



BUILDING GO-TO-MARKET AGILITY FOR CPG:

RETHINKING BRAND PACKAGING.

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THE BUSINESS LANDSCAPE HAS CHANGED.

BUT HOW BUSINESSES MANAGE PACKAGING HAS NOT.

cross most consumer packaged goods businesses, approaches to packaging brand management are steeped in the old-world ways of working, woefully out of sync with the business and market challenges facing brand management today. Key challenges that impact packaging brand management include:



HYPERCOMPETITION

Today's hyper-competition is driving the need for more packaging – frequent promotions and the demand for more market and segment-specific line extensions and SKUs. The emergence of retail private-label and the evolving sophistication of regional brands, heightens pressures on packaging to deliver more impactfully at the shelf.



CONSUMER PREFERENCES/ BUYING BEHAVIOR

Changing lifestyles and consumer tastes is also creating the need for newer products delivered in newer ways. These include innovations in packaging materials, structure (form & shape), labeling norms and ergonomics. Meaning, there is more to packaging than aesthetics...



DIGITAL SHELF

Another key trend is the emergence of the "digital shelf" as online shopping gains mainstream status. Consumers are looking for specific information on packaging displayed online that aid identification of the right product and facilitate buying decisions. This has an impact on how packaging is designed and how well brand assets (artworks) can be versioned, adapted and re-purposed for both physical and digital distribution channels.



REGULATORY CHANGES

As markets expand, the demand on packaging to meet new country and market-specific regulations and pricing calls for for a more dynamic, responsive & agile packaging change management strategy.





THE REALITY IS... POOR BUSINESS FOCUS ON SYSTEMS & PROCESSES THAT ENABLE MARKETING AGILITY & BRAND CONTROL.

BRAND PACKAGING: ACROSS PRODUCT PORTFOLIOS

As brands start to traverse categories, enter newer segments & markets, packaging portfolios start widening translating to dozens/ hundreds of SKUs.

Multiple agencies & print suppliers continue to define, touch, change & manage your packaging portfolios interpreting brand colours, graphics, print quality on artworks to varying technical standards...

= MULTIPLE INTERPRETATIONS OF BRAND STANDARDS ACROSS MULTIPLE AGENCIES & PRINT SUPPLIERS.

BRAND PACKAGING: THROUGH PRODUCT LIFECYCLES

Across product lifecycles, more frequent changes to packaging are being triggered - redesign, new variant launches, new SKUs, pack format changes, promotions, legal changes, new print suppliers...

Multiple agencies & print suppliers continue to define, touch, change & manage your packaging graphics & artworks to different process & technical standards...

= SCATTERED & UNDEFINED FOCUS ON MANAGING TIME-TO-MARKET OR OPTIMIZING PACKAGING COSTS...

This systemic inefficiency due to outdated packaging brand management practices has a "business cost" which multiplies as your product portfolios & market footprints get larger...



IF MARKETING AGILITY & BRAND CONSISTENCY THROUGH PRODUCT LIFECYCLES MATTER, THEN FOCUS ON CENTRALIZED IMPLEMENTATION IS MUST.

or brands, the translation of the approved design intent to print happens
through the artwork implementation process – a specilaist stage that involves
an in-depth understanding of print processes, technical constraints of printing,
knowledge of colour management, printing inks and packaging materials.

PACK METROLOGY PRINT RE-RUN

WHERE TROUBLE MULTIPLIES

PROMO

In a vast majority of cases, what agencies deliver are basic artworks - good enough for layout and content approvals (what brand managers are bothered about) but woefully inadequate as "print-ready" inputs (what procurement teams need to achieve on-time, on-brand supply of packaging materials). Converting such agency-supplied artworks to print is then, left to each printer tasked with supply of packaging materials. As each printer applies their own proprietary methods for prepress and colour separations, it becomes both necessary to re-create the agency-supplied artwork and re-proof/ re-approve. Moreover, future print vendors often struggle to reproduce/ replicate the packaging with the same artwork.

As the brand moves through the product lifecycle, the practice of involving different agencies and printers to make graphical changes, re-creation and re-proofing becomes an ongoing necessity delaying go-to-market and causing brand dilution.

CPG organizations with mature brand management practices have driven systemic changes by migrating to a centralized brand implementation process where a single, specilaist agency produces, implements and controls all artwork inputs to the print supply chain. As a result, significant business impact in terms of brand standardization, speed-to-market & cost efficiencies are being achieved.

PACKAGING BRAND IMPLEMENTATION:

WHY IT MATTERS AS MUCH AS PACKAGING DESIGN.



BRAND CREATION VS. BRAND MANAGEMENT

hile brand design aims to create and develop a distinctive, consumer-friendly visual brand identity, implementation enables brands to build and maintain visual brand equity across the brand portfolios & through product lifecycles (launch packs, print re-runs, SKU/pack formats, promos etc.).

