



Cooperation Platform and Alliance for the Packaging Industry

**The Pool° Organisation // Office of Strategic Services**

Hamburg, October / November 2018



# Sustainability Wheel°

○ Joint Industry Initiative

The Pool° Organisation // Office of Strategic Services  
Hamburg, October / November 2018

# Packaging Sustainability Wheel°



# Sustainability

## Sustainability & Ethics Megatrend

### Consumer & Society Trends



Environmental Responsibility



Resource Scarcity



Ecological Technology



Sustainable Living Homes

### Packaging & Technology Trends



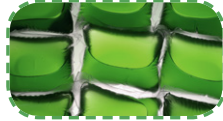
Lightweighting



Circular Economy



Bio-based Materials



Compostable & Dissolvable



Renewable Material Use



Recycled Material Use



Return Systems



Re-usable & Second Use



## Sustainability & Ethics Megatrend

Mounting awareness and concern surround the scale, complexity, and interdependence of shared social and environmental challenges globally (GlobalData's Consumer Intelligence Center).



# Packaging Sustainability

## What is Sustainability in Packaging?

This is a good question actually. And one that is not easy to answer. There are many opinions about this, most of them biased. As long as there is no commonly accepted truth, people of course support their own products.

### **An easy example:**

If you compare a paper bag and a plastic bag, most people would intuitively say that a paper bag is more sustainable. Probably for the following reasons:

- Paper is made from wood – a 100% renewable resource – while currently, most plastic is made from fossil oil, which is a limited resource.
- Paper bags, thrown away into nature, will rot & decompose quite quickly & completely. Plastic bags do not rot & therefore are responsible for much environmental pollution.



# Packaging Sustainability

## What is Sustainability in Packaging?

### The Plastics Industry will now tell you the exact opposite:

- The production of paper uses several times more energy than the production of the same amount of square meters of plastic film. As long as the paper mill still uses fossil energy, it is more sustainable to produce plastic bags.
- After being used as bags, both paper & plastic bags go into the heating station, where the plastic bag is the better fuel & produces nearly the same amount of energy as if it would have been burnt as oil in the first place.

And this is all true, of course! The Plastics Industry is not lying. These arguments are true and valid.





# Packaging Sustainability

Tool for Holistic Evaluation & Strategy

**This leads us to the following conclusions:**

- Packaging Sustainability can only be evaluated holistically.
- An Industry Consensus is required, achieved through a neutral initiative.

**And, since the Industry is obviously far from having something like a consensus:**

- Existing software systems to evaluate Pack Sustainability are too elitist or too expensive to be used by enough people.





# The Sustainability Wheel°

Tool for Holistic Evaluation & Target Definition

**The Pool° suggests to start the Sustainability Wheel°**

**Joint Industry Initiative:**

The Wheel° helps to make the cooperation in multi-disciplinary project teams easier. Team decision processes can be guided and supported by this flexible system for strategic evaluation, knowledge transfer & democratic decisionmaking.

The Sustainability Wheel°, supported by a digital application, could make it relatively easy to evaluate how sustainable a packaging solution truly is – and to define development targets concerning Sustainability.

**The Office of Strategic Services is still accepting sponsoring partners for the Sustainability Wheel°!**

Feel free to contact the OSS°: [oss@poolorganisation.org](mailto:oss@poolorganisation.org)





# The Sustainability Wheel°

## First Step: Wheel° Setup & Team Setup

When a Wheel° project is started, the first thing to do is the Wheel° setup, meaning the definition of a set of (usually 12) benefits for which evaluation criteria will be defined later through attributes of sample items.

The inter- & multidisciplinary Office of Strategic Services (OSS°) has defined a draft Wheel° setup as starting point for a Joint Industry Initiative.

Now it needs to be examined, refined & fixed by a multi-disciplinary team of experts. To keep things transparent, a lot of the related discussion is planned to be published or done in public.



Athena° is looking forward to getting your support & expert opinions\*!





# The Sustainability Wheel°

First Step: Wheel° Setup & Team Setup

Would you like to be part of this team?



Please contact the Office of Strategic Services:  
[oss@poolorganisation.org](mailto:oss@poolorganisation.org)





# The Wheel<sup>o</sup> – Holistic Strategy Tool

# The Wheel°

## A logic Evaluation Tool and a Way of Working

### The Wheel° is an intuitive tool for Expert Teamwork!

The Wheel° helps to make the cooperation in multi-disciplinary project teams easier. Team decision processes can be guided and supported by this flexible system for strategic evaluation, knowledge transfer & democratic decision-making.

Using the Wheel°, a strategic Expert decision process is conducted in an intuitive & democratic fashion. With a structured way to hear everybody's opinion & with a structured way to include pre-research. The Wheel° process is a way of working that lets knowledge transfer from Senior to Junior happen naturally. A highly communicative, intensive process that lets effective, satisfactory meetings happen between people whose time is too valuable to be wasted with ineffective communication – **all of us.**





# The Wheel°

## Packaging Benefits as Target Items



### FUNCTIONALITY



#### Handling

- Easy opening
- Easy re-closing
- Easy product access
- Convenient storage
- Easy to take out portions



#### Protection

- Physical protection
- Compression strength
- Biological protection
- Spoilage protection
- Aroma protection



#### Ecology

- Renewable material use
- Recyclability
- Compostable
- Dissolvable
- Climate neutral, etc.
- No overpacking
- No harmful contents

### EFFICIENCY



#### Production Efficiency

- Runability
- Complexity
- High-speed machinability
- Manual assembly
- Directly filled



#### Logistic Efficiency

- Stackability
- Volume occupation
- Sturdiness
- Pack footprint



#### Material Efficiency

- Reduced material usage
- Low material costs
- Low production waste
- Empty headspace

### ATTRACTIVITY



#### Finishing & Enhancement

- Printing techniques
- Coatings & special inks
- Foil application
- Labelling
- Added elements



#### Shelf Impact

- Shape uniqueness
- Facing
- Size / volume impression



#### Quality Impression

- Artwork with high quality images & clear information
- High quality material
- Convenient format, e.g. easy opening, re-closing
- Well made structure (construction & converting)
- Premium finishing effects (foil, high gloss, matt varnish)

### COMMUNICATION



#### Brand Link

- Shape linked to brand
- Graphics linked to brand
- Opening ritual
- Usage ritual (sharing...)
- Brand sound effect



#### Information

- Outside communication
- Inside communication
- Additional flaps
- Labels
- Connection to online info



#### Category Fit

