



9th PACKAGING

AND CONVERTING INNOVATION FORUM

5th & 6th, October 2023 | Berlin, Germany

Collaboration

Innovation

**THE FUTURE OF PACKAGING:
COLLABORATIVE INNOVATION**



**CREATIVITY
INNOVATION
E2E SUPPLY CHAIN
CONSUMER
INDUSTRIES**



Barbie™

July 21





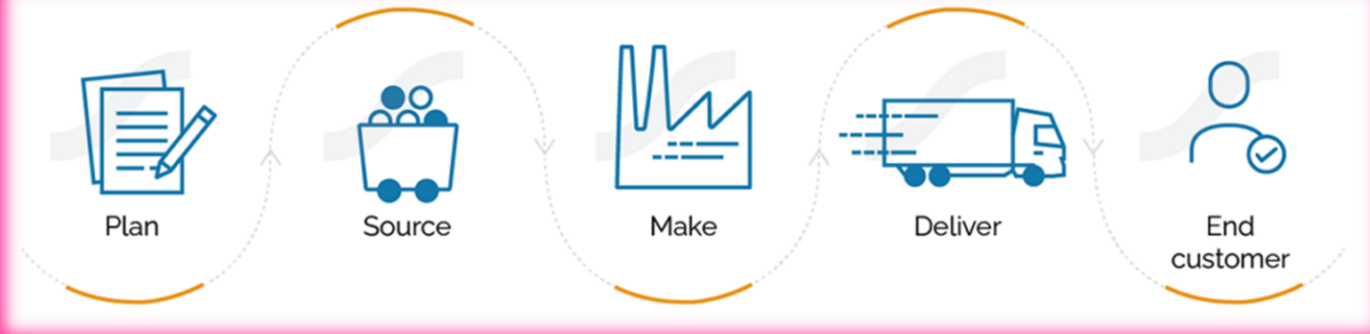
This Barbie is
a work in progress.



Only in Theaters
July 21

**GLOBAL SUPPLY CHAIN STRATEGY
VICE PRESIDENT**

GLOBAL SUPPLY CHAIN



**DIGITAL TRANSFORMATION
ESG
SUSTAINABILITY**

**OPEN NEW MARKETS & OPNS
SCALE BUSINESS
NEW BUSINESSES INTEGRATION
RAPID TURNAROUND**

PRODENSA GROUP



Gladis Araujo
Business Partner &
Chief Supply Chain Officer



Nearshoring Enabler: Manufacturing & Supply Chain Integration



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**THE FUTURE OF PACKAGING:
COLLABORATIVE INNOVATION**



Health
Global
COVID
Monkey Pot



Brexit
Political War
Ukrainian War

NIGHTMARES VUCA



Shortage
Electricity
Water
Labor
(Hi Costs)



Shortage
Logistics
(Hi Costs)



