMware. We're excited to team up with VMware to help more enterprises become like modern software companies by adopting DevOps and Lean techniques developed by internet giants and the startup community."

Numerous mutual customers including Raytheon have reacted positively to the news of the acquisition. Here is Raytheon's impression of the combination of VMware and Pivotal:

"By working with both Pivotal and VMware, we've been able to completely transform how we write software for our military and government customers," said Todd Probert, Vice President for C2, Space and Intelligence at Raytheon. "Combining these companies under a single umbrella is going to make it possible for my team to get code to our customers even faster and easier."

Under the terms of the transaction, Pivotal's Class A common stockholders are entitled to receive \$15.00 per share cash for each share held (without interest and less applicable tax withholdings), and Pivotal's Class B common stockholder, Dell Technologies, received approximately 7.2 million shares of VMware Class B common stock, at an exchange ratio of 0.0550 shares of VMware Class B common stock for each share of Pivotal Class B common stock.

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Company News

Centric Software Partners with First Customer in Russia

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LIMÉ, a leading fast fashion company in Russia, has selected Centric Software's Product Lifecycle Management (PLM) solution. Centric Software® provides the most innovative enterprise solutions to fashion, retail, footwear, outdoor, luxury, home décor and consumer goods companies to achieve strategic and operational digital transformation goals.

LIMÉ is Centric Software's first customer in Russia, marking further growth and geographic expansion for the market-leading PLM company.

Founded in 2008, LIMÉ is a fast fashion brand that gives its customers on-trend, luxury-inspired combinable garments at affordable prices. LIMÉ has 80 retail stores across Russia, with plans to expand further in the region as well as internationally. Now incorporating Centric's industry-leading best practices and innovative technologies, LIMÉ aims to become the number one fast fashion brand in Russia.

Dmitriy Khokhlov, CEO of LIMÉ, explains that the company decided to implement a PLM solution to provide a foundation for their ambitious growth strategy by streamlining information access and communication across the organization:

"We have invested in a lot of cutting-edge IT infrastructure and business intelligence tools for planning, but with all departments using different IT tools we suffered from a lack of transparency, out of date information, slow data handling and poor communication with our suppliers."

"Centric Fashion PLM will provide us with a central platform to orchestrate product-related information in order to increase the speed of product development, improve cooperative work across internal teams and enhance collaboration with suppliers. To expand in a fast and sustainable way, a modern PLM solution is crucial in order to get everyone on the same page." LIMÉ carefully considered many different PLM solutions before selecting <u>Centric Fashion PLM</u>. The platform will be used by both LIMÉ's internal teams and external suppliers.

"Centric Software is working with an impressive array of global brands. We were immediately impressed by Centric Fashion PLM's out-of-the-box functionality, capabilities for visualization and ability to handle workflows," says Dmitriy. "Using Centric Fashion PLM, we will be able to provide our customers with more trendy garments, faster and at a better price point and level of quality. By improving LIMÉ's offer to our customers and fulfilling their expectations, we will drive our growth strategy. Not only will we have happy customers, but we'll have happier employees as well, through streamlining our operations and making their lives easier!"

"We are thrilled to welcome LIMÉ as our first partner in Russia," says Chris Groves, President and CEO of Centric Software. "Russian fashion brands are seeking innovative technologies and best practices to support their growth strategies and LIMÉ is proof of how Centric Fashion PLM plays a central part in building brand presence and profitability. We look forward to growing our partnership with LIMÉ."

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Luxoft (DXC) Joins Microsoft Connected Vehicle Platform Ecosystem to Accelerate Delivery of Connected Vehicle Solutions

02 January 2020

Luxoft, a DXC Technology Company announced that it is expanding its collaboration with Microsoft to accelerate the delivery of connected vehicle solutions and mobility experiences.

By leveraging the Microsoft Connected Vehicle Platform, Luxoft will enable and accelerate the delivery of vehicle centric solutions and services that will allow automakers to deliver unique features such as advanced vehicle diagnostics, remote access and repair, and preventive maintenance. Collecting real usage data will also support vehicle engineering to improve manufacturing quality.

"With our proven solutions and services for connected vehicles, automakers and their key partners are able to get the most out of the Microsoft Connected Vehicle Platform," said Dmitry Loschinin, executive vice president, DXC Technology, and president and CEO, Luxoft. "Our collaboration with Microsoft gives automakers control and flexibility for creating highly differentiated, intelligent and beneficial connected mobility experiences for their customers."

