

Infor PLM 8[®]

Statement of direction



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Introduction

Infor™ is changing what businesses expect from an enterprise software provider by delivering, through acquisition and innovation, proven business-specific solutions with industry experience built in. For our customers, this means:

- Lower total cost of ownership
- ROI now, not later
- A wide choice of solutions to support your business challenges, from a provider with global scale
- A product strategy to enrich, extend, and evolve our solutions to meet your needs, at your own pace

With the acquisition of SSA Global in August 2006, Infor established a roadmap for long-term development of Infor PLM 8® through Feature Pack-based enhancements, embedding the Infor Open SOA (service-oriented architecture) to increase interoperability, and introducing a program of lower cost of ownership and usability improvements including a new reporting solution.

This Statement of Direction for Infor PLM 8 is an overview of the major enhancements planned for future releases. The information provided is at a high level and is intended to assist customers in their selection of Infor products, as well as in strategic planning for their internal system development. The content does not include a complete listing of all new capabilities. Rather, it describes current plans, which are subject to revision or change without prior notice. More information regarding each enhancement and the underlying features and functions can be obtained through Infor Global Support.

This information is provided at a strategic level and is intended to assist customers in their selection of Infor products, as well as in strategic planning for their internal system development. This document is not intended to serve as a complete listing of all the new capabilities, nor does it reflect the extent to which we may enhance the products. Rather, it represents an overview of our intent as of the date of publication and is subject to revision or change without prior notice.

More information regarding each enhancement and the underlying features and functions can be obtained through the Infor PLM 8 Product Management team. Please contact your designated customer service representative if you have questions or if more detailed information is required.

Infor product strategy

Infor is passionate about enterprise software and we are committed to delivering, through innovation, the best business-specific solutions to meet our customers' diverse business challenges and ever-changing needs. This commitment is at the core of our product strategy. Our comprehensive approach to delivering business value to our customers is based on three key objectives:

- **Enrich**—We will enrich our customers' existing solutions and clearly communicate the enhancements they can expect for their specific products. Enhancements, which are both functional and technical in nature, are based on our understanding of the requirements that are specific to a given industry or business area, our ability to increase solution interoperability through Infor Open SOA, and—most importantly—customer feedback on enhancement priorities.
- **Extend**—We will extend our existing portfolio of solutions in response to customer demand by acquiring or building best-in-class complementary solutions that deliver extended business value to our customers. As with enhancements, we give careful consideration to customer feedback when deciding how best to extend our portfolio.
- **Evolve**—We will evolve our solutions by building next-generation components to deliver the breakthrough capabilities that will help our customers keep pace with business change. Our focus will be on long-term business and technology innovation that allows customers to leverage their investment without disrupting or abandoning the solutions they already have in place.

The bottom line: Infor is committed to an ongoing investment in the products you already own, complementary solutions that provide you with new business value, and a commitment to your future success as an enterprising company.

A more detailed explanation of our commitment to enrich, extend, and evolve Infor PLM 8 is presented in the appropriate sections of this statement of direction.

Market landscape

In the competitive global marketplace, the face of high-tech and electronics, industrial equipment and machinery, and other types of complex manufacturing is changing as companies must now fight more aggressively to win new customers and keep existing customers.

For project and engineer-to-order companies, responsiveness to unique customer demands is critical. As companies look to capture new business, bids are often just “guesses.” This increases the risk of cost overages or quality issues. To effectively and profitably convert more bids, bids must have reliable designs and accurate costs and time frames. Without the ability to measure, manage, and improve the effectiveness of bid processes, many companies will continue to just “guess” and increase their financial compliance risks. The ability to create and cost these structures in a time sensitive manner becomes a competitive advantage.

Standard products and component manufacturers are under constant pressures, including, cost, time, quality, and innovation, as well as the mandate to improve transparency to critical product information. Timely access to accurate information helps sharpen your decision-making ability, shorten cycle times, and minimize scrap and rework. Increased use of outsourcing and low cost sourcing strategies further increases the need for effective collaboration with all departments, customers, and suppliers.

