Food and Beverage

2024 Trend and Outloo

for North America





Ready for What's Next, Now®

2024: A Year of Growth and Resilience?

2023 has presented its fair share of challenges—as food and beverage companies well know. But rather than fixate on the obstacles we've encountered in the past 12 months, sector leaders are getting ready for whatever is coming next.

What trends and developments will impact the food industry in 2024?

How are food and beverage companies preparing for change?

Are they confident they can continue to grow in a challenging market?

To answer these questions, Aptean surveyed 200 North American food processors, manufacturers and distributors. Read on to discover our key findings.



Trend No. 1: Food and Beverage Companies Are in a Growth Mindset

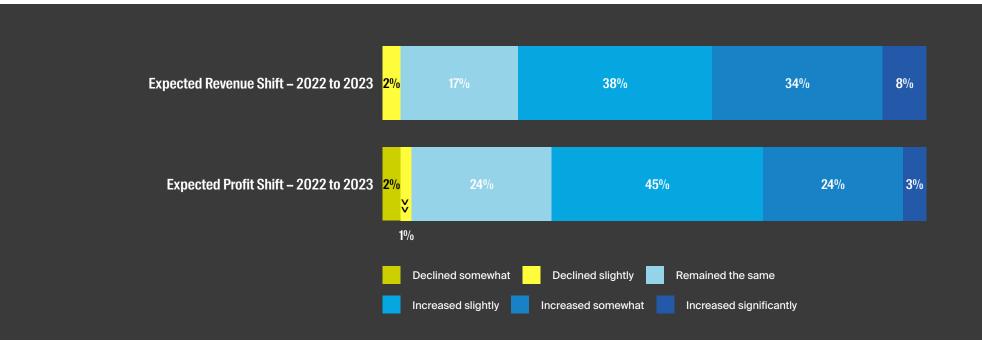
It's been another difficult year for the food and beverage industry. Companies have faced rising inflation, higher operating costs and fluctuating material availability while trying to meet constantly evolving consumer preferences.

There have been casualties: July 2023 marked the highest number of U.S. food and beverage companies filing for bankruptcy since the start of the pandemic in 2020. Yet most firms remain confident about their 2023 performance—and will carry that growth mindset into 2024.

79% of the food processors, manufacturers and distributors that Aptean surveyed said they expect to generate more revenue in 2023 than the previous 12 months. Meanwhile, **77% expect to increase profit**.

Most Concerning Market Challenges for Food and Beverage Companies

42 %	Rising inflation / material prices	
31%	Higher operating costs	
27 %	Changing consumer demands and preferences	
26 %	Material / ingredient availability	





For food processors, manufacturers and distributors, instability is reality. The industry hasn't enjoyed a "normal" year since 2019, so companies are now accustomed to constant change—and they're more agile as a result.

Already, we're seeing industry leaders pursuing initiatives that will help them to drive growth in an adverse climate. For example:

- Kellogg Company has spun out its snacking and cereal arm into a separate organization named <u>Kellanova</u>, dedicating more resources to this fast-growing part of its business.
- ➤ Campbell Soup just made its <u>biggest acquisition</u> in five years, buying Sovos Brands to add pasta sauces, frozen pizza and yogurts to its portfolio.
- **Ferraro Foods** announced a \$10 million expansion plan for its Napoli facility to enhance its foothold in the Northeast pizza market.

Food and beverage organizations are also softening the impact of high overheads by passing price increases onto consumers. Even in sectors where ingredient costs have peaked, brands are protecting their margins by maintaining prices. For example, many baked goods producers have held firm with their pricing strategy—even though the cost of some core ingredients, such as eggs and fresh fruit, has fallen to pre-pandemic levels.



Trend No. 2: Automation Is Critical for Tackling Growth Barriers

Automation is no longer an aspiration in the food industry; it's operational normality. 90% of the companies Aptean surveyed are in the process of digital transformation, with one in five having completed digitization projects and realized the benefits.

These figures alone are unsurprising, as technology adoption has been on an upward trajectory for several years. What's interesting is the impact that digital transformation is having on business revenue and profitability.