In the context of packaging, managing and maintaining visual brand consistency over the range of packaging materials - from paper, board, laminates, metal, plastic etc., and across printing techniques & grades of print suppliers becomes a huge challenge. For multi-market brands, an additional layer of complexity is control over local execution in each market...

The quality of packaging artworks your agencies deliver determines the quality, costs & brand consistency of printed packaging.



PRODUCT DIFFERENTIATION VS. PROCESS EFFICIENCY

esign focuses on enhancing the "product"

– building market differentiation and preference. Implementation on the other hand, emphasizes on the efficiency of "process" and brings much needed brand management focus on the critical and oft-ignored aspects of packaging roll-outs:

- Design-for-manufacturability (DFM) bringing multi-disciplinary expertise upstream in the design stage to enforce "design lock" & eliminate costly rework and delayed launches.
- Workflow/ critical path management centrally managing & optimizing workflows to speed up layout, content & colour approvals, so as to shorten launch timelines
- Brand standards control controlling consistent execution of brand graphics, content & colour/ print quality standards across the supply chain.
- Brand assets management building lifecycle cost management and rapid change-andrelease capability through centralized archival and control of repurposable brand assets.



LAUNCH MANAGEMENT VS. LIFECYCLE MANAGEMENT

n a **design-led approach**, (which is how most brand teams work) packaging launches are seen as "creative projects" – discrete events to be managed. So, overindulgence with creative design overrides focus and appreciation for all downstream "technical" processes and constraints that impact designs, print quality, costs & launch schedules

An **implementation-led approach** on the other hand, looks at packaging roll-outs as a critical **"BUSINESS PROCESS CAPABILITY"** – as a continuum that binds methodology & brand objectives across all packaging rollouts whether triggered by new design, promotional changes, new SKUs, line extensions/variant release or simple regulatory changes to packaging.

Here, the focus is on enabling marketing agility and brand standardization **across product lifecycles and brand portfolios.**

BRAND IMPLEMENTATION IS:

The strategic business process capability that enables brand management to achieve core business goals: RAPID GO-TO-MARKET, VISUAL BRAND CONSISTENCY ACROSS MEDIA & OPTIMIZATION OF COSTS.

portion of executive time that is spent chasing, reviewing & getting packaging artworks approved at most CPG companies...

>50%

A PACKAGING

ARTWORK IS ONLY

AS EXPENSIVE AS A

DELAYED PRODUCT LAUNCH

OR A PRINT RUN GONE WASTED,

OR THE MANHOURS YOUR

BRAND MANAGERS WASTE ON

MANAGING ARTWORK

TASKS, OR THE NUMBER

OF ARTWORK REVISIONS

YOU PAY FOR

IN A YEAR...

portion of packaging artworks that cause launch delays and cost overruns simply because they are not re-usable & need re-creation.

>6

average number of revisions an artwork goes through before it gets approved...

~36

average number of hours it takes at most companies to identify, locate, retrieve & verify the right version of an artwork...

STRATEGIES FOR EFFECTIVE PACKAGING BRAND MANAGEMENT.

01

DECOUPLE

pre-press/ colour management from individual printers. In other words, redefine the scope of responsibilities of design agencies and printers viz. packaging graphics. This may mean reworking design/ creative agency contracts...

02

CENTRALIZE

CENTRALIZING all brand implementation responsibilities for packaging & PoSM with a single specialist brand implementation agency. So irrespective of where creative design is done, all implementation is centrally managed through **one agency and one process.**

03

RE-ENGINEER

RE-ENGINEERING workflows, intra-department operating procedures and supply chain relationships viz. the shift in approach from design-led to implementation-led. And once processes are set, the **discipline and rigour to not deviate** from them.

A QUESTION OF LEADERSHIP

The biggest culprit behind lack of focus on brand implementation & process standardization is **misaligned incentives** among key packaging stakeholders - brand management, procurement & packaging development. Which leads to the question of **"who"** drives this strategic agenda? The CMO? Procurement? Someone in strategy/operations efficiency? Perhaps the ownership rests with marketing & particularly, the CMO - aided by Procurement.

Its glaringly obvious that in the current and future competitive scenario, traditional approaches to packaging brand management guided by "only design matters" are no longer relevant. Effective & efficient packaging brand management can only be possible by combining sophisticated brand design efforts with a determined and disciplined brand implementation strategy.

CMOs & brand owners that continue to ignore the need for centralizing packaging implementation despite recurring experiences with delayed launches, cost overruns and brand consistency issues, do so at their own peril

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TO DISCUSS HOW ENCEPT CAN ENABLE GO-TO-MARKET AGILITY THROUGH PACKAGING, EMAIL: biz@enceptglobal.com



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