To meet compliance and quality mandates and reduce risks, manufacturers need one single source of the truth. Staying several steps ahead of the competition—and customer expectations—requires tracking, managing, monitoring, and analyzing products throughout the entire lifecycle. This critical process enables both engineers and non-engineers across all levels of a company's value chain to manage product information at all stages in the product lifecycle. By executing these processes successfully, manufacturers can:

- Reduce costs.
- Improve product innovation and quality.
- Bring products to market more quickly.
- Respond with speed and flexibility to change.
- Increase sales.

Increasing margin pressures.

The emerging global market and access to materials from low cost countries has resulted in lower price expectations from customers. Many companies are sourcing parts, while some are moving manufacturing to lower cost countries. To realize expected savings, manufacturers need to implement business processes and effective collaboration to ensure that they meet quality standards and on time availability targets. Integration of sourcing has allowed companies to realize and sustain material and vendor rationalization cost savings. Many companies have experienced

one-time savings of a standalone sourcing project that are lost with the next product release. Best in class companies are integrating sourcing into the product development process to reduce the time to value, sustain cost savings, and ensure the ongoing quality and availability of materials and products.

Increasing compliance complexity.

With the increasing pace of regulatory and product compliance complexity, companies must ensure that they design compliance into products and processes. Whether its Restriction of Hazardous Substances (ROHS), Waste Electrical and Electronics Equipment (WEEE), Registration, Evaluation and Authorization of Chemicals (REACH) or other emerging legislation, extended supply chains must meet the local compliance requirements for each of their plants, warehouses, and customers. Without these capabilities, companies open themselves up to fines, withdrawals, tarnished company image, and top and bottom impact.

Increasing collaboration.

With extended supply chains, increasing lead time pressures, and companies partnering to increase innovation capabilities without adding significant head count, collaboration between customers, vendors, and all participants in the value chain is critical. Working off one single version of the truth improves accuracy, reduces non value added iterations, and minimizes time and costs. Since each participant may create data in different tools, such as 2D or 3D CAD systems and analysis tools, users must collaborate without forcing all participants to use the same authoring tools. In the review and approval process, users need to be able to access, mark up, and approve data in a user-friendly interface. This allows companies to collaborate across regions and time zones, and more effectively compete.

Additional challenges.

Manufacturers must also deal with shorter lifecycles, mass customization and configurations, mergers and acquisitions, developing markets for developing markets, and aging engineering workforces. In the face of this reality, manufacturers must move from a departmental focus to extended enterprise processes that will lead to unparalleled levels of innovation, growth, scale, and profit opportunities.

To help manufacturers respond effectively to changing business requirements, Infor provides an unmatched set of supply chain management (SCM), performance management (PM), and enterprise resource management (ERP) capabilities that can optimize revenue, improve inventory turns, increase cash flow, ensure compliance, improve product success rates, and optimize profitability across the extended enterprise. In addition, Infor's SOA strategy can improve your ability to turn these changes into real opportunities, while enjoying lower total cost of ownership.

Solution overview

Infor PLM 8 is a comprehensive global product lifecycle management (PLM) solution for high-tech and electronics (HTE), automotive component manufacturers, industrial machinery and equipment (IME), aerospace and defense (A&D), and other types of complex engineering and manufacturing. For companies in Make to Order (MTO), Configure to Order (CTO), Assemble to Order (ATO) and project-based businesses, PLM 8 provides a set of configurable, business specific applications that can be configured and integrated with Infor ERP solutions, as well as those from other vendors, to minimize the time to value and cost of ownership.

Infor PLM 8 provides one single source of the truth, which gives manufacturers timely and transparent access to critical product information—information that helps sharpen your decision-making ability, shorten cycle times for changes and approvals, minimize scrap and rework, and boost productivity. In companies with a successful PLM strategy, employees across all levels of the value chain produce information at all stages in the product lifecycle—from determining requirements, developing a concept, building a prototype, creating a design, and engineering to procurement, manufacturing, assembling, distribution, maintenance, and obsolescence. PLM 8 helps manage product information and maximize existing investments in assets, resources, and knowledge across that continuum.