Our survey found food processors, manufacturers and distributors using technology to automate tasks and processes experienced 1.3% higher revenue growth in the most recent full trading year—a 20% difference—than companies relying on manual operations.

Certain solutions, including enterprise asset management (EAM) and electronic data interchange (EDI) software, delivered up to 45% higher revenue growth.

Actual Devenue Cresuth (2001 - 2002)	Percentage Revenue Growth		
Actual Revenue Growth (2021 – 2022)	Currently using	Not currently using	
Electronic Data Interchange (EDI)	7.8	5.6	
Enterprise Asset Management (EAM) / Computerized Maintenance Management System (CMMS)	7.7	5.3	
Quality Management Systems (QMS)	7.7	5.1	
Manufacturing Execution Systems (MES)	7.6	5.5	
Product Lifecycle Management (PLM)	7.6	5.4	
Overall Equipment Effectiveness (OEE) Application	7.5	5.6	
Shipping Software	7.3	5.7	
Business Intelligence (BI)	7.3	5.8	
Freight Management System (FMS)	7.2	6.0	
Supply Chain Management (SCM)	7.1	5.7	
Enterprise Resource Planning (ERP)	6.7	6.5	
Warehouse Management System (WMS)	6.5	6.7	
Customer Relationship Management (CRM)	6.5	6.8	
Online Payment Platform	6.4	6.9	



Bongards Creameries in Minnesota is an example of a food company future-proofing its business through automation. The 100-year-old company previously relied on notebooks and spreadsheets to manage its cheese and powdered whey manufacturing operation.

"Our leadership finally reached a realization that the company wasn't going to grow, be able to make more product or gain more market share, if we're going to keep doing everything manually—it's just too slow."

Bob Grinsell, Business Analyst, Bongards Creameries

Read Bongards Creameries' Full Story

Cost Optimizing Technologies Will Take Priority in 2024

Online payment platforms, SCM and CRM systems are the most popular technologies adopted to date. This makes sense when you consider the importance of strong cash flow, secure customer relationships and a responsive supply chain to organizational resilience.

Top Tech Investments to Date	Top Investments Planned for 2024
Online Payment Platforms (66%)	EDI Software (44%)
CRM Systems (61%)	BI (42 %)
SCM (61%)	FMS (40%)
WMS Software (58%)	EAM Software (40%)
QMS (56%)	PLM (39%)

With many food companies in the advanced stages of digital transformation, 2024's automation priorities will focus on cost-optimizing specific areas of operations. For example, using software to improve freight management and route planning in order to reduce fuel and vehicle maintenance costs.

Four in 10 organizations also plan to invest in EAM software to improve asset management and prolong equipment lifespans, which will boost output and control maintenance costs.

In addition to improving operational efficiency through automation, the industry's growth mindset is reflected in the fact that PLM software is a topfive investment, 39% of food and beverage companies plan to add a PLM **system in 2024** to enhance their product innovation process.

Industry-Focused Software Can Deliver Higher Revenue

The economic impact of automation is even more pronounced when we compare companies using industryfocused software with those using horizontal solutions.

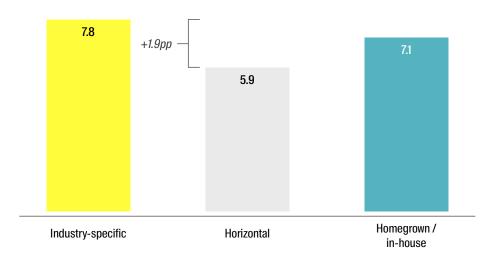
Aptean's research found that, in the most recent complete financial year (2021-22), industry-focused technologies delivered higher revenue growth than horizontal and inhouse solutions. In the case of some solutions, such as ERP software, this difference was as much as 32%.

Cloud adoption is also accelerating food and beverage business growth, as there has been a significant increase in the number of companies investing in cloud-based solutions over the past 12 months.