With the advances in autonomous and shared vehicles driving the mobility revolution, automakers are looking for new ways to integrate consumers' personalized digital lifestyles into the driving experience. Connected vehicle solutions need to enable potentially millions of vehicles located throughout the world to deliver familiar and intuitive experiences including infotainment, entertainment, productivity, driver safety and driver assistance.

Luxoft is co-creating the technology platforms of tomorrow and engineering them at scale, enabling car manufacturers and their suppliers to design and develop safe and convenient customer experiences for personalized, smart and connected mobility – whether at home, in the car or on the go.

"Luxoft's unique ability to combine innovation and execution with its global delivery network will allow us to accelerate the deployment of connected vehicle centric solutions and services based on the Microsoft Connected Vehicle Platform and Azure Maps," said Tara Prakriya, general manager, Azure IoT Mobility, Connected Vehicles and Azure Maps at Microsoft.

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SAP makes 2020 Predictions for Procurement, Supply Chain, Business, and More

03 January 2020

As we turn the corner to a new decade, businesses are looking for ways to address ever-increasing customer expectations: high-quality products and services delivered on demand, without negative impact on the environment or society — and at a reasonable cost.

We asked our global leaders for their perspectives on what to watch for in 2020. Here is what they had to say:

Data Moves From an Analytical to a Decision-Making Tool

Mike Eberhard, president of SAP Intelligent Spend Group: "In 2020, the shift to leveraging data for realtime decision-making will accelerate for a growing number of business functions.

For example, through intelligent platforms and network ecosystems, companies will access more and more data sets to shed light on such things as a potential supplier's financial capability to fulfill a contract. Data can also be used to make budgetary decisions informed by the current status of each and every area of a company's spending. Organizations possess, and can access, much or all of this data today – with the right tools.

With an increasing number of data-points uncovered by Internet of Things (IoT) and machine learning, there is more information than ever before to help drive results. This allows organizations to make better sense of what's happening, what's coming, and, ultimately, make more intelligent decisions. In the coming year, many more organizations will start to realize the potential of their data to intelligently guide business decisions and leverage it to reach even greater levels of success.

Looking even further into the future, they will eventually be able to determine whether potential suppliers' policies adhere to international laws and social ethics, and be able to use data to identify, in advance, a host of potential supply chain disruptions, such as a small number of suppliers concentrated in a region vulnerable to weather or man-made disasters."

Businesses Embrace Sustainable Procurement

Pat McCarthy, senior vice president and general manager of SAP Ariba and SAP Fieldglass: "We're entering a 'greener' decade spurred by people worldwide demanding innovative solutions to a changing climate, and a year that will feature a resolution to Brexit in Europe and ongoing trade negotiations between East and West. Addressing these and other challenges, including the global movement to end forced labor in supply chains, enterprises are seeking to align their brand values with those of like-minded trading partners.

As we enter 2020, we can expect to see an uptick in adoption of intelligent spend management solutions as enterprises increasingly reap their benefits – operationally, reputationally, and sustainably. The best solutions, both for the procurement of direct and indirect goods and for external workforce management, guide users through an intuitive process, and, leveraging third-party content, prompt them about any upcoming issues or challenges so they can make better-informed decisions. Meanwhile, these insights also enable enterprises to procure with purpose.

These opportunities, made possible by cloud-based digital networks, are extending competitive advantages and fueling sustainable procurement at a scale never previously imagined – a phenomenon that is only gathering pace as we head into the new year."

Adaptability and Flexibility Key

James Lee, chief operating officer of SAP Ariba and SAP Fieldglass: "In times of economic uncertainty, it becomes even more important for businesses to focus on cost-efficiency, compliance, and working capital management.

To prepare for this uncertainty, in 2020, more organizations will think more strategically about how they spend business cash – investing in better spend management strategies that not only cut costs but also create new revenue-driving opportunities to grow and quickly scale. Adaptability and flexibility will be key to recession-proofing, so procurement leaders will need to embrace technologies that can integrate with intelligent technologies and analytics to improve decision-making, speed, and efficiency."

A New Normal for How Work Gets Done

Arun Srinivasan, general manager of SAP Fieldglass: "With digital disruption reshaping industries and unemployment at record lows, talent is, and will continue to be in the coming decade, in short supply. Many of the skills companies need to compete today aren't available in the traditional workforce market. The composition of the workforce has forever changed. There is an increased reliance on the external workforce, which comprises contingent workers – think independent contractors, freelancers, and temporary labor – and services providers such as consulting firms, IT outsourcers, and marketing agencies.