Infor PLM 8 enables companies to enhance product information management internally and externally. Internally, it reduces execution problems for line staff, such as managing change and revisions. It helps managers deal with operational issues such as high costs, delays, and obsolete and excess inventory. It also provides value to executives who worry about the big picture, including low product success rates and margins and the constant need to introduce new products. Externally, Infor PLM 8 removes bottlenecks between internal stakeholders and outside partners. Instead of islands of information, Infor PLM 8 supplies a unified, full lifecycle view of product design data and definitions. This flexible solution also gives you better control over the execution of product-related tasks, overseeing review and approval across the internal and external supply chain. Add to that its out-of-the-box interoperability with your manufacturing systems and robust, real-time reporting and analysis capabilities, and you have a solution that delivers significant ROI within months of implementation. To better manage product information, you can choose the Infor PLM 8 components that are right for you.

Product data management—a single source of the truth.

Streamline engineering-to-production processes, including standard products, as well as engineer-and assemble-to-order manufacturing. Organize, control, and distribute product-related data and process data definitions. Leverage simultaneous, up-to-date sharing of identical product information so that concurrent engineering work teams throughout your enterprise can take control of the complex interrelationships that exist among all types of product design data.

By supporting product structure definitions in different product lifecycle phases, Infor PLM 8 helps you manage product structures and relationships between products and their changed documents to product definitions for the highest integrity. Manage all documents in a secure “vault”

environment, with security based on a combination of project, user profiles and roles, and lifecycle status of product data entities. Easily create and manage complex relationships between documents, items, and changes. Access files automatically throughout your enterprise. All file-related desktop applications are launched automatically in a variety of display formats. Drawings can be accessed on the plant floor.

Ensure that all documents, product structures, and folders are version-controlled so users only have access to correct product information. Previous versions are also accessible, making it easy to track product change histories—a critical capability for compliance with ISO and MIL standards.

Leverage collaborative change management, which uses workflow to distribute design changes to the engineering supply chain, for co-design and evaluation. Changes are subject to an approval process before being released and published, and change process templates can be defined to ensure all changes are made according to your requirements. This speeds the proposal evaluation process so that product versions go to production faster and more accurately, obsolete inventory is reduced, and costs are lowered.

Enterprise content management—transparency.

Work faster and increase operational efficiency by capturing, sharing, managing tracking, and storing documents, tasks, and product information in a central data repository. With role-driven retrieval and reuse of information that leverages standardization, enabling different teams working on a project to capture decisions for future reference, while adhering to regulatory and compliance requirements. Rather than requiring users to log in and out of multiple enterprise solutions, users in supported ERP and CAD applications or PLM 8 can access relevant and secure data from ERP and PLM 8.

Keep track of documents and versions for any purpose. Navigate through relevant data, capture documents from various applications, and attach them to ERP objects, such as production and service orders or financial and project information. Leverage search capabilities across various applications and sources by converging and managing all forms of your information over the intranet. Close the information gap between engineering and other departments by giving your enterprise users controlled access to engineering data like product structure, drawings, and design files.

Significantly improve quality and speed by using workflow tools to route your business documents, tasks, and ERP data, such as purchase and sales quotations, through the appropriate review and approval process. Enable real-time access to documents and item data to boost product quality and shorten review and approval processes. Ensure that new revisions are properly documented and controlled by instituting robust change management processes.

Increase product accuracy and effective planning, strategizing, and decision-making by capturing, managing, and controlling complete product lifecycle information across departments and different locations.

Lifecycle analyzer—change management.

Support product lifecycle decisions by studying in real time product design data stored in a product data management database and manufacturing data stored in your ERP system. Proactively perform impact analysis to better understand the effect possible change may have on cost,

inventory, production schedules, cycle time, and quality before approving the change, then store the analysis with the change as back-up. You can make a variety of comparisons including product structures and design quotations with final approved designs as well as designs with the built product or previous revisions. You'll also track changes between bills of materials, highlighting which items were added, deleted, or modified.

