



THE CPG CENTURY

100 Years of
Consumer
Packaged Goods

INNOVATION

With special thanks to Siemens for sponsoring the research and interviews required to present this innovation special section.

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A Survey of Astonishing Accomplishment



To some naysayers today, “CPG innovation” is an oxymoron, but in fact nothing could be further from the truth.

The breadth, depth and variety of innovation in product, formulation, packaging, manufacturing, marketing, distribution, business process, collaboration and co-invention that has characterized CPG for more than a century — and that is occurring inside hundreds of companies as you’re reading this — is nothing short of mind-boggling.

Why is it that this remarkable record — this staggering difference between our choices and those available to our grandparents or great-grandparents when they were our age — doesn’t take our breath away?

Only, perhaps, because we are, as psychologists might say, “habituated” — we have lost our sense of wonder because we live with all these options every day.

In the kitchen, flip a light switch — a new CFL, say. Open the refrigerator, the cupboard, the spice cabinet, the bread box, the storage drawers, the pantry. Look in the laundry room, the medicine cabinet, the shower stall. Peer under the kitchen and bathroom sinks. Check the desk, the toilet tank, the trash compactor. Think about the garbage bin, the broom closet, the baby’s bassinet, the bird feeder. Consider the car, the cat box, the canine cookie jar. Glance in the mirror at your smoothly shaved face, artfully enhanced eyes, youthful colored coif.

What do you see?

Everywhere you look, you — we — see CPG products that make our lives easier, cleaner, lighter, brighter, safer, better nourished, more satisfying and, in so many ways, sweeter.

What did our grandparents see? Well?

What is the difference?

The difference is a century of explosively creative response to consumer needs. In a word, innovation.

So, this year, 2008, the 100th Anniversary of the Grocery Manufacturers Association, we celebrate this astonishing CPG century with a decade-by-decade overview of a barely representative few of the thousands upon thousands of remarkable CPG accomplishments over the past 100 years — innovations that cover the CPG spectrum from products and advertising we recall from childhood to packaging and merchandising innovations remaking today’s store to business systems and processes that will serve as the springboard to CPG’s future.

As this survey shows, if CPG has a creativity challenge, it is that, over the past 100 years, it has set itself such a high standard — an uphill climb for any sector.

Indeed, after reading these pages, you, too, might well conclude that a synonym for CPG is — innovation.

In 2108, may we all look back on 100 years more.

— Carol Fensholt, Editor & Publisher



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100 Years of
Consumer
Packaged Goods

INNOVATION



"In fiscal 2007, we improved our innovation process. We have enhanced our ability to take creative concepts and turn them into successful products that capitalize on our branded portfolio and reflect the marketplace trends we have identified."

Richard G. Wolford, Chairman, President and CEO, Del Monte Foods

1910s



1909

1910

1911

1912

1913

1914



A decision in 1909 to contract with farmers for growing crops, rather than renting or leasing the land from them, assures Lakeside Foods of higher quality raw products since farmers who grow vegetables for them are now paid extra for producing higher quality, more saleable product.

Albacore tuna is discovered in seasonal abundance off the coast of Oregon in 1910, and the Bumble Bee brand is born.

In 1910, McCormick & Company becomes one of the first producers of tea in gauze pouches, introducing tea bags to the marketplace.

Crisco, the first shortening made entirely of vegetable oil, is produced by Procter & Gamble in 1911. Since it doesn't contain animal products, the shortening is suitable for vegan and kosher diets.

Del Monte replaces hand-soldered containers with "sanitary" three-piece cans in 1911, ushering in the era of modern, mechanized canning.

In 1912, the National Biscuit Company introduces the Oreo cookie. The innovative combination of two chocolate cookie disks with a crème filling goes on to become the best-selling cookie in the U.S.

Five entrepreneurs invest \$100 apiece in 1913 to set up the first commercial-scale liquid bleach company in the U.S. Four years later, they develop a less concentrated version for household use, and the Clorox brand takes off.

Morgan Foods purchases its first truck in 1913 to ship product. By the 1930s, they become the nation's largest private fleet operator with more than 200 trucks.

In 1914, the Wrigley Company introduces Doublemint in the U.S. It goes on to become one of the world's most popular chewing gums with sales in more than 150 countries.



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100 Years of
Consumer
Packaged Goods

INNOVATION

"We're taking a strategic approach to our businesses globally, with a focus on building brands, fostering innovation and partnering with customers."