To get work done, organizations will increasingly look beyond their traditional employee populations and turn to the external workforce for the skills needed to thrive in the digital economy. Skills needed not just to keep up with the pace of change today but also to drive innovation around artificial intelligence, machine learning, data science, process automation, robotics, and more.

Looking ahead to 2020, expect to see greater engagement of the external workforce as a significant source of competitive advantage. The winners of the war for talent will be the companies paying attention to the demands and desires of all workers – internal and external."

Profound Shift for Procurement

Darren Koch, chief product officer at SAP Ariba: "As a new decade approaches, businesses large and small are seeing an increasingly clear connection between embracing intelligent spend management – an approach that brings together every source of spend and buying channels and draws upon vast reservoirs of operational data to manage risk, yield, contextual insights, and fund innovation through savings – extending competitive advantage.

Where is intelligent spend management headed in 2020 and beyond? Toward systems that can carry out end-to-end procurement processes for all types of spend within parameters strategically set and overseen by humans. In the coming years, we can expect to see intelligent technologies give rise to autonomous functionality, with cloud-based, artificial intelligence (AI)-enabled applications revealing detailed insights, providing prescriptive recommendations, and unshackling talented procurement professionals from the tedium of low-value administrivia. I believe that, in time, autonomous functionality will represent a profound shift for procurement in much the same sense that autonomous vehicles do for transportation."

Purpose in Procurement Drives Environmental, Social, Business Impacts

Padmini Ranganathan, global vice president of Risk and Sustainability at SAP Ariba: "There has been a general awareness of environmental and societal issues for decades, but now we are seeing a sense of urgency and demand for real change – propelled by easy-to-share information, compliance requirements, and a growing demand for transparency. Consumers will vote with their dollars, and because of this, companies are leveraging their impact on issues such as climate impact, forced labor, and impact on livelihood and job opportunities as a part of their brand promises.

To be credible, the smart ones will shift from focusing just on cost savings and compliance to true value creation and avoid green washing. Squeezing suppliers on cost just doesn't cut it anymore. Buyers and suppliers are coming together to create value for their mutual customer – and where else can this happen but from the beginning of the procurement process when sellers come calling with their business cards or buyers scan the globe for the best suppliers? In 2020, watch for more and more businesses to focus on developing transparent, sustainable relationships that have positive impacts on both the environment and society."

Partnerships Bring More Value in 2020

Sean Thompson, senior vice president of Business Network and Ecosystems at SAP Ariba and SAP Fieldglass: "With the rapid rate of technological change and disruption in the marketplace, 2020 will see partners moving beyond the traditional role of strategic advisor to that of business collaborator and innovator. This collaboration will increase the diversity of business networks and allow companies to take advantage of open APIs to solve critical business challenges. Ultimately, the name of the game is co-opetition, where partnerships allow for doing more for customers together than alone.

We're also going to see greater efficiency and ease across networks and network-to-network collaboration. All business is global, and companies with varied and diverse supply chains need to rely on clear and concise information to make real-time business decisions across borders and geographies. Data-driven insights will allow buyers and suppliers to think differently about how they source or sell. A continued focus on compliance and reduction in supply chain risk will demand simple, clean, and transparent procurement solutions. The impact will be significant, driving innovation as never seen before."

Artificial Intelligence Fully Integrated Into Supplier Management

Drew Hofler, vice president of Portfolio Marketing at SAP Ariba and SAP Fieldglass: "In 2020, businesses will extend and accelerate output of existing intelligent technologies, such as AI, by applying them to different business operations and integrating them with one another. The supply chain is a great example of this. For instance, AI will disrupt the manual, error-prone process of managing vendor contracts by automating the process and applying intelligent algorithms. And, AI will be integrated fully into the supplier management process, helping identify high-risk suppliers before purchases are made to ensure suppliers are financially, environmentally, and ethically sustainable."

Businesses Adopt a Value-Driven Approach to Procurement

James Marland, global vice president for the SAP Center of Excellence for Spend Management at SAP Ariba and SAP Fieldglass: "In 2020, businesses will start to seriously take account of the ethics and values of their customers to drive procurement decisions. As issues such as sustainability, diversity, and

working conditions increasingly displace price in the buying decision, businesses will need to adopt a values-driven approach to spend management to ultimately address them. It's an exciting time to be in procurement – breaking out of the back office and getting to the front lines.