Consumer
Demands



<
Inflation
Interest Rate



Sustentability



Shortage of Raw Material
High Costs



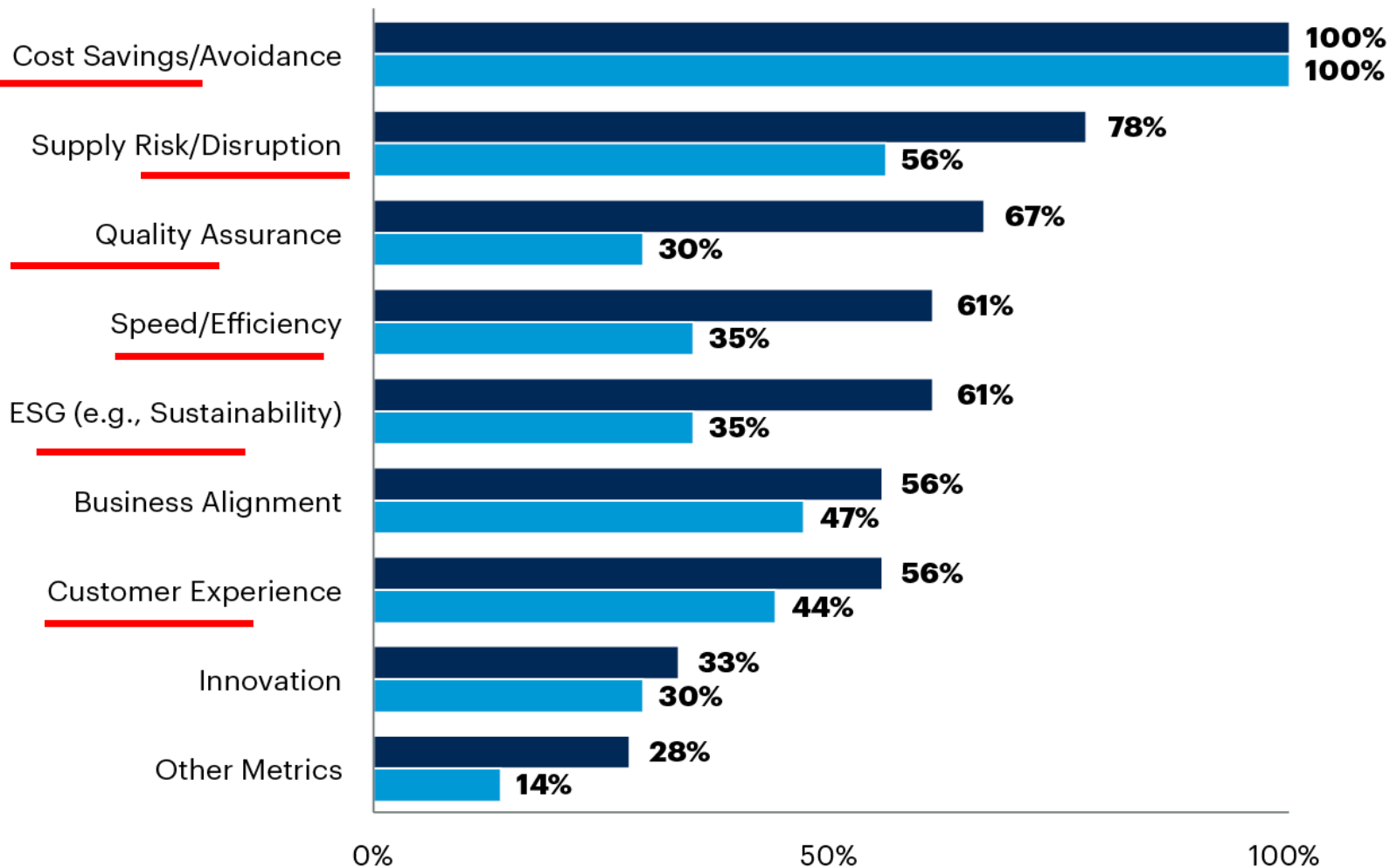
Supply Change
Disruptions



Category Management Metrics

Leaders Measure Category Managers Differently

■ Leaders ■ Laggards



n = 18 Leaders; 43 Laggards

Source: 2022 Gartner Procurement Category Intelligence Cohort Poll

777880_C

The image features a large, blue-tinted globe of the Earth in the background, set against a dark, starry space. Overlaid on the globe are the large, white, bold letters 'VUCA'. In the foreground, the black silhouettes of three people are visible: a woman on the left with her hands on her hips, a man in the center holding a briefcase, and another woman on the right. They are all facing away from the viewer, looking towards the globe and the text.

VUCA

Supply Chain Management in a VUCA World



**How to Survive in a
Volatile, Uncertain, Complex and Ambiguous World**



WHAT WE
CAN
LEARN?


TUG OF WAR

1P



2P

TODAY'S GAME: SURVIVAL

 SQUID GAME

When I was young,
we always like Tug-of-War.

**WHAT DID YOU LEARN THAT WILL HELP YOU
TO SURVIVE IN VUCA TIME?**





Leader = Procurement
Team = Full Ecosystem
Other Team = VUCA challenges



**Whatever comes
out, we've got a
better chance of
survival if we
WORK TOGETHER.
~Maximus**

My Intention

Call to action...



Supply Chain RESILIENCE AND AGILITY



AVOID

Disruptions impacting the operation



RESIST

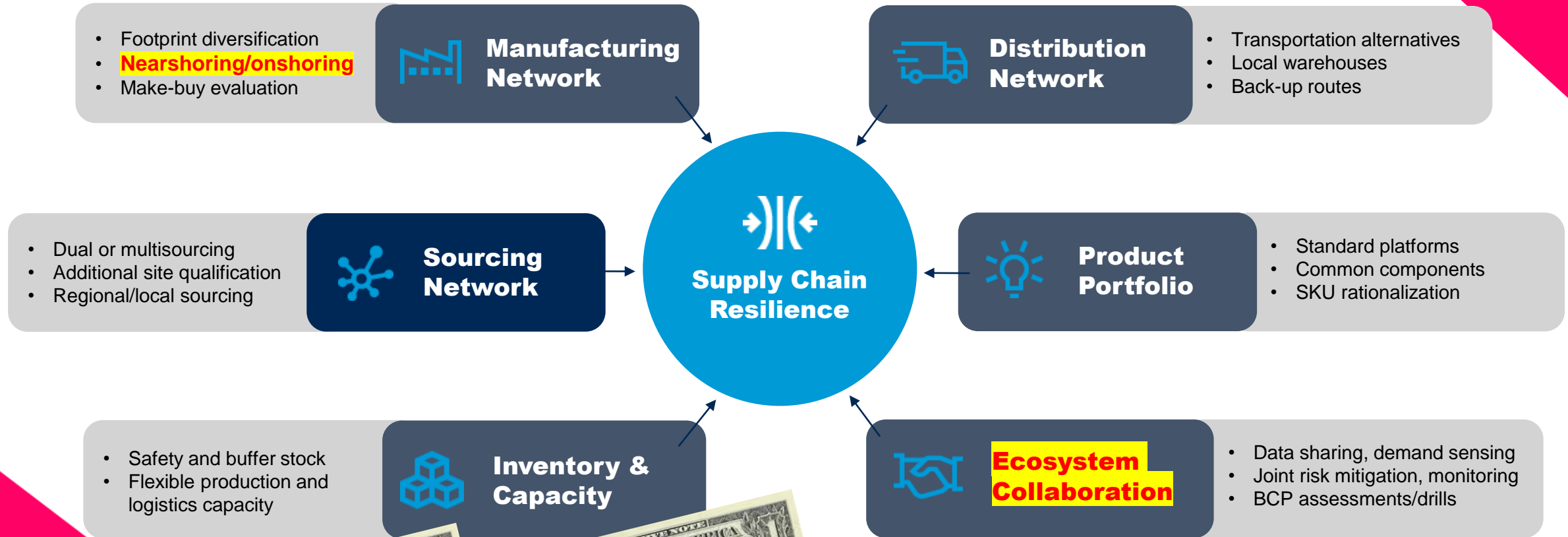
The IMPACT of disruptions through alternative routes.



RECOVER

Rapidly from disruptions when impacting the organization.

Supply Chain Resilience & Agility Strategies



Source: Gartner



COMPETITION

ECOSYSTEM SUPPLY CHAIN

NGOs
GOVERNMENT

SUPPLIERS
TIER 1
TIER 2
TIER 3



MFTG.