Integrations— information interchanges.

PLM 8 provides standard integration for external systems in order to ensure the timely and effective interchange of information required from upstream (CAD) and downstream (ERP) systems.

Standard ERP Integration.

Infor offers ERP Baan, ERP LN and ERP SyteLine integrations to PLM 8. A standard integration is the traditional point-to-point integration that is specific to the integrated products. As part of ERP integration and our manufacturing heritage, PLM 8 supports maintenance of non-CAD parts in BOMs. Parts like screws, nuts, or other fasteners can be maintained in a BOM. This provides a more accurate representative of cost and minimizes post-release maintenance. This differs from many systems, which maintain non-CAD items in ERP and not PLM.

Infor is investing heavily in a Service-Oriented Architecture (SOA) approach that all future integrations will utilize. We are utilizing standards for the integration, and only need to write connectors once; those connectors can then be used with multiple applications using the same standard. This will increase our connection points between the applications, while reducing costs. .

Interoperability through SOA.

As part of Infor's Enrich initiatives,, Infor Open SOA will be added to PLM 8. This will allow PLM 8 to interoperate seamlessly with products that currently do not have integrations to PLM 8, and will enhance the amount of data that is synchronized with the applications that currently have standard integrations.

Other integration capabilities.

For other ERP solutions that are not adopting a SOA strategy, PLM 8 provides a configurable, XML-based integration capability as part of its PDM server. The toolset allows the Infor Professional Services Organization to quickly build and configure an integration to any ERP application. Standard CAD integration with robust validation.

Infor PLM 8 integrations for CAD applications allow leading CAD tools to exchange your product information with this solution.

Unlike most CAD integrations that are more or less a data dump into PLM, PLM 8 provides the ability to validate data throughout the product structure. Version mismatches, obsolete parts or BOMs, and other common issues are identified, which allows timely mitigation and fewer delayed releases.

Currently available integrations include:

- SolidWorks® 2006 & 2007

- AutoDesk: AutoCAD® 2006 & 2007 and Mechanical Desktop® 2006 & 2007
- Pro/Engineer Wildfire® 2.0
- Unigraphics: NX® Series
- Dassault Systems CATIA®

Other integrations are being added. Contact your product representative for the latest additions.

Extended solutions.

Infor is committed to serving our customers with a full portfolio of solutions to meet their most challenging business requirements. To honor this commitment, we are continuously looking at ways we can extend our portfolio with new, innovative, and complementary solutions. Since 2002, when Infor was founded, we have acquired and built a strong portfolio of business-specific solutions with industry experience built in. These solutions are grouped in the following solution categories:

- **Infor CRM (Customer Relationship Management)** enables you to make the most of every customer interaction by integrating marketing, sales, and service, and creating a multi-channel, closed-loop dialogue with your customers that nurtures the customer experience.
- **Infor EAM (Enterprise Asset Management)** helps organizations better manage, maintain, and track their assets, as well as drive better decision-making in maintenance, inventory/warranty, uptime, risk management, and strategic planning.
- **Infor ERP (Enterprise Resource Planning)** gives you the flexibility and control necessary to automate, plan, collaborate, and execute according to your unique business requirements, with a breadth of functionality that never locks you in to one mode of operating.
- **Infor FMS (Financial Management System)** takes today's CFO beyond the procedures, controls, and data necessary to carry out core financial management functions and extends financial systems into new areas—automating more processes, boosting productivity, and providing opportunities for greater strategic leadership.
- **Infor HCM (Human Capital Management)** helps you automate and optimize the entire “recruit-to-retire” process, as well as improve competitiveness by ensuring that your staff is always aligned with demand.
- **Infor PLM (Product Lifecycle Management)** helps you maximize profit, ensure product compliance, improve quality, and reduce time to market by optimizing every stage of the product lifecycle from portfolio management to product development to obsolescence, so you can innovate faster.
- **Infor PM (Performance Management)** enables you to improve overall business performance by developing effective strategies, aligning resources and actions to plans and strategies, and proactively monitoring business processes and results.
- **Infor SCM (Supply Chain Management)** helps you manage the most complex supply chains with a full suite of planning, warehouse management, and transportation and logistics solutions that deliver the visibility and event management you need to operate a chaos-tolerant supply chain and support profitability, competitiveness, and growth from concept to customer.