One example of where businesses will look to make a tangible difference is with plastics. Redirecting even a small portion of global spend on packaging to pre-certified suppliers of recycled plastics and alternatives can have a tremendous impact. These suppliers can then grow, reaping benefits from economies of scale, and then start to lower the costs of their products. Ultimately, this practice will make sustainable materials more widely available and economical for buyers. In the next year, inspired by their customers, businesses will leverage spend management and business networks to make a dent in these intractable issues."

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Implementation Investments

HAL and Wipro 3D Sign an MOU

03 January 2020

Hindustan Aeronautics Ltd. (HAL) and Wipro 3D, the metal additive manufacturing (AM) business of Wipro Infrastructure Engineering (WIN), have signed an MOU recently to design, develop, prove out, manufacture and repair of Aerospace Components using Metal Additive Technology. This MoU also accentuates development, prove out and application of new material for use in Metal Additive Technology.

The path breaking initiative will focus on development, prove out and production of Aerospace applications including MRO, using metal Additive Manufacturing. Prove-outs and certification of components developed using Metal 3D Printing is also a key element of this co-operation.

Commenting on the collaboration, Mr. Shekhar Shrivastava, CEO, Bangalore Complex, HAL, said, "This initiative between HAL and Wipro 3D will create a unique synergy of capabilities that can accelerate the adoption of metal additive manufacturing in Aerospace in India. Qualification of parts for Aerospace is challenging as it would require prove out and extensive testing followed by certification by regulatory authorities which may also include flight testing. This cooperation would be a unique opportunity for both the parties. Metal 3D printing has the potential to play a significant role in the success of national aerospace and defense platforms including HAL's own needs."

Mr. Pratik Kumar, CEO, Wipro Infrastructure Engineering, said, "This MoU will bring Metal 3D printing into the mainstream of India's Aerospace. Wipro 3D and HAL have worked together in the past. This further strengthens our collaborative efforts to create additive technology leadership in Aerospace."

Globally, the Aerospace industry has been one of the foremost adopters of Metal 3D printing due to the benefits of faster design iterations, weight and geometry optimization, performance improvement and flexible manufacturing.

Mr. Ajay Parikh, Vice President & Business Head, Wipro 3D, said, "The MoU will provide significant manufacturing and MRO flexibility and freedom to existing, upcoming, and legacy Aerospace programmes. The Additive Technology capability Wipro3D has built over years in Aerospace and Defense verticals will help us in collaborating with HAL"

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SAXX Underwear Solidifies Expansion with Centric PLM

02 January 2020

SAXX Underwear, the men's underwear brand, has successfully implemented Centric Software's Product Lifecycle Management (PLM) solution for emerging enterprises, Centric SMB. Centric Software provides the most innovative enterprise solutions to fashion, retail, footwear, outdoor, luxury, consumer goods and home décor companies to achieve strategic and operational digital transformation goals.

SAXX Underwear was founded by Trent Kitsch in 2006, when the former baseball player invented a 'catcher's mitt' design for ultimate comfort that became SAXX's BallPark Pouch[™]. Based in Vancouver, SAXX employs around 100 people.

In order to expand into new lines of men's apparel such as swimwear and sleepwear, SAXX needed to replace their manual spreadsheet-based product development process with a robust, reliable digital foundation.

"The product design and development team spent a lot of time producing tech packs and had problems with version control," explains Albert Chow, IT Director at SAXX. "We didn't have confidence in data and developing analytics meant going through spreadsheets manually. We wanted one source of truth to create tech packs and communicate with vendors efficiently, so we began a PLM selection process."

Based on three main criteria – functionality, long-term cost and user-friendliness – SAXX selected Centric SMB, Centric Software's SaaS, cloud-based PLM solution for emerging brands. SAXX started to see ROI within three months of going live.

Chow explains, "The difference is like night and day. The process of creating a tech pack is now collaborative and faster. Long term, Centric will enable us to be more efficient, handle more product lines with the same staff levels and focus on getting work done rather than worrying about data accuracy."

SAXX plans to eventually integrate Centric SMB with their Enterprise Resource Planning (ERP) system and e-commerce platform, and the user reaction has been universally positive.

"Users couldn't wait to start using Centric, and are embracing it 100 percent," Chow continues. "The Centric team has been nothing short of marvelous in their commitment to help us succeed."

"We are delighted that SAXX is experiencing great results with Centric SMB," says Chris Groves, President and CEO of Centric Software. "Centric SMB is designed to scale with growing businesses, and we are proud to work with SAXX to drive their expansion."

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