Tom Falk, Chairman, President and CEO
Kimberly-Clark Corporation



"Pappas feels strongly that investment in innovation is essential. We want to pass on the business to the next generation as an innovative, efficiently-run enterprise, primed for whatever challenges the future brings."

Dean Pappas, CEO, Clement Pappas & Company

1920s



Land O'Lakes, Inc.



1921



Machine wrapping is introduced into the production process for Hershey's Kisses in 1921, with technology also employed to add the signature plume to the top of the foil to signify to consumers that it is a genuine Hershey's chocolate. This plume proves to be so popular that it is trademarked in 1924 by The Hershey Company.



Since 1921, Betty Crocker has symbolized a tradition of service to consumers. The name of this fictitious First Lady of Food has become synonymous with helpfulness, trustworthiness and quality, and a major brand asset for General Mills.

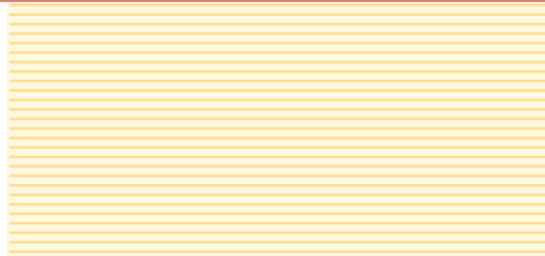


Kimberly-Clark Corporation introduces a disposable cleansing tissue called Kleenex to remove cold cream or makeup instead of using face towels. It also advertises Kotex, its disposable feminine hygiene pad, in Good Housekeeping magazine, initially offending readers.

1924



In the early 1920s, a cooperative is formed that makes butter from fresh, sweet cream instead of sour cream, and sells it in one-pound packages with individually wrapped sticks instead of in tubs. In 1924 a contest is held to name the product, and the brand Land O'Lakes – a tribute to Minnesota's sparkling lakes – debuts.



Lever Brothers launches its Clean Hands Campaign. Part of a child health policy, it educates children about dirt and germs and encourages them to wash their hands "before breakfast, before dinner and after school."

1925



In 1924, Mars introduces Milky Way, the first of three candy bars that become part of America's confectionary culture. Three Musketeers and Snickers follow in the next decade.

1926



Clement Pappas initiates cranberry processing in 1925 and pioneers the commercial production of cranberry sauce.

After studying Eskimos in the Arctic and observing that food which is rapidly frozen at extremely low temperatures retains its freshness and flavor, Clarence Birdseye forms the General Seafood Corporation (a predecessor to Birds Eye Foods) and unveils his "Quick Freeze Machine" in 1926. He then focuses on marketing, entering into a joint venture to make refrigerated grocery display cases for his products.



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100 Years of
Consumer
Packaged Goods
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“Virtually every consumer product company talks about innovation. The hard part is turning the talk into meaningful results. Our product innovation process has been completely reinvented. It results in rapid identification and development of fewer, bigger and better ideas. Our innovation parameters are quite clear: Ideas that are sticky...Ideas that expand our margins...Ideas that play our inherent strength in health and wellness...Ideas we can own, arising from unique technologies we protect.”

Gary M. Rodkin, President, CEO and Director, **ConAgra Foods**

1920s



1927



Edwin Perkins modifies a soft drink syrup called Fruit Snack in 1927 by concentrating it into a powder. He packages it in envelopes and changes the name to Kool-Aid (and then Kool-Aid), which ultimately becomes a pop-culture favorite for Kraft.

1928



At the advice of her pediatrician, Dorothy Gerber struggles to hand-strain foods for her seven-month-old daughter. Her husband, Daniel, moves the process to his Fremont Canning Company and, by late 1928, the first commercial baby foods from Gerber are ready for the national market.

1929



In 1929, Hector Boardi, an Italian immigrant and chef at a restaurant in Cleveland, obliges customers asking for jars of his tomato sauce to take home. He adds pasta and other ingredients, and Chef Boy-ar-dee products from ConAgra Foods are born.

1930s



1930

The modern system of brand management is developed by Procter & Gamble in the early 1930s and remains the standard for consumer product companies today. The system calls for one person to be in charge of a brand and head up a team to market it.



1933



In the 1930s, the Tasty Baking Company, looking to capitalize on the country's penchant for economy, launches individually-packaged, lunchbox-sized pies. At a nickel a piece, Tastykakes are immediate hits.

Three cranberry growers who want to expand the market for their crop come up with a new and innovative product made from cranberries, introducing Ocean Spray Cranberry Juice Cocktail in 1930.