For more information about the above solutions, please visit www.infor.com.

We are continuing to extend our portfolio based on the domain expertise of our product specialists, market conditions, and most importantly, customer input. This ongoing effort means our customers can continue to rely on Infor to supply them with extended business value regardless of industry or geography.

Infor is delivering a unique solution that brings all of these solutions together through Infor MyDay. Infor MyDay pages provide individuals with a consolidated view of their daily activities relative to their specific role in the business, with the personalization, consolidated reporting, and analytics they need to excel in their jobs.

In the future, the role of production engineer would have metrics for the number of change orders, quality test results, and tasks to approve change orders. From one window the user could view these metrics and drill down on them. They also could drill back to the source system, so if they need to approve a change order from PLM 8 they could access it through Infor MyDay. Likewise, to approve additional processing on a defect, they could drill back to the ERP or Quality Management System. This is all through a single sign on, so although the data comes from many places, it becomes seamless to the end user.

This extended business value is being delivered through interoperable solutions created by leveraging our Infor Open SOA. This allows customers to augment what they have today with minimal disruption to their business, and provides them with extended capabilities through seamless business process execution regardless of technology platform. Of course, the end user won't care or know that he/she is accessing multiple solutions.

Strategic direction

In every industry and in every geography, there are multiple forces driving companies to reduce costs, increase business velocity, and better respond to customer demand. Infor experts leverage product and industry knowledge gained from years of on-the-job experience and collaborate with customers to understand how their business is changing and find new ways we can help them achieve improved business results. These requirements are what drive our customer-first product strategy and help us determine how we enrich, extend, and evolve our solution portfolio.

Core to our strategic direction is the addition of the Infor Open SOA to PLM 8. Adding the SOA capabilities allows us to connect to additional Infor ERP systems, as well as the extended solutions when appropriate. Infor Open SOA includes the ability to manage and control multiple representations of the same part in multiple systems through Master Data Management. This key component allows disparate systems to work as one. As companies grow and expand through acquisition, various systems may be acquired. Infor Open SOA, brings together these disparate systems, even if they don't both call an apple an apple. Master Data Management allows you to map the various representations of the part to each other and delivers the proper information to each system with important updates as needed.

Infor Open SOA also includes an Event Manager that allows you to identify events that may occur in the database that you want to be alerted to, such as stock outs of a critical manufacturing component.

All of this information feeds into Infor MyDay, which gives the user a clean centralized view of data from multiple systems. Infor MyDay provides metrics that give a user an overview of what is going on in their area of the business. It provides drill-back capabilities into the source of the data that they need more information on or need to take action on. It reduces the number of systems that users need to understand how to navigate, since the Infor MyDay drill-back function takes them directly to where they need to be to take action.

Infor Open SOA will be incorporated into the Infor PLM 8 offering in the second half of 2009. It opens the world up to many opportunities to better manage data and collaborate utilizing multiple disparate systems.

Product roadmap

Infor is committed to increasing the value of the investment our customers have made in our solutions. As part of our pledge to protect and advance your interests, we will maintain, support, and advance all product lines by aligning our resources to demand.