For example: in 2021, only 7% of food and beverage organizations had moved to a cloud ERP system. In 2023, this figure has risen to 24%. Meanwhile the number of companies with no cloud migration plans has fallen from 62% to 16% over the same time period.

Food processors, manufacturers and distributors already using cloud ERP software experienced higher revenue growth in 2021-22, and they also anticipate greater revenue and profit growth in 2023.

Actual Percentage Revenue Growth by ERP Use, 2021-2022



	Have Already Moved to Cloud ERP	Have Not Already Moved to Cloud ERP
Actual Revenue Growth (2021 – 22)	7.9 %	6.3%
Expected Revenue Growth (2022 – 23)	10.4%	8.0%
Expected Profit Growth (2022 – 23)	9.8%	8.1%



While external obstacles such as inflation, high energy costs and material price increases can't be eliminated, food and beverage companies can offset their impact by streamlining production methods and improving operational efficiency.

This is demonstrated by the fact that 2024's planned investments focus on enabling easier data exchange, improving equipment reliability and optimizing under-invested areas such as order shipment and distribution.

More importantly, the direct correlation between digital maturity and financial performance shows that food and beverage organizations who invest tactically in technology can:

- Use automation to accelerate business growth
- Generate rapid ROI on their investments

Aptean's research demonstrated that automation isn't just a means of driving revenue; it's a key driver of profitability. And with 48% of companies planning to automate more processes over the next 12 months, those who don't push ahead with their digital transformation strategy risk falling behind the market leaders.

Automation: Key Takeaway

To drive growth in a challenging market, food and beverage companies need to focus their 2024 digital transformation strategy on technologies that will help them to increase efficiency and lower production costs.

Tactical investments will drive quicker ROI and help ensure internal improvements offset external cost increases. And organizations that delay these investments risk generating less revenue than the market leaders.

Deep Dive: 6 Tactics to Reduce the Cost of Food Production

Learn More



Trend No. 3: The Automated Environment Is Driving Uptake of BI Tools and Interest in Al

While automation provides endless opportunities to optimize individual processes, Aptean's research also found that food and beverage companies want to explore the holistic benefits of digital transformation in 2024.

The use of digital systems in food processing, manufacturing and distribution is generating more data than ever, and industry leaders want to harness that information to make smarter decisions, faster. Yet one in four organizations say they currently find it difficult to quickly obtain and analyze data on business performance and efficiency.

To address this issue and extract more actionable insights, 41% of companies plan to invest in Business Intelligence tools over the next 12 months.

Of all the solutions Aptean featured in our research, BI tools make the biggest difference to revenue growth. Food and beverage companies using an industry-specific BI solution enjoyed 66% higher revenue growth in the most recent financial year than those with no form of BI software.

	Actual Percentage Revenue Growth, 2021 – 2022				
	Industry-specific solution	Horizontal solution	Homegrown (in-house)	Not using / planning to use	
BI Software	7.8	5.2	6.8	4.7	



Arizona-based Green Valley Pecan is one of the world's largest pecan growers and processors. Integrating its operations through ERP software has enabled the company to produce data insights that drive reliable production.

"Having access to critical information ahead of time...allows us to make real-time decisions and adjustments to production as needed throughout the week."

Director of IT, Green Valley Pecan

Read Green Valley Pecan's Full Story



Al Is the Next Step for Intelligent Decision-Making

Appetite for actionable insight is also driving Al adoption, with **four in 10 food and beverage organizations already implementing or using artificial intelligence**.

Data analytics and decision-making is fundamental to this investment, with one in five companies stating this as their main reason for exploring AI. Initial use cases among the firms that Aptean surveyed include:

- Personalizing customer suggestions based on their search history and other online activities
- Predicting consumer behavior patterns
- ▶ Enhancing procurement and supply chain management processes

While Al adoption is still in its early stages, there's already an interesting correlation between investment in this area and financial performance. Food and beverage companies using artificial intelligence generated higher revenue and profits in the last full trading year.