1934



In 1934, Campbell Soup introduces Chicken Noodle and Cream of Mushroom soups, varieties that continue to be two of the company's three top-selling soups sold to this day. The third is Tomato soup, which debuted in 1897.



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100 Years of
Consumer
Packaged Goods
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“The twin pillars of success over the 116-year existence of Hormel Foods have been “Innovation” and “Quality.” Innovation includes the creation of flavorful and convenient products by teams of employees, and it also includes technological innovation aimed at enhancing food safety, improving work processes and streamlining customer service, among other things.”

Jeffrey M. Ettinger, Chairman, President and CEO, **Hormel Foods**

1930s



1940s



1936



In 1936, Oscar Mayer & Co. rolls out the Wienermobile, an early mobile marketing vehicle that promotes the company's hot dogs.

1937



The world's first instant coffee is developed by Nestlé in 1937 and branded Nescafé (a combination of Nestlé and café). It becomes a staple beverage of the U.S. armed forces during World War II.



McCormick & Company develops new metal containers for its spice line in 1937. The innovation wins seven national packaging awards for the company over the next two years.



Kraft Macaroni & Cheese dinners debut in the U.S. and Canada in 1937. Initial success is due to rationing of milk and dairy during World War II and consumer demand for hearty, meatless entrees.



The first can of SPAM luncheon meat is produced in 1937. With America's entry into World War II, Hormel provides 15 million cans of the product to the troops every week.

1939



The J.M. Smucker Company's apple butter jar receives The Wolf Award in 1939 at the National Packaging Show for best packaging.

E & J Gallo Winery's commitment to protecting the land and enhancing wildlife habitat through sustainable agricultural practices originates with the Winery's co-founders in the late 1930s. In 2005 the company is recognized as the first U.S. winery to receive the International Standards Organization's ISO 14001 certification, a status created to assist companies in reducing impacts on the environment.

1940

Niche marketing makes its first appearance when Pepsi-Cola Co. President Walter S. Mack makes an historic marketing decision: to hire Pepsi's first black salesmen to target black consumers. Blacks were then a consumer market totalling \$8 billion, yet most corporations never considered the demographic in their selling efforts. Mack's hiring of Herman T. Smith as its first black salesman was so unusual it was noted in the March 18, 1940 edition of The New York Times.



THE CPG CENTURY
100 Years of
Consumer
Packaged Goods
INNOVATION



"Our solid performance in the year was the result of various factors... These factors showcase the strength of our business strategy which is based on an unwavering commitment to product innovation, brand leadership and distribution strength..."

Daniel Servitje, CEO, Grupo Bimbo

1940s



1950s



1941



In 1941, Mars introduces M&M's, which become a convenient snack for the U.S. armed forces during World War II because the candy wouldn't melt in changing climates.

1945



Rich Products opens its doors in 1945 when Robert E. Rich revolutionizes food processing by discovering that the soya bean can be frozen, thawed and whipped. This leads to the introduction of the world's first non-dairy whipped topping, Rich's Whip Topping.

1946



The first heavy-duty synthetic laundry detergent quickly becomes the dominant brand in the category. Procter & Gamble introduces Tide in test markets in 1946 and begins national distribution three years later.

1948



Dial is the first deodorant soap developed in the U.S. Introduced in the Chicago market in 1948, the name Dial is chosen because the soap advertises "around the clock" protection against the odor caused by perspiration.



A St. Louis inventor develops a special aerosol valve and creates Reddi-wip real whipped cream in 1948. ConAgra Foods expands to national distribution in 1954.

1954



In 1954, C.A. Swanson & Sons develops the first TV dinner consisting turkey, corn bread dressing and gravy, buttered peas and sweet potatoes. The initial production order – considered a gamble – is for 5,000 frozen dinners that come in a box resembling a TV and retail for 98 cents. Swanson sells 10 million the first year.

1955



There were no fluoride toothpastes before Procter & Gamble introduced Crest in 1955. The American Dental Association soon recognizes Crest as effective in preventing tooth decay, and it becomes the leading brand in the category.



Bush Brothers expands beyond its core baked bean products by developing canned, southern peas in 1955.



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100 Years of
Consumer
Packaged Goods

INNOVATION

"We take a global approach to innovation, expanding and adjusting our portfolio to meet consumer needs around the world. More than 270 new products or adaptations of other successful products were introduced in 2007 alone."

David Mackay, President, CEO and Director,
Kellogg Company



"Innovation is an essential component of our long-term growth strategy. We know Sara Lee's future success will depend on our ability to keep the product innovation pipeline full of exciting new ideas that cater to real consumer needs."