Infor will do the following to “enrich” our Infor PLM 8 offering:

- Maintain a consistent tempo of new releases for Infor PLM 8 to provide usability improvements and keep your solutions current with regulatory requirements and changing business conditions—without the need to re-implement software or disrupt your business. Enhancements will aim at three clear goals: simplifying implementation, improving functionality and simplifying maintenance. Existing Infor PLM 8 customers will experience little to no disruption of business because the planned tempo of Feature Pack releases will be adhered to, providing increased functionality and user productivity features in a consistent, easy-to-implement manner.
- Enable PLM 8 for Infor Open SOA to improve interoperability and enhance usability of our solutions. By using standards for the connections to other systems, we will be able reduce the efforts required to connect to multiple system while expanding to the number of ERP applications that can be used with PLM 8.
- Broaden the integrations between Infor PLM 8. and CAD applications, including both popular mechanical CAD and electronic CAD projects.
- Be attentive to new compliance and regulation mandates customers need to meet (such as ROHS and WEEE) and support these as part of Infor PLM 8..
- Strive to make Infor PLM 8 an easy to configure product, so customers will be able to define their own attributes and role-based forms and menus.
- Offer Improved Infor365 Online Support, with technical and non-technical product resources, incident tracking, and a host of other support tools including rich, new customer-to-customer networking capabilities.
- Provide Voice to Infor programs that facilitate a global enhancement voting process via user groups and help us openly and fairly manage product lifecycles with customers.
- Offer Fast Start programs for many Infor solutions that streamline and expedite—at a much lower cost to you—the way in which you implement our products and services.

The following chart represents the planned near-term release schedule and associated functionality for Infor PLM 8.

Enrich				
Infor PLM 8®	8.2	Translations	8.2.2	8.3
Release schedule	January 2009		Mid 2009	Second half 2009

Version 8.2 is planned for the January of 2009 and will include:

- The ability to archive data from the Vault Server to multiple locations
 - Define rules for the automatic archiving of data
 - Restore data from archived locations
- The ability to select multiple items or multiple documents and dispatch them to business process
- Transferring of manufacturers part numbers from PLM 8 to Infor ERP LN
- The ability to personalize the PLM Client Query, allowing the user to define which objects to search as well as which attributes to search
- Allowing the user to define different numbering schemes for use between minor and major check-out
- The ability to define rules to apply to the links between drawings and documents for check-in and check-out operations. Can now define the following behaviors:
 - Related Drawing—The behavior of the drawing, in case the item is being checked-in / checked-out
 - Related Model—The behavior of the item, in case the drawing is being checked-in / checked-out
- The ability to update data that belongs to records that originated in PLM when transferring data from ERP to PLM
- Updated ECM user interface to adopt the Infor user interface standard that all Infor applications will be adopting
- Better user management of folders and the documents in those folders, based on user roles in ECM
- The ability for users to initiate business processes -from within ECM, depending on their roles,
- Support for Java v1.6
- Support for Tomcat v6.0
- Support for JVue v19.3

Version 8.2.2 is a service pack that will correct any known defects that arise during that release cycle time frame.

Version 8.3 is planned for late-2009, and will include the following features:

- Implementation of Infor Open SOA, which will result in expanded integrations to any Infor ERP application that is also on Infor Open SOA. Infor ERP LN, Infor ERP SyteLine, and Infor ERP VISUAL are all products that will utilize this same functionality
- Delivery of Infor MyDay for engineering roles with the delivery of Infor PLM 8.

New Evolve Projects

Infor understands that our customers want evolutionary, not revolutionary change. Lengthy implementations that consume resources or forced marches to a proprietary platform that entail abandoning your existing solutions just won't work. That's why we are continually evolving our product portfolio to develop innovative new components that are designed for easier deployment and greater reuse across all applicable business processes, so you can stay competitive over the long term.

Infor product evolution is both a high priority and a collaborative effort. It's a high priority because we know that in order to help customers effectively address the challenges of today, we must develop the breakthrough products they will need tomorrow. It's a collaborative effort because we

know that the only way to truly understand how to innovate on behalf of customers is to work closely with them at every step, understanding the specifics of their challenges and working with them to identify the new software capabilities that best serve their needs.

The resulting net new development is optimized for our Infor Open SOA design to enhance, upgrade, or consolidate existing functionality. What this means to our customers is that they will benefit by having greater choice in the solutions they deploy as they mix and match Infor and non-Infor solutions and components for continuous and non-disruptive innovation.

Responsiveness to our customer's most challenging business requirements makes us a better and stronger partner to our customers. Evolving our product portfolio to realize this responsiveness is key to our business performance and vital to our growth as a company.