	Actual Revenue Growth (2021 – 22)	Actual Profit Growth (2021 – 22)
Implementing or Using AI (39%)	8.1 %	7.6 %
Investing in AI (29%)	6.5%	6.1%
No Plans to Leverage AI (33%)	5.0%	5.0%



Leveraging the data digitization by increased automation will empower food and beverage companies to navigate challenging trading conditions with greater efficiency and progress business growth plans.

The challenge that food processors, manufacturers and distributors face is building a technology stack that can generate holistic insights. One in four companies admit that complex system integration is a barrier to growth, and we may see an increase in the number of organizations seeking single-vendor solutions to make this process simpler.

Al adoption will further accelerate food firms' access to actionable insights over the next 12 months. In fact, we're already seeing brands at the cutting-edge use artificial intelligence to innovate faster. For example:

- **Unilever** is using AI to work smarter in <u>new product development</u>; AI was central to the development of its Knorr zero salt stock cube.
- **HELL energy drinks** created an <u>entire new flavor</u> using artificial intelligence and even used AI to design its packaging
- Nestlé is working with Al technology company Nuritas to <u>find bioactive</u> <u>peptides</u> in food that will help with conditions including diabetes and support animal and plant health.

Organizations that can identify clear use cases for artificial intelligence can steal a march on the competition, as four in 10 companies that expressed an interest in Al admit they have no clear plans how to use it yet.

Data-Driven Intelligence: Key Takeaway

Food and beverage companies need to review their existing technology stack (and planned investments) to ensure that all their solutions will integrate. Moving to a single-vendor partnership may solve this challenge.

Processors, manufacturers and distributors also need to establish clear goals for the use of BI and AI tools to ensure that investment in analytics and predictive capabilities drive business growth.



Trend No. 4: Supply Chain Resilience Is the No. 1 Priority for 2024

2023 was another disrupted year for supply chain logistics, with labor and skills shortages, geopolitical conflicts and extreme weather conditions impacting the global flow of goods.

Improving supply chain resilience to manage these disruptions is the number one goal for food companies in 2024, with large enterprises most concerned about strengthening their network.

65% of food companies have added new suppliers to their portfolio in the past 12 months.

How are they planning to achieve this? The most-explored tactic to date has been adding new vendors, with 65% of organizations doing so over the past 12 months. A further 30% plan to add more new suppliers in 2024.

Some larger brands are even investing directly in agriculture to increase supply chain stability. For example, PepsiCo and Walmart have put **\$120 million** into helping U.S. and Canadian farmers improve soil health and water quality to increase yield.



SunWest Foods, California's second-largest rice and wild rice producer, is already using technology to increase supply chain resilience.

The company purchases rice from 350 farmers. Implementing ERP software has improved inventory visibility and demand planning, so it can make smart, accurate purchasing decisions.

"We've cut down short, expensive mill runs from once a month to less than once a quarter. We see our levels and we prestock bags and rices, so orders aren't held up. Suppliers appreciate not getting the panic calls we used to make."

Jim Errecarte, President and CEO, SunWest Foods

Read SunWest Foods' Full Story





Internal Optimization May Drive Higher Revenue

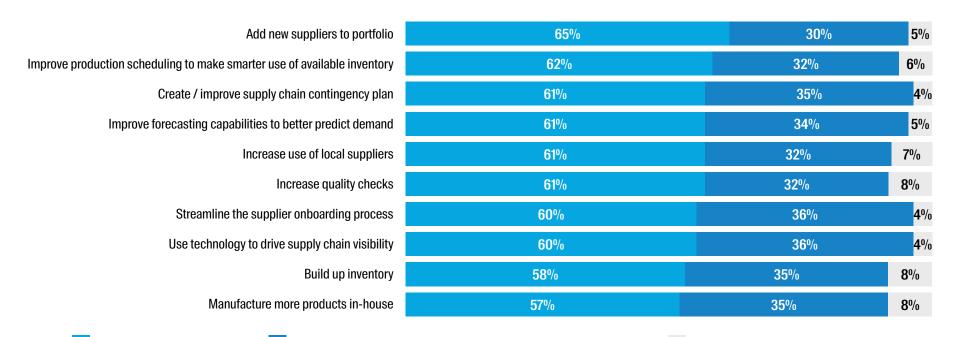
Aptean's research also revealed strong interest in optimizing the internal supply chain to build stronger vendor relationships.