Brenda C. Barnes, Chairman and CEO, Sara Lee Corporation

1950s



1960s



1959

1959

1962

1968



Orange-flavored Tang debuts in 1959 as a sugared, powdered, non-carbonated breakfast drink from General Foods Corporation. Popularity takes off when NASA uses the beverage on Gemini space flights a few years later.

Procter & Gamble develops the first disposable diaper in 1959. Pampers features a unique three-piece construction to absorb moisture, distribute it uniformly, and transmit fluid to the absorbent core without passing it back to the skin.

Throughout the decade, Kellogg Company launches several ready-to-eat breakfast cereals that become consumer favorites. They include Kellogg's Corn Pops, Frosted Flakes, Honey Smacks, Coca Krispies, and Special K, the first high-protein breakfast cereal. Tony the Tiger, a cereal icon, bursts on the scene as a spokescharacter for Frosted Flakes.

In the 1950s and 60s, Canada Dry (part of Cadbury Schweppes) becomes the first major soft drink company to introduce sugar-free drinks and to package soft drinks in cans.

A handful of orchardists purchase Tree Top in 1962 and form a grower-owned cooperative. Since its inception, that handful of orchardists grew, at one time, to be 2,500 grower-owners in the states of Washington, Oregon, and Idaho.

The slogan, "With a name like Smucker's, it has to be good" is coined in 1962.

Becel, the pioneering "health" margarine, is launched after the medical community asks Unilever to develop a cholesterol-lowering food product. At first, it's only available from pharmacies.

Playtex introduces the first plastic applicator tampon in 1968.

Following the death of its founder in 1968, Juanita's Foods decides to exit the fish canning business and begin producing canned Mexican foods. Although canning traditional Mexican foods is initially viewed as heresy by many Hispanics, Juanita's grows to become the world's largest manufacturer of menudo, a popular Mexican stew.



THE CPG CENTURY
100 Years of
Consumer
Packaged Goods

INNOVATION



"The greatest challenge for any business leader is we cannot see the future. Our greatest responsibility is that, nevertheless, we must make wise decisions not just for our companies, but for future generations."

H. Fisk Johnson, Chairman and CEO
SC Johnson



"Heinz is well-positioned for consistent growth in sales and profits as we continue to develop innovative healthy, great tasting and convenient foods across our core categories and geographies where we have leading brands and strong infrastructure."

William R. Johnson, Chairman, President
and CEO, H. J. Heinz Company

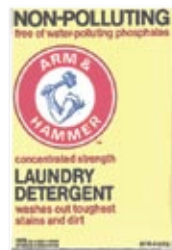
1970s



1980s



1970



Church & Dwight is the sole corporate sponsor of the first Earth Day in April 1970, and later that year introduces Arm & Hammer Powder Laundry Detergent, the first non-phosphate detergent.

1972

Rich Products signs a 25-year deal in 1972 which gives it naming rights to the Buffalo Bills brand new football stadium. It is one of the earliest examples of the sale of naming rights in North American sports.

1975



S.C. Johnson makes the bold move in 1975 to voluntarily and unilaterally eliminate chlorofluorocarbons (CFCs) from its aerosol products, such as Raid insect spray, three years before the U.S. mandate.

1976

In 1976, Red Gold revolutionizes the tomato industry by adopting the use of coreless tomatoes, which were first developed four years earlier.

1979

Dr. Anthony J.F. O'Reilly becomes President and CEO of Heinz in 1979, launching an era in which the company becomes a leader in the nutrition and wellness revolution, and penetrates such challenging markets as South Africa, Russia, the Czech Republic, Hungary, South Korea, China, India, Egypt, Botswana and Zimbabwe.

1981



Kimberly-Clark Corporation introduces Depend incontinence products. The first television ads air in 1981 with actress June Allyson encouraging people to "get back into life."

1982



Backed by a \$100 million advertising campaign, the Coca-Cola Company in 1982 introduces Diet Coke which eventually becomes the top-selling soft drink in the U.S.

1985

Consolidated Foods Corporation changes its name to Sara Lee Corporation in 1985 to reflect its consumer marketing orientation. In 1988, the corporation reaches the \$10 billion sales mark.

1988



Oscar Mayer Lunchables debuts in 1988 and kicks off the lunch combinations category in the U.S. Kraft goes on to develop innovative varieties of these convenient meals, including pizza, taco, breakfast selections and better-for-you chicken dunks.