DC



CUSTOMER

LOGISTICS

4PL

INDUSTRY
CLUSTERS

SERVICES



Reactive

Proactive

NEW RULE OF THE GAME



COLLABORATIVE
INNOVATION



**THE SKY'S
THE LIMIT.**

**BUILD YOUR
COLLABORATIVEEcosystem**

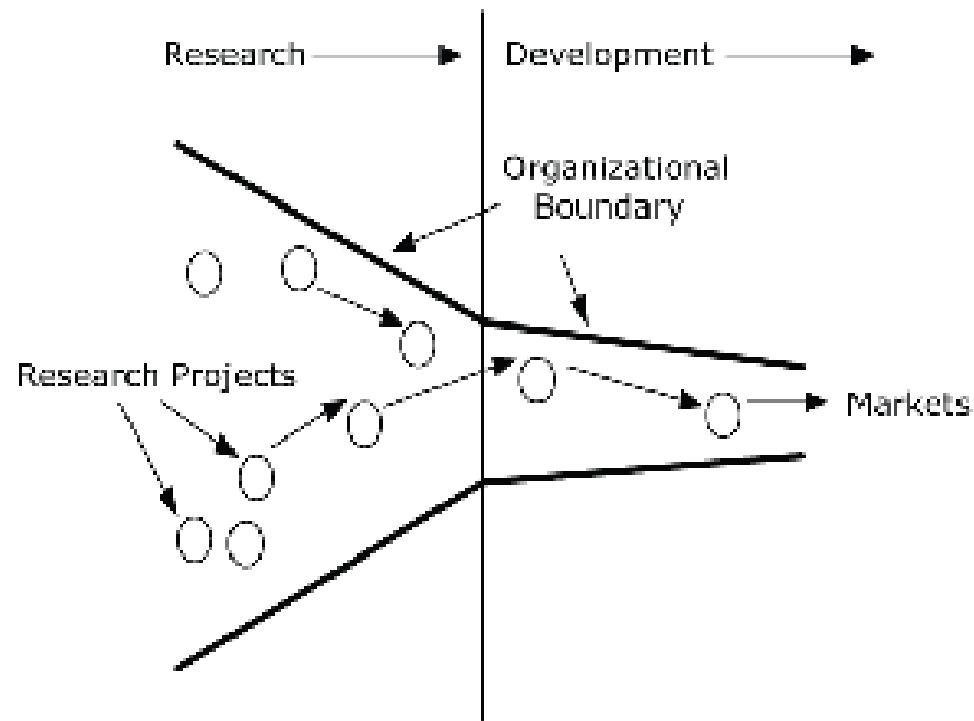
COLLABORATIVE INNOVATION

Strategic Approach

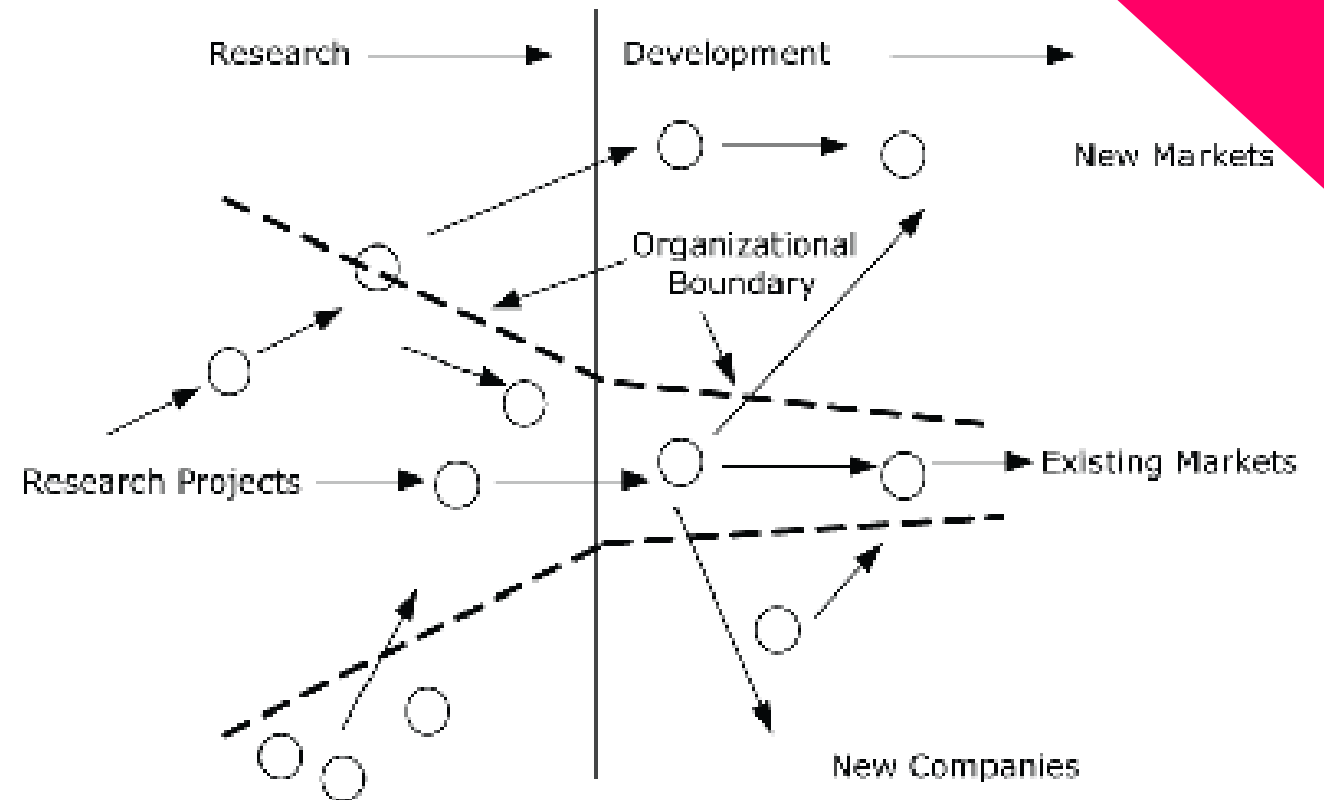
Harnesses the COLLECTIVE INTELLIGENCE
of a range of STAKEHOLDERS
working TOGETHER to create pkg.
solutions that are not only functional
but also SUSTAINABLE, INNOVATIVE,
COST EFFECTIVE, LEANER, and
CONSUMER FRIENDLY.