For example, 62% of food and beverage companies have improved their production scheduling to make smarter use of available inventory, while 61% have enhanced their forecasting capabilities to better predict demand.

Organizations that have invested in their supply chain capabilities are currently growing faster than those that are yet to address weaknesses and vulnerabilities. In fact, our research found that core activities such as improving production scheduling have generated up to 24% higher revenue.

Not planning to do in the next 12 months

Food and Beverage Organizations are Taking These Actions to Overcome Supply Chain Disruptions



Not currently doing / implementing, but planning to in the next 12 months

Currently doing / implementing

Supply chain disruptions will continue to impact the food industry in 2024 (and beyond), and food and beverage companies recognize the only way to minimize their effect is to proactively mitigate risk.

Automation will play a pivotal role in improving supply chain logistics over the next 12 months, as more than a third of food processors, manufacturers and distributors admit their supply chain management processes are still almost or completely manual.

Digitally transforming the supply chain will enable food and beverage organizations to increase strength and flexibility for increased resilience. For example, 36% of the companies we surveyed want to use technology to enhance supply chain visibility, while 32% want to increase quality checks.

Supply Chain Resilience: Key Takeaway

Food and beverage companies need to analyze their end-to-end supply chain capabilities to identify how they can improve ingredient availability and build stronger, more reliable vendor relationships. Automating the supply chain will prove key to increasing resilience.

Many Tasks are Performed Manually by Food and Beverage Companies

Managing employee skills, staff retention and talent acquisition		24 %	21%	28%	12 %
Managing supply chains and suppliers	14%	22%	22 %	28%	14%
Quoting and estimating	12 %	23%	22 %	29 %	14%
Ensuring compliance with standards and regulations	12 %	22 %	23%	28%	15%
Tracing product components/ingredients	15%	18%	23%	28%	15%
Creating bill of materials/calculating formula or recipe	14%	21 %	21 %	26 %	18%
Analyzing and managing profit margin	14%	17%	25 %	27 %	18%
Managing machinery performance and servicing	13%	20%	22 %	33%	13%
Managing production processes and volumes	12 %	21 %	21%	31%	16 %

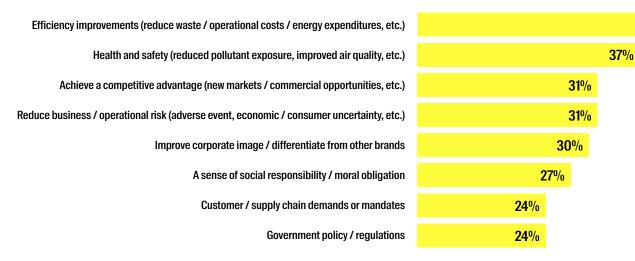
- Completely manual Mostly manual
- Partly manual, partly automated
- Mostly automated
- Completely automated

Trend No. 5: Economic Goals Are Creating a Business Case for Sustainability Programs

Environmental impact is a major talking point in the food industry, so it's no surprise that **84%** of the food processors, manufacturers and distributors Aptean surveyed are making a significant effort to become more sustainable.

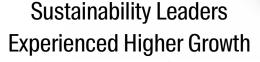
Many large organizations have already set ambitious sustainability goals. For example, Danone, Mars, Nestle, General Mills and Mondelez International are all targeting **Net Zero emissions** by 2050.