Red Gold installs the first state-of-the-art evaporator in its plant in 1988, allowing it to concentrate tomato puree at a lower temperature than traditional atmospheric cooking, resulting in tomato products with consistent color, texture and flavor.



THE CPG CENTURY
100 Years of
Consumer
Packaged Goods
INNOVATION



"We will place an increased emphasis on brand-building and innovation, as we continue on the path toward becoming a top-tier consumer packaged goods company."

Gregg L. Engles, Chairman, CEO and President, Dairy Group
Dean Foods



"Every business has some central organizing principle that people use as the basis for making decisions, meeting challenges, and creating opportunities. For P&G, it is innovation. Innovation must be the central driving force ... at the center of the business in order to choose the right goals and business strategy and make how-to-win choices. It is central to the job of every leader — business unit managers, functional leaders and the CEO."

A.G. Lafley, Chairman & CEO, **The Procter & Gamble Company**

1990s



1995

1996

1998

1999



Fairbault Foods celebrates its 100th anniversary with the construction of a new warehouse at Fairbault Industrial Park in 1995.

In 1996, Dean Foods pioneers the refrigerated soymilk category with the introduction of Silk.

Knouse Foods receives the DuPont Award for "Excellence in Packaging" as well as DuPont's top Diamond Award in 1998 in recognition of its 46-48-ounce, plastic easy-grip apple sauce container.

In 1999, Flowers Foods becomes the first commercial wholesale baker to introduce a sugar-free bread called Nature's Own Sugar Free.

2000s



2002



Unilever starts the 21st century by launching two initiatives: Path to Growth, a concentration on innovation and brand development on a focused portfolio of 400 brands (down from 1,600), and followed in 2004 by Vitality, a mission "to meet everyday needs for nutrition, hygiene, and personal care with brands that help people feel good, look good, and get more out of life."

Procter & Gamble launches a "connect and develop" model for new products as an alternative to innovation from within. The company collaborates with suppliers, entrepreneurs and others, looks throughout the world for technologies, ideas and products with potential, then develops, improves and markets them.

Kimberly-Clark Corporation opens an Innovation Design Studio equipped with advanced virtual reality technology that enables the company to test merchandising layouts and chart a shopper's product choices without building physical mockups or conducting in-store surveys.

Ralston Foods is the industry leader in private label ready-to-eat and hot cereals, supplying over 50 varieties that compete with national brands in terms of taste, appearance and nutrition.

In 2002, Campbell Soup introduces Soup at Hand, the first line of sippable soups designed to fit the lifestyle of America's increasingly on-the-go consumer.

Georgia Pacific begins using its Packaging Systems Optimization (PSO) calculator in 2002 to help its customers reduce total packaging costs while achieving greater sustainability with a short lead time. Over \$180 million in annual savings are identified by computing potential savings in terms of raw material cost, energy consumption and greenhouse gas emissions (GHG).



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100 Years of
Consumer
Packaged Goods
INNOVATION

"Across the entire spectrum of categories, our continued focus on R&D and innovation as well as consumer insights enables us to adapt and continually meet consumer needs, while still leveraging the global strengths our flagship Carbonated Soft Drinks beverage portfolio."

Indra K. Nooyi, Chairman and CEO, **Pepsico**



"At Campbell Soup Company, innovation continues to be critical to our success. The progress we have made as a company, particularly throughout the last six years of our company's transformation, is based on the innovative mindset we apply to our work."

Doug Conant, CEO, **Campbell Soup Company**

2000s



2003



2004



2005

2006

In 2003, Kraft works with Safeway Stores using a new collaboration process developed by IDEO, a global design and innovation firm. They create a cross-functional team that improves Safeway's stock position through a redesigned supply chain and alignment between the trading partners. In one category, Kraft experienced a 162% sales increase.

Campbell Soup deploys breakthrough gravity-feed shelving in supermarkets in 2003. The unique system groups soups in a highly-visible and efficient way and makes it easier for shoppers to find and select their favorite varieties.

Frito-Lay removes trans fats from Doritos, Tostitos and Cheetos snacks in 2003.

In 2004, Kraft introduces a line of South Beach Diet (now called South Beach Living) products developed by Arthur Agatston, author of the best-selling book, "The South Beach Diet." The products meet consumer interest in eating the right combination of carbs and fats from a variety of foods.

PepsiCo introduces the Smart Spot on packaging in 2004 to help consumers identify food and beverage choices that contribute to a healthier lifestyle. The spot is placed on some 250 products, including Tropicana Pure Premium, Gatorade Thirst Quencher, Baked! Lays, Potato Crisps, Quaker Oatmeal, Diet Pepsi, and Life Cereal.