Once Infor PLM 8 incorporates Infor Open SOA, users will be able to seamlessly utilize the functionality that will be available in these new SOA based components. The integrations between the ERP system and the PLM system will be maximized in functionality and minimized in maintenance.

- Core to our offering is the Infor MyDay user interface. Infor MyDay delivers role-based web pages that contain key metrics in a graphical representation to assist the user in managing their day to day duties. From the Infor MyDay page, the user can click on the graph to see the data that makes up the graph; from the detailed data they can then click on the record and be taken directly to the application that provided that data, be it an ERP application or the PLM application itself. Infor MyDay has built in reporting tools that allow the user to create their own reports on the central data repository.
- Use of the Master Data Management (MDM) module allows the users to bring disparate systems that use different nomenclature to identify a part into one seamless application. For example, your company acquires a similar company that manufactures some of the same products that you currently produce. Many of the components, from an engineering standpoint, are exactly the same; however, the new company, identifies a ½" nut as part number 1234. In your company, that same ½" nut is identified as ABC. Using the MDM module, you can map 1234 to ABC and continue to use the old nomenclatures in the old systems, but still be able to see the total quantity on hand of the combined quantities of 1234 and ABC.
- You can view the combined quantities through the use the Infor Advanced Inventory Control application. This allows you to consolidate the view from multiple systems, so you can view and reserve quantities no matter if they are in an ERP system or a warehouse management system. You can view the available quantity at any stocking location or summarized at the levels that you define.
- The Infor Advanced Costing application will allow you to roll up costs consistently. It allows for multiple valuation methods so although you may value your inventory using a standard costing methodology you can compare those costs to an actual costing method. In addition, for each method that you use, you can identify the elements of the cost that will be used for that method. It provides the analysis tools to help you manage your costs.

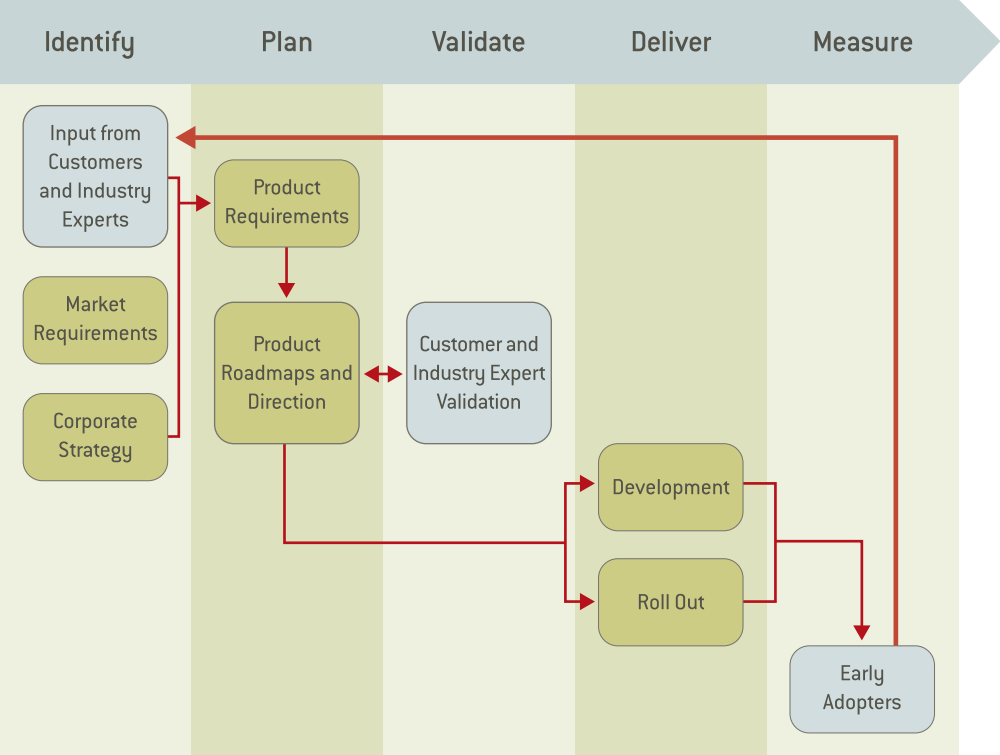
These are just some of the new components that will be rolled out in the next few years that an Infor PLM 8 user would be able to leverage.