Reasons Food and Beverage Companies are Investing in Sustainability Programs



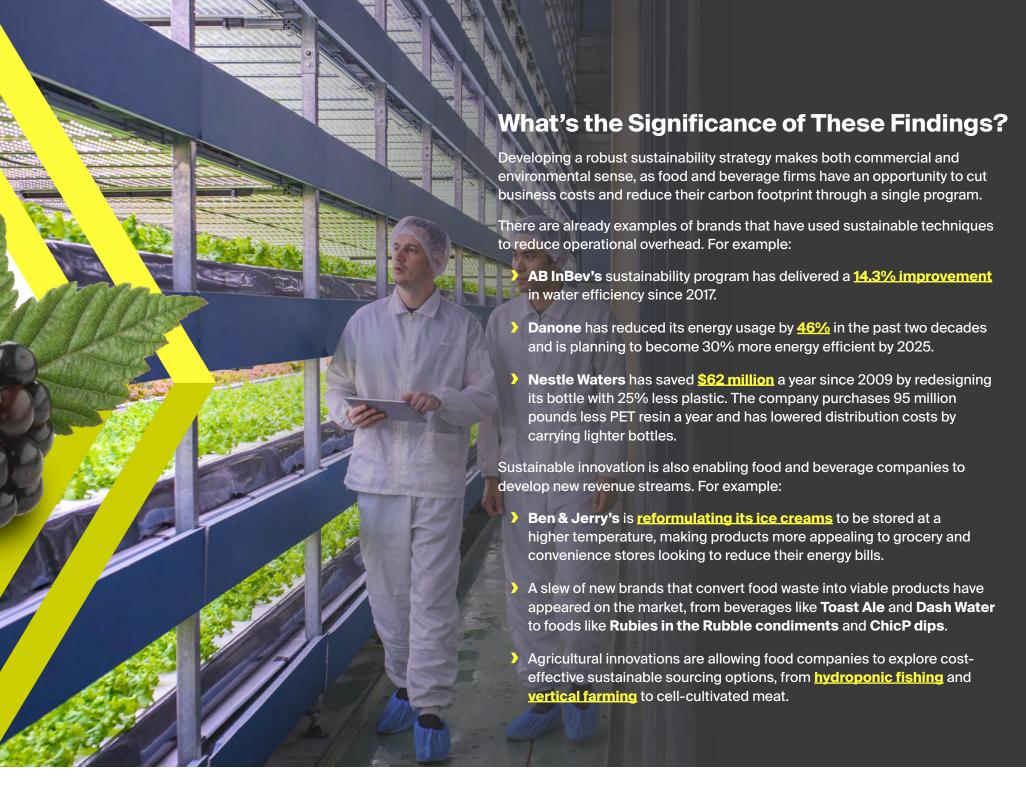
What's interesting is the motivation behind many companies' investment in sustainability. The top reason for introducing eco-initiatives is not social responsibility or brand ethics; it's a desire to become more efficient. In short, sustainability makes commercial sense.

The data from our survey also suggests that sustainability projects are already delivering economic improvements. Food and beverage companies that prioritized sustainability in the last full financial year experienced significantly higher revenue and profit growth than those that dedicated fewer resources to environmental programs.



44%

	Actual Revenue Growth 2021 – 22 (%)	Actual Profit Growth 2021 – 22 (%)
Laggards	4.4	1.5
Aspirers	6.2	6.8
Leaders	7.7	7.8





A Clear Business Case for Sustainable Transformation

Looking at sustainability through a commercial lens will help food and beverage organizations to drive growth and create a strong business case for further technology investment.

66% of consumers will pay more for sustainable products.

For instance, freight management software is a powerful tool for optimizing delivery routes—and fewer miles travelled means lower carbon emissions.

There is also a sustainability business case for investing in PLM software, as streamlined product innovation processes help to get eco-friendlier formulas and packaging choices to market quickly.

Eco-friendlier credentials may also help food and beverage companies to grow market share and increase margins at a time when consumers are being selective about spending their money. Even in a difficult climate, 66% of U.S. shoppers say they are willing to pay more for sustainable products.

Economic Sustainability: Key Takeaway

Aligning environmental programs and strategic business objectives will give food and beverage companies an opportunity to invest in technologies that drive sustainable growth.

Approaching sustainability and profitability as two sides of the same coin will also help to win the hearts and minds of both internal stakeholders driven by bottom line figures, and consumers who want to buy from brands that share their environmental values.