Kraft wins the first GMA CPG Award for collaborative supply chain redesign with Safeway, then the nation's fifth-largest retailer and recipient of some 300 million pounds of Kraft product annually. Facilitated by Palo Alto, CA-based design firm Ideo, the effort sought to improve customer collaboration and alignment. Results: a 162-percent year-to-year increase in total sales of one featured category, a seven-percent improvement in full pallet shipments, new-product speed to retail cut 50 percent, new innovation tools and a "true partnership."

Campbell Soup Co. wins the GMA CPG Award for its center-store category turnaround of soup, a multipart effort to redefine soup as a much-larger "simple meals" category starting in 2002. The new approach, "Integrated Category Planning," shifted the entire company's thinking from a brand focus to a mega-category focus, reversing a 30-year decline in condensed soups and incremental sales from new convenience- and health-oriented packaging, products and merchandising.

Sara Lee Foods establishes an ongoing R&D relationship with Purdue University in 2006 by launching the Sara Lee Innovation Award, an opportunity for college students to win \$10,000 by providing the company with an innovative idea or product with the potential to enter the marketplace.



THE CPG CENTURY
100 Years of
Consumer
Packaged Goods

INNOVATION



"We use high levels of brand investment and innovation to nurture our Power Brands to above industry and company average growth rates. Our innovation rate at almost 40% of net revenue from products that launched in the prior three years strengthens the positions of our Power Brands within their categories, continually enhancing their consumer appeal. These innovations are then supported with a marketing investment that is amongst the highest in our industry – with our media investment alone running at 12.4% of net revenues."

Bart Becht, CEO and Director, Reckitt Benckiser



2000s



2007



Masterfoods USA, Wm. Wrigley Company and Time/Warner Retail win the 2006 GMA CPG's Award for collaboration on research identifying a \$2 billion industry opportunity from better checkstand merchandising; and that failure to adequately merchandise front end results in losses averaging \$100,000 per store per year.

In 2007, Furmano Foods bases its product and packaging innovations on collaboration and sees a sales lift of its tomato sauce when it moves from a red to a yellow label. How? By placing prototypes in the retail aisle to determine which label stands out on the shelf.

Unilever wins GMA's 2007 CPG Award for its groundbreaking collaboration with Ahold. Unilever and Ahold worked together to unite multiple marketing and merchandising personnel inside Ahold, spanning over 20 categories. This broad team ensured that out-of-store and in-store programming met shopper needs — and were well-executed across more than 1,000 stores. Result: Shopper trips to the store rose 90 percent, multiple category buying rose 80 percent, sales per trip rose 25 percent, and total store sales rose by 138 percent.

Reckitt Benckiser becomes the first major fast-moving consumer products company to target a new standard in carbon reduction by launching Carbon 20 in 2007, a revolutionary program aimed at reducing its total carbon footprint by 20% per unit by the year 2020. This "cradle to grave" approach across the entire product life cycle measures not only the carbon impact of raw and packaging materials, manufacturing, logistics and distribution, but also consumer use of products, where the greatest carbon impact can occur.

2008



Sunny Delight Beverages responds to consumer expectations for fresher tasting, more wholesome products in 2007 by launching Fruit Simple, a 100% juice smoothie designed to provide two full servings of fruit in every 8-ounce glass, and Sunny D 100% Juices — an all-natural, no-sugar-added line of chilled juices with no added preservatives.



Clorox wins a 2008 GMA CPG Award for Green Works, the first line of natural cleansers developed by a major CPG company. Products in the line, made from plant-based ingredients, are as effective as conventional cleaners. Clorox also announces another first — an alliance with the Sierra Club. The oldest, largest and most influential grassroots environmental group in the US will counsel and guide Clorox on its journey to becoming a more sustainable company.



Kettle Foods wins a 2008 GMA CPG Award for the marketing creativity of its "People's Choice" campaign consumer Internet voting for their favorite Kettle Foods chip, which gets fans to connect with the brand in a new way.



Congratulations to members of the Consumer Packaged Goods industry on 100 years of innovation. Siemens PLM Software is proud to be a part of this milestone and we look forward to being a part of this industry's successful innovation for the next 100 years.

About Siemens PLM Software

Siemens PLM Software, a business unit of the Siemens Industry Automation Division, is a leading global provider of product lifecycle management (PLM) software and services with 5.5 million licensed seats and 51,000 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/consumerproducts

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