Infor customer-driven product lifecycle

In order to ensure that the business-specific functionality our customers need to be enterprising is built into our solutions, Infor has developed a proven, comprehensive process for understanding the requirements of the markets and customers we serve. We rely on the deep domain expertise of an extended team of contributors—ranging from our own expert consultants, support staff, and development professionals, to industry analysts and market specialists, to user groups and individual customers—to determine the strategic direction of our solutions. Throughout the process, we place great importance on listening to customers who use our products on a daily basis. Our goal is to help you improve your operations and deliver the innovative solutions that will allow you to excel now and for the long term.

We call this process the customer-driven product lifecycle and it is illustrated in the following diagram.

Infor customer-driven product lifecycle process



In the “identify” stage, we gather information about the strategic direction we want to take with a particular product based on market research, input from industry analysts, and customer feedback garnered through initiatives like the Voice to Infor enhancement voting program and user group domains, as well as through customer meetings with Product Management, Support, and Professional Services. That information then is fed to the product management team who take responsibility for the “plan” component of the process by incorporating the requirements into the product design and determining the roadmaps and direction for each product.

Once those two stages are complete, we move on to “validation.” Here we verify that the product direction determined in product planning is, in fact, the best approach. We do this by going back to customers through various customer groups like our Global Guide Groups and Infor Advisory Boards. We also seek additional input from industry analysts to make sure our product roadmaps are still on track from a market perspective.

Following validation, we make any adjustments that are necessary and our development teams execute their project plans, which advances us to the “deliver” phase of the process, where we roll out products to customers. Whenever possible, we invite customers to participate in early adopter programs—to “measure” how well we have succeeded in incorporating the identified business requirements. This gives us the opportunity to beta-test a solution before making it generally available to customers. Information gathered during this step, of course, is fed back into the loop and applied to the next release.

The strength of our Infor solutions in the market is directly related to our deep domain experience and passion for listening to customers and understanding market requirements. Infor believes in a strong disciplined model of direct interaction with our customers and industry experts who trust and base their businesses on Infor software. This model allows us to better serve our customers and provide them with the proven business-specific solutions with industry experience built in that they need to cost-effectively achieve their business goals.

Customer support and maintenance policies

The mission of Infor Global Support is to provide support excellence with continuous improvement resulting in the highest levels of customer satisfaction. We achieve this by delivering value, responsiveness, consistency, and quality through our efficient product support centers and expert support staff, each of whom has the training, knowledge, and product experience required to understand your business requirements and resolve any issues in a timely manner.

Our focus is on anticipating and exceeding customer expectations, providing a consistent customer experience across all of our support centers, and maintaining an engaged environment where both our employees and our customers have a sense of empowerment.

For employees, that means a total, knowledge-based dedication to resolving customers' issues, which in turn translates to loyalty, confidence, and pride on the part of customers—the conviction that Infor Global Support is reliable, fair, and respectful in handling support and maintenance issues and administering policies.

For more information about Infor Global Support and our policies, please contact your local support center.

Summary

Through our customer-first product strategy, Infor is committed to providing value to Infor PLM 8 customers. Our aim is to enable customers to perform better in their business, and we will respond to both customer requests and market demands and continue to enrich PLM 8 while providing additional options for customers to extend and expand their business systems to address new requirements through Infor's strategic solutions.

For more detailed information regarding Infor PLM 8, visit www.infor.com or contact your local Infor sales representative.

About Infor

Infor makes business software better by acquiring and improving proven, functionally rich software backed by domain experts. Infor makes it better through continuous innovation, faster implementation options, global enablement, and flexible buying options. In a few short years, Infor has become the third largest provider of business software. For additional information, visit www.infor.com.

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