Trend No. 6: Food and Beverage Companies Are **Already Building Their Future Workforce**

People power has been a thorn in the food industry's side in recent years, with labor and skills shortages affecting day-to-day operational capabilities and plans for growth.

Aptean's research found that many food and beverage organizations have already launched initiatives to solve their immediate workforce issues. 71% of the companies we surveyed have upskilled their existing employees to reduce the recruitment burden, while 59% have restructured their working patterns to retain more staff.

Automation has also played a critical role in helping food processors, manufacturers and distributors to manage labor shortages, as 60% have used technology to prevent **knowledge loss**—softening the impact of staff turnover.

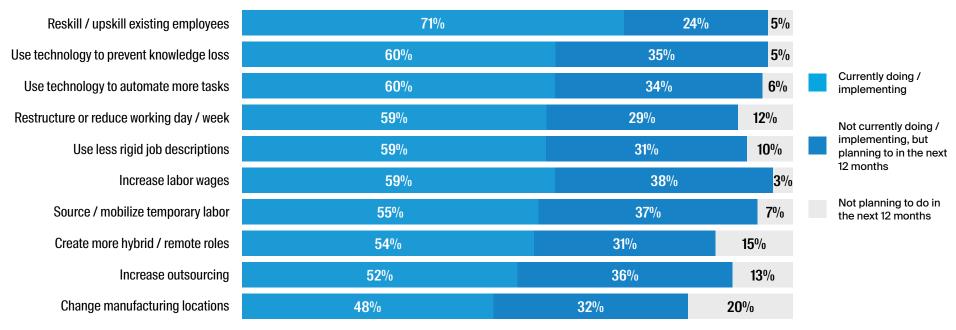
As expected, organizations taking a proactive approach to workforce challenges experienced higher revenue growth in the most recent full financial year.

Overcoming Staffing Challenges **Top 5 Actions**

by actual revenue growth gap between those doing and those not doing

Action	Revenue Growth Gap (pp)
Use technology to prevent knowledge loss	+1.8
Use technology to automate more tasks	+0.8
Reskill / upskill existing employees	+0.6
Create more hybrid / remote roles	+0.6
Change manufacturing locations	+0.6

How Food and Beverage Companies are Overcoming Workforce Challenges



Getting Ready For What's Next, Now

Investment in workforce tools is not just a reaction to immediate challenges. It's part of the growth mindset we identified at the start of this report.

We're in a period of change for the food industry, as experienced professionals retire and are replaced by younger recruits with differing expectations of the workplace. Digital fluency is very important to the new generation of employees, creating an even stronger business case for automation and analytics.

Aptean's research found the No. 1 focus for North American food and beverage companies between now and 2027 is attracting the best people and build high performing teams. And all of the trends and technologies we've covered in this report will help to fulfil that objective.

Top 10 Focus Area for 2024 – 2027

Attract the best people to build high-performing teams

Improve customer satisfaction

Expand into new markets, sectors

Increase visibility, accuracy and rapid access to business data

Meet environmental / sustainability targets, e.g. reduce energy usage

Optimize product / service pricing

Move from proactive to predictive maintenance

Focus on innovation / R&D, product development

Acquire more new customers

Improve operational efficiency and integration



Skills and labor shortages have been the catalyst for immediate investment in the workforce. However, food processors, manufacturers and distributors are also mindful of building an infrastructure that fits the need of their future workforce.

As Baby Boomers retire and take their vast industry knowledge with them, market leaders are seizing the opportunity to transform processes and centrally manage data, to create an operational environment that appeals to Gen Z.

This generational "changing of the guard" gives food and beverage brands the opportunity to assess what they want from their future workforce and align this with their digital transformation strategy. For example:

- **Establishing which roles and tasks require human input versus which can** be automated
- Auditing the skills for existing employees and identifying any gaps that need filling
- Understanding employee expectations on workplace set-up and the tools they will need to do their job effectively

Aptean's research has already proven the revenue and profit improvements that can be delivered through strategic technology deployments. Using these tools to attract the best talent and maximize their skills could accelerate the value of these investments.