COLLABORATIVE INNOVATION

It involves
combining resources, expertise, and
perspectives to address complex
challenges, seize opportunities, and
drive **OPEN INNOVATION.**



Closed Innovation



Open Innovation

KEY CHARACTERISTICS:

- **Cross functional teams**
 - **Cooperation cross industries**
 - **Share knowledge and expertise**
 - **Resources sharing**
 - **Consumer centric**
 - **Goes beyond to the entire Supply Chain**
- Iterative process**

KEY ADVANTAGES:

- **Access to diverse expertise**
 - **Enhanced problem solving**
 - **Learning opportunities**
 - **Accelerated innovation**
 - **Risk mitigation and sharing**
 - **Cost efficiency**
- Strengthen competitive position**

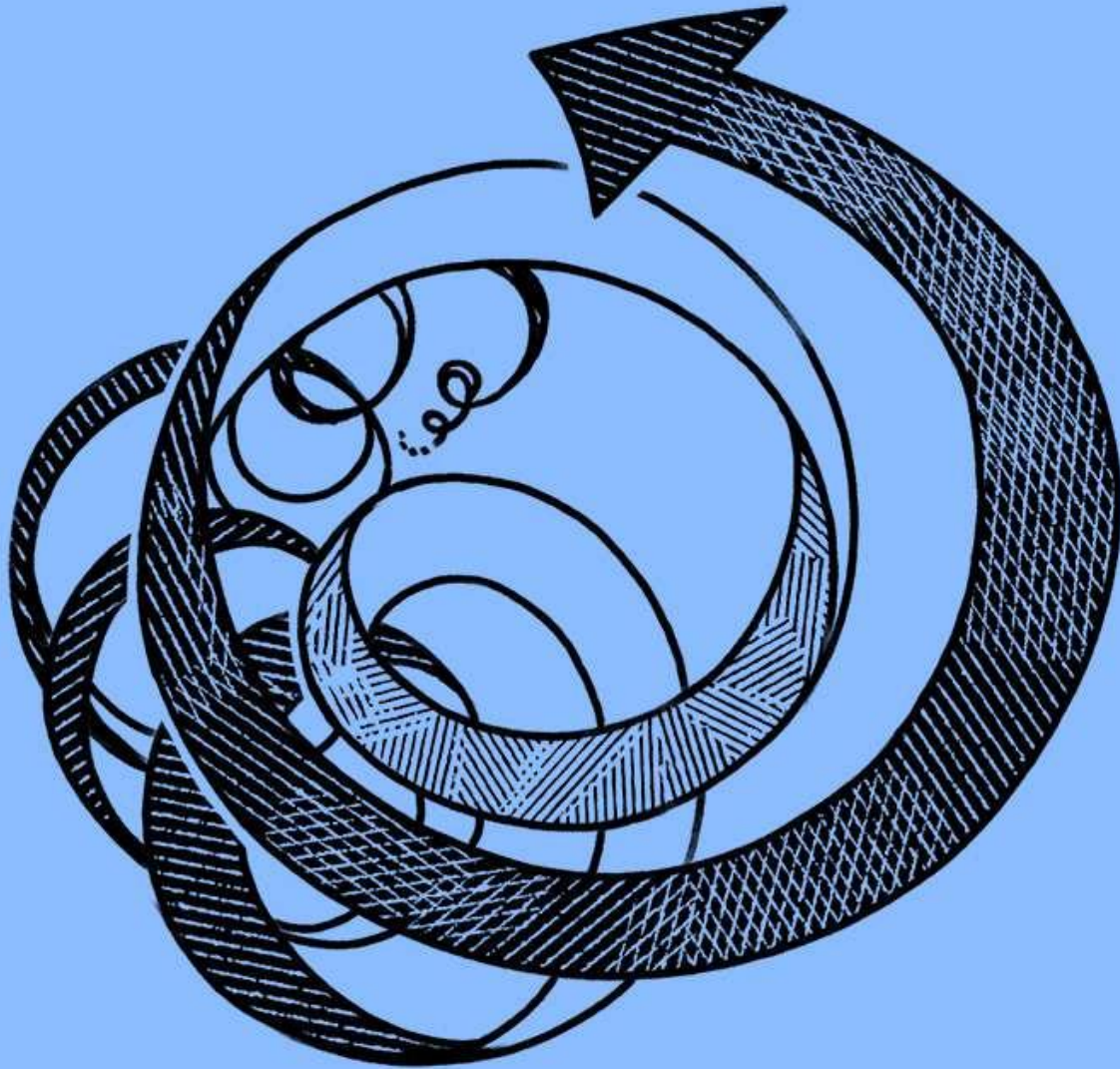
MODELS

- **Hackathons**
- **Crowdsourcing**
- **Strategic Partnerships**
- **Innovation Days**
- **Open Innovation**
 - **Design thinking workshops**
 - **Kaizen events**

OPEN INNOVATION steps

Design Thinking

- 1. Assemble the team**
- 2. Define problem or challenge**
- 3. Ideate**
- 4. Evaluate & ROI**
- 5. Prototype**
- 6. Test**
- 7. Share Solutions**
- 8. Implement and follow up**



Kaizen

['kī-zən]

A Japanese term meaning change for the better or continuous improvement, which serves as the basis for a Japanese business philosophy.

OPEN INNOVATION

Kaizen

1. **Duration:** short (3-5 days)
2. **Scope:** focal (waste, efficiency, etc.)
3. **Team composition:** cross functional
4. **Tools:** lean methods (gemba, value stream map, etc)

OPEN INNOVATION steps

Kaizen

1. Assemble the team
2. Define problem or challenge
3. Map the current state
4. Identify opportunities / mudas
5. Map the future state – brainstorm solutions
6. Evaluate & ROI / tak time
7. Prototype
8. Test
9. Share Solutions
10. Implement and follow up

KEY RESULTS:

- **Sustainability**
- **Supply Chain Efficiency**
- **Quality improvement – protection**
- **Customer satisfaction**
- **Innovative Solutions**
- **Cost competitive**
- **Speed and flexibility**

COLLABORATIVE INNOVATION



RAW MATERIALS & FG

Eliminate / Reduce
Alternative Materials
Standardization



CONTRACT

COMPLIANCE
LONG TERM
OTHER INCENTIVES
MATERIAL AUTHORIZATION.
FORMULA PRICE
COMMODITY PRICE

SUPPLIER TOTAL COST

UNDERSTAND INDUSTRY
MARGINS
OPEN BOOK COSTING
ANALYZE PROCESSES - MUDAS
OPPORTUNITIES SPECS



INNOVATION

REDESIGN COMPETITIONS



LOGISTIC

MINIMIZE TRIPS
ALTERNATIVE ROUTES
NEARSHORING
RECYCLED PKG.





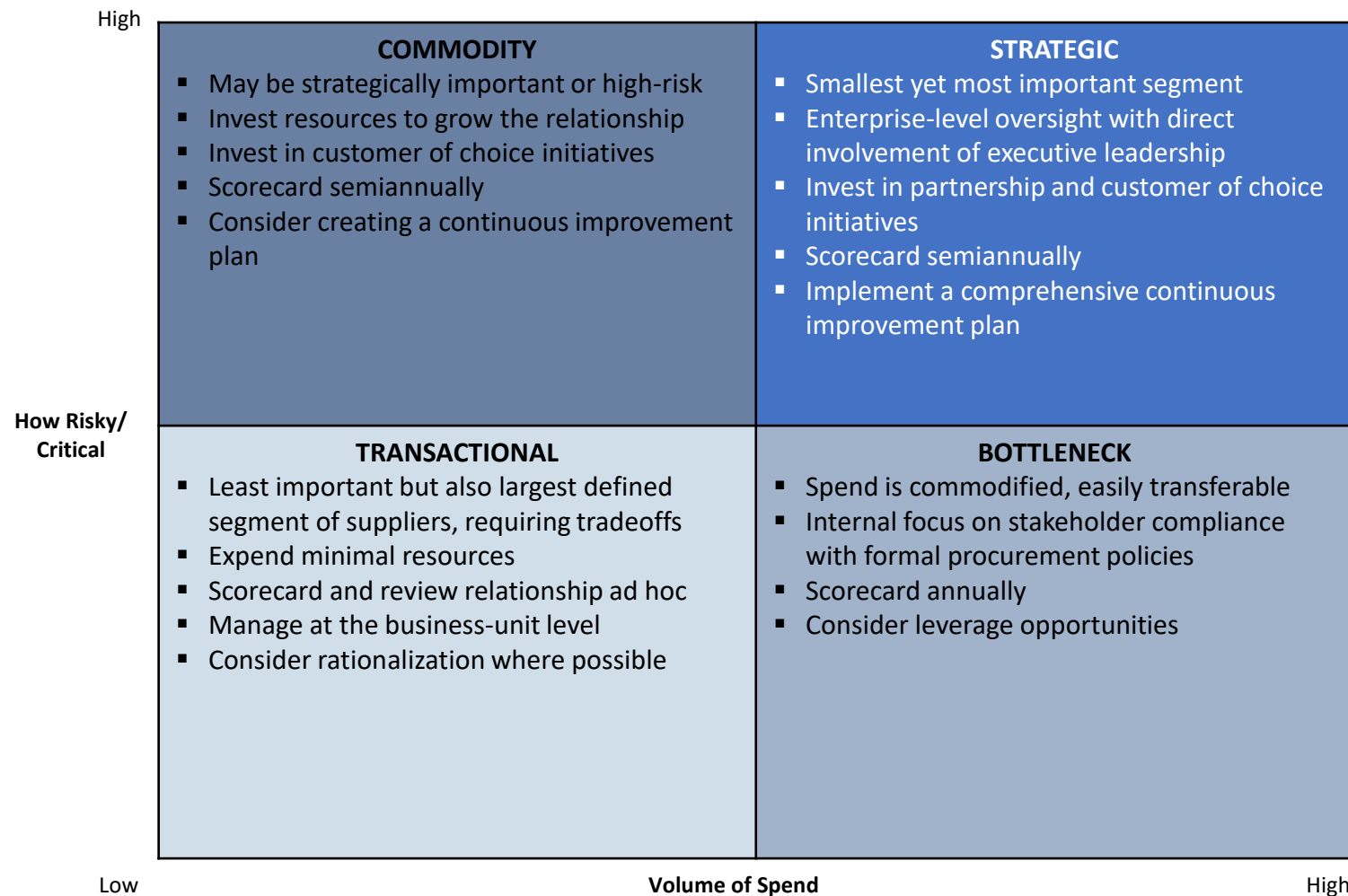
OBJECTIVE

Develop a VISION and create a PRIORITIZED roadmap for supplier collaboration

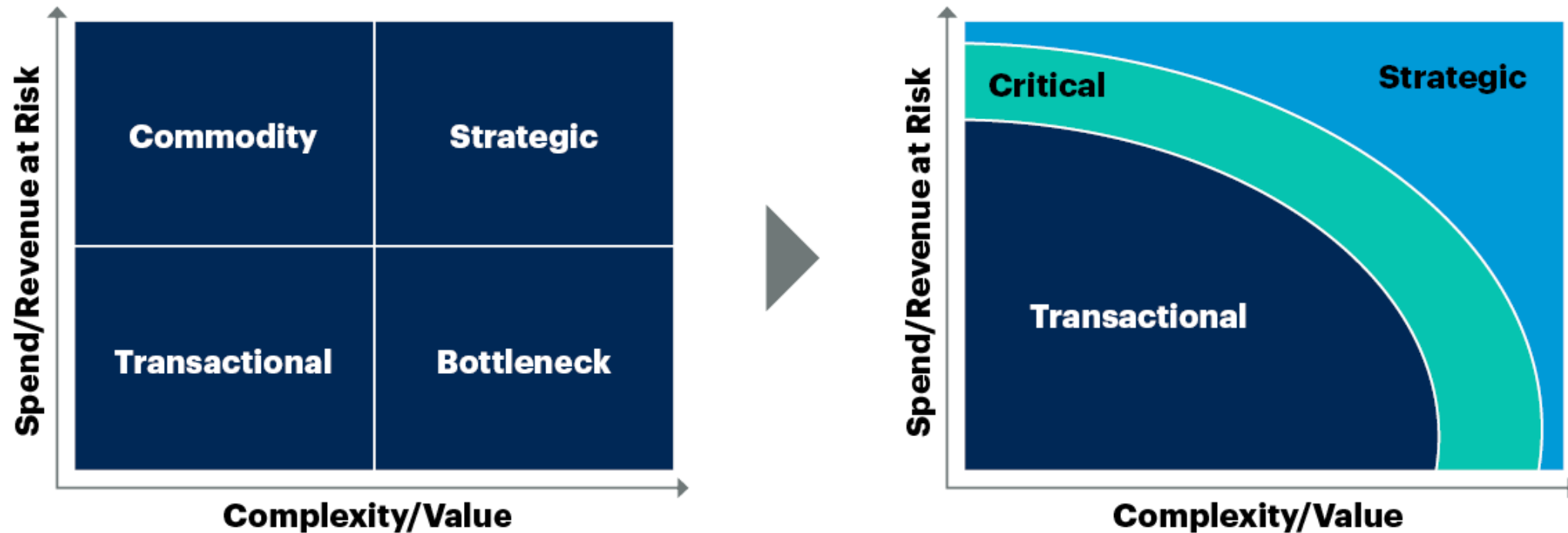
ACTIVITIES

- ☐ Define segmentation criteria (ie.spend)
- ☐ Conduct segmentation criteria analysis
- ☐ Define governance model per segment
- ☐ Choose segments for active management

Segmenting Suppliers for Active Management



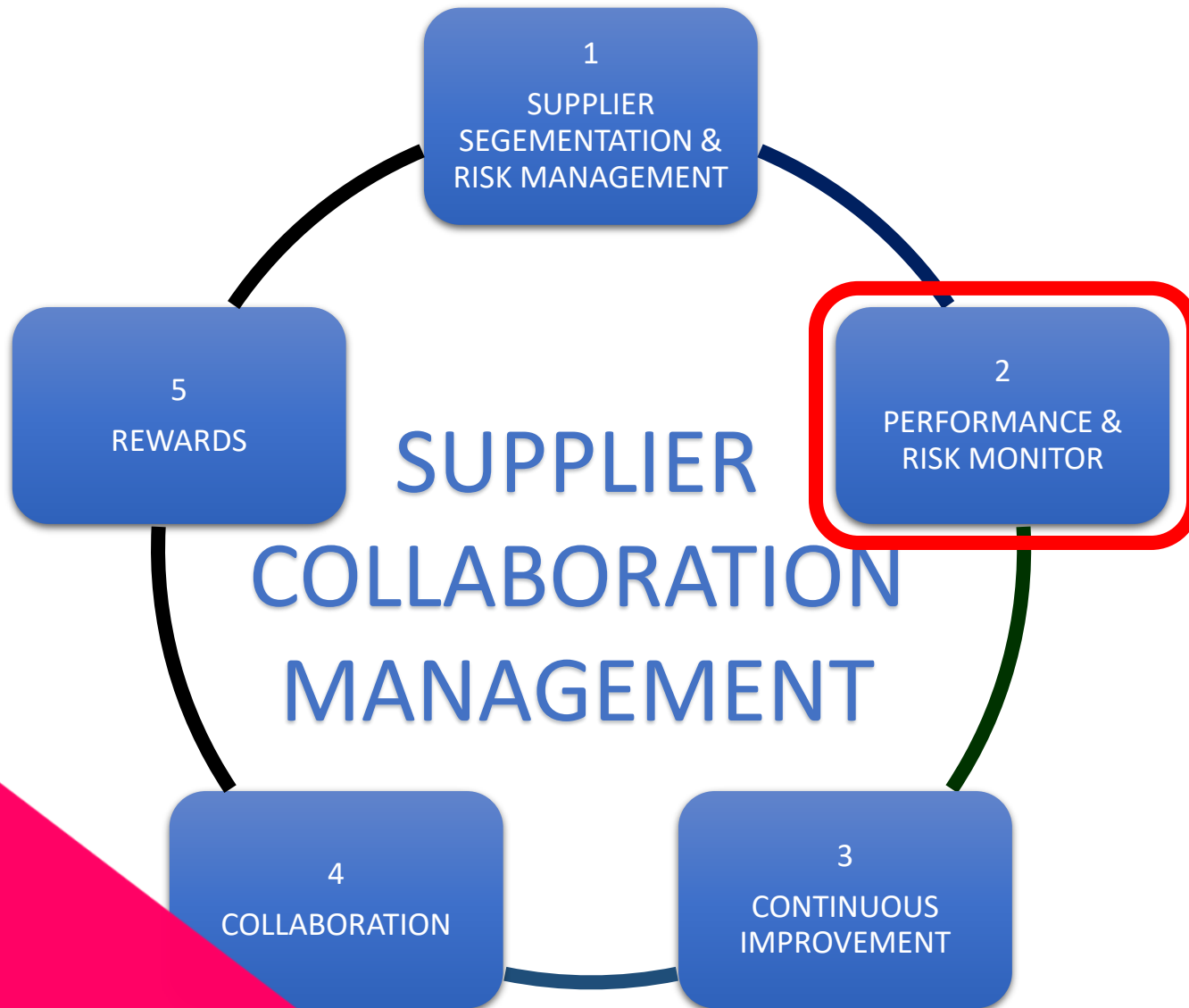
From Core Segmentation to Supplier Performance Management



Source: Gartner

715321_C

Gartner



OBJECTIVE

Deploy scorecards to measure performance/risk for selected segment of suppliers
Become a customer of choice

ACTIVITIES

- ☐ Define performance metrics per segment
- ☐ Define performance assessment frequency
- ☐ Deploy information (internal and external)
- ☐ Establish an alert/escalation system and actions
- ☐ Develop customer of choice survey

BASIC SCORECARDS

Metrics

Scorecards are standardized across six metrics and answer the following questions:

1

Cost

Is the expected value being received?

2

Delivery and Support

How reliable is the supplier?
Do they meet established time frames?

3

Flexibility and Ease of Doing Business

How “well run” is the supplier?
Is billing accurate?

4

Quality

Does product and service meet expectations?

5

Partnership

Is the supplier proactive? Do they provide strategic guidance?

6

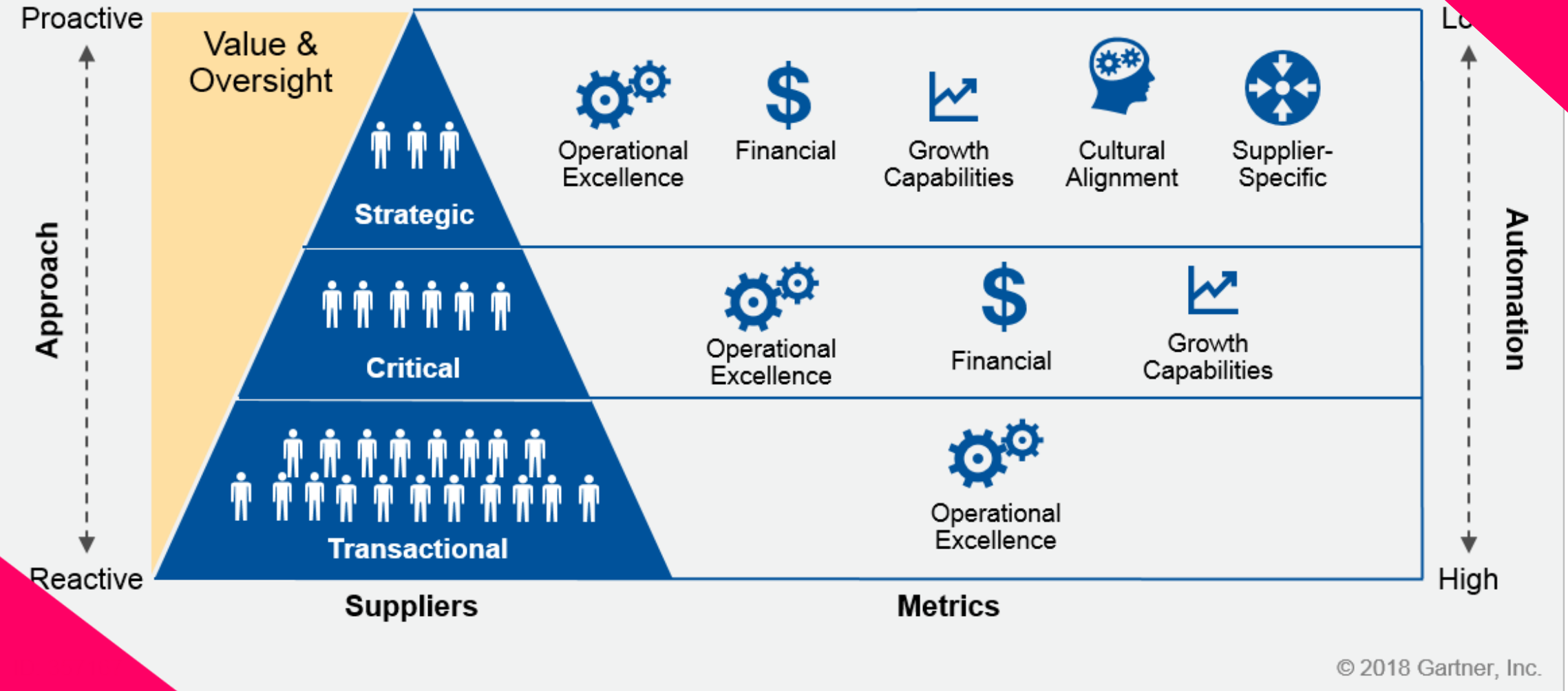
Risk and Compliance

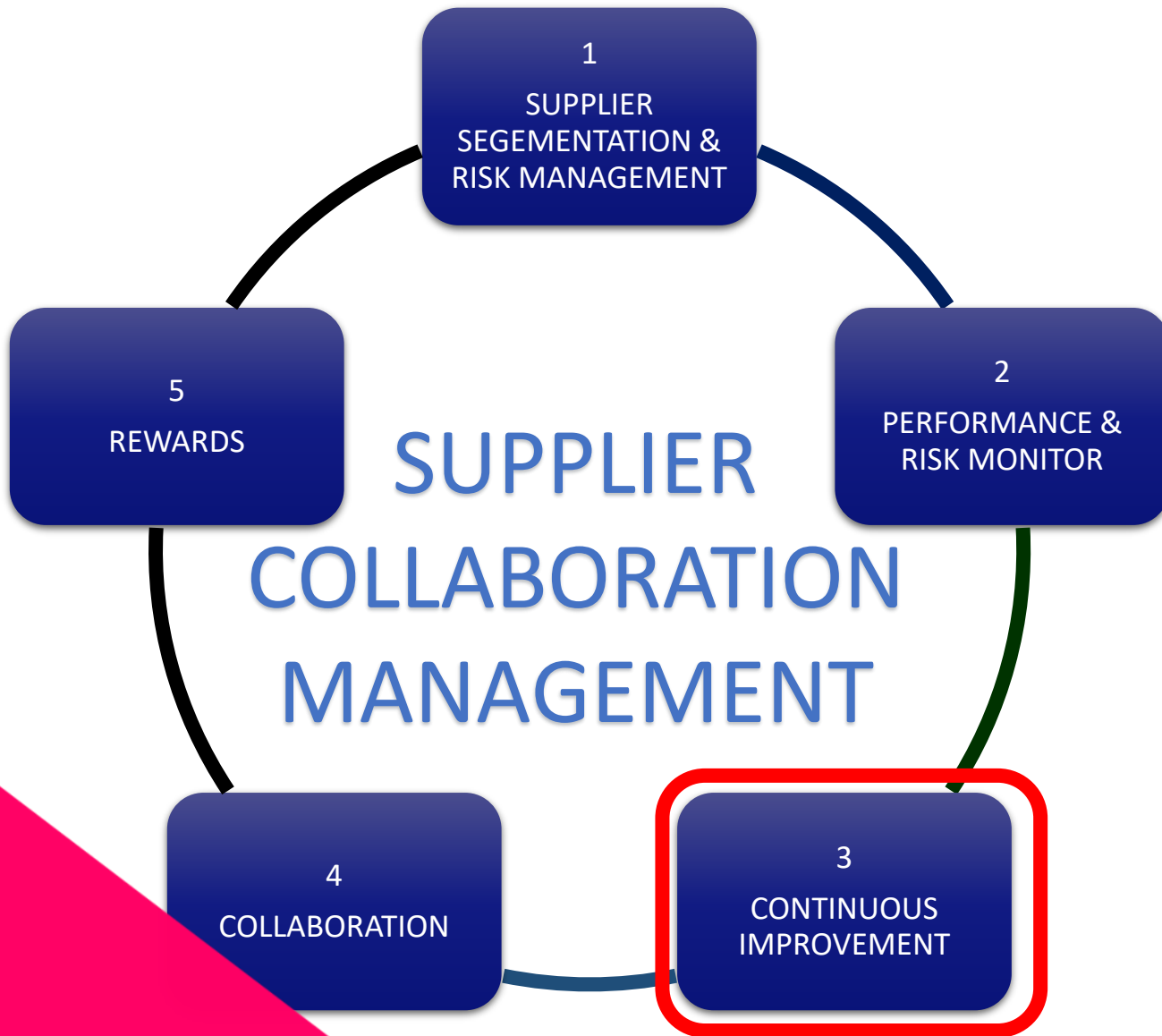
Does the supplier mitigate risk? Do they comply with company standards?

Source: CEB analysis.

Innovations
Sustainability / ESG
Cost improvement
Lead time...

Key Metrics to Consider by Supplier Segment





OBJECTIVE

Drive continuous improvements through supplier review meetings and actions plans per segment

ACTIVITIES

- ☐ Define reviews frequency based on segmentation
- ☐ Define participants per segment
- ☐ Communicate
 - ☐ Performance and expectations
 - ☐ Business needs and challenges
 - ☐ Customer of Choice results
- ☐ Identify improvement plans
- ☐ Follow up and support



OBJECTIVE

Develop collaboration strategies per segment, drive continuous improvement, mitigate risk, and address VUCA disruptors.

ACTIVITIES

- ☐ Develop a plan for collaborative events based on supplier segmentation, challenges, and goals.
- ☐ Conduct workshops/Kaizen events by commodities, by segment, by logistic chain...
 - Reduce pkg / Redesign = contest / cost
 - Reduce transportation/lead time
 - Alternative materials
 - Foresight – risk mitigation
 - Training and development
 - Standardization...
- ☐ Purchasing Consortium with the same Industry, different industries
- ☐ Follow up implementation – track savings

Supplier Engagement Mechanisms

One-to-One



- Quarterly Business Reviews
- Performance Scorecards
- Supplier Innovation Days

One-to-Many



- Supplier Summits
- Recognition Awards
- Supplier Satisfaction Surveys

Many-to-Many



- Supplier Advisory Councils
- Co-Innovation Workshops
- Collaboration Networks

Source: Gartner

736115_C

Gartner

KAIZEN





OBJECTIVE

Recognize best suppliers

ACTIVITIES

- ☐ Define awards categories
- ☐ Type of awards
 - ☐ Recognitions
 - ☐ Business volume
 - ☐ Payment terms



COLLABORATIVE INNOVATION



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INNOVATION

REDESIGN COMPETITIONS



LOGISTIC

MINIMIZE TRIPS
ALTERNATIVE ROUTES
NEARSHORING
RECYCLED PKG.

**If you do not take
advantage of these
opportunities
now... someone
else will do it !!**





NE



UP

ACTION



THANK YOU

LET'S CONTINUE THE CONVERSATION...



Gladis Araujo



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