Overall Findings: Key Takeaway

Applying a growth mindset to every business area will enable food and beverage companies to invest in technologies that make critical supply chain, operational and workforce enhancements over the next five years.

The challenge will be finding software that can deliver industry-specific capabilities and a vendor partner that can implement complementary solutions to drive digital transformation without increasing technical complexity.



Aptean Food & Beverage ERP

In this competitive industry, you can't settle for cookie-cutter solutions. Aptean Food & Beverage ERP automates processes and streamlines operations to connect your departments and production activities.

Our cloud-based ERP solution has been named North American Food and Beverage **ERP Product Leader** of the Year by Frost and Sullivan and a "Major Player" in two separate IDC Marketscape reports for Worldwide SaaS and cloud-enabled ERP applications.

Aptean ERP can manage your supply chain, analyze waste, boost process efficiency and forecast future sales, while meeting quality control requirements. Key features include:

- **> Multi-dimensional product variation management**—such as breed, cut, age, region of origin and packaging specification
- **> Variable weight tolerances**—define your tolerance using percentages to ensure the weight falls within a specific range of values and record individual lot values for use during transactions
- **Advanced quality control**—automatically conduct time-based. calculated and conditional tests and enter data in real-time
- **> Forward and backward ingredient traceability**—plus full tracking of revenue costs

"With Aptean, it was clear we found an organization with expertise, both in terms of the food industry and in terms of consultancy and best practices."

Pete Lundrigan, Director of IT and Automation, Joseph Gallo Farms

Read Joseph Gallo Farms' Full Story

Aptean BI

In today's automated environment, BI software integrates critical data to provide your company with crystal-clear operational information for making quick, accurate, sustainable decisions.

Aptean Business Intelligence tracks more than 500 KPIs out of the box, 300 of which are specific to the food and beverage industry, helping you to predict how process changes will affect your bottom line.

Aptean EAM

Investing in a real-time EAM solution can enable your business to maximize reliability, de-risking production and preventing wastage caused by technical downtime.

With an advanced system like **Aptean EAM**, you'll be able to optimize the performance of your equipment, cutting down on malfunctions that result in rework and scrap while lowering the total cost of ownership for your assets.

Aptean OEE

OEE technology provides full visibility into production processes, allowing you to implement changes that directly impact plant profitability. Integrate **Aptean OEE** into your shop floor level devices to understand how fast your production lines are running, track downtime and measure product quality trends in real-time. Use this information to drive continuous improvement.

Aptean EDI

EDI digitizes and organizes paper-based business communications and exchanges. Aptean EDI is integrated with Aptean Food & Beverage ERP software to work seamlessly in streamlining and automating your data transfers with trading partners.

Aptean Food & Beverage PLM Lascom Edition

Aptean PLM Lascom Edition supports product development within the framework of evolving regulatory standards governing ingredients, packaging, labeling and product claims, and facilitates collaboration across your organization.

Aptean TMS

Aptean TMS software optimizes your routes to minimize fuel consumption while ensuring that deliveries are made on time, every time.



"We cannot find anyone that is as comprehensive as Aptean."

Don Reese, Senior Operations Data Analyst, Litehouse Foods

Read Litehouse Foods' Full Story



Are You Ready to **Learn More?**

Discover how Aptean food and beverage solutions can propel business growth and help you succeed in a dynamic marketplace.

Contact us at **info@aptean.com** or visit **www.aptean.com**.





Ready for What's Next, Now®

Aptean is one of the world's leading providers of purpose-built, industry-specific software that helps manufacturers and distributors effectively run and grow their businesses. With both cloud and on-premise deployment options, Aptean's products, services and unmatched expertise help businesses of all sizes to be Ready for What's Next, Now®. Aptean is headquartered in Alpharetta, Georgia and has offices in North America, Europe and Asia-Pacific.

To learn more about Aptean and the markets we serve, visit **www.aptean.com**.

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About the Research

The insights in this report are from original industry research conducted by Aptean and B2B International in August 2023. B2B International is a global, full-service market research firm, specializing in researching B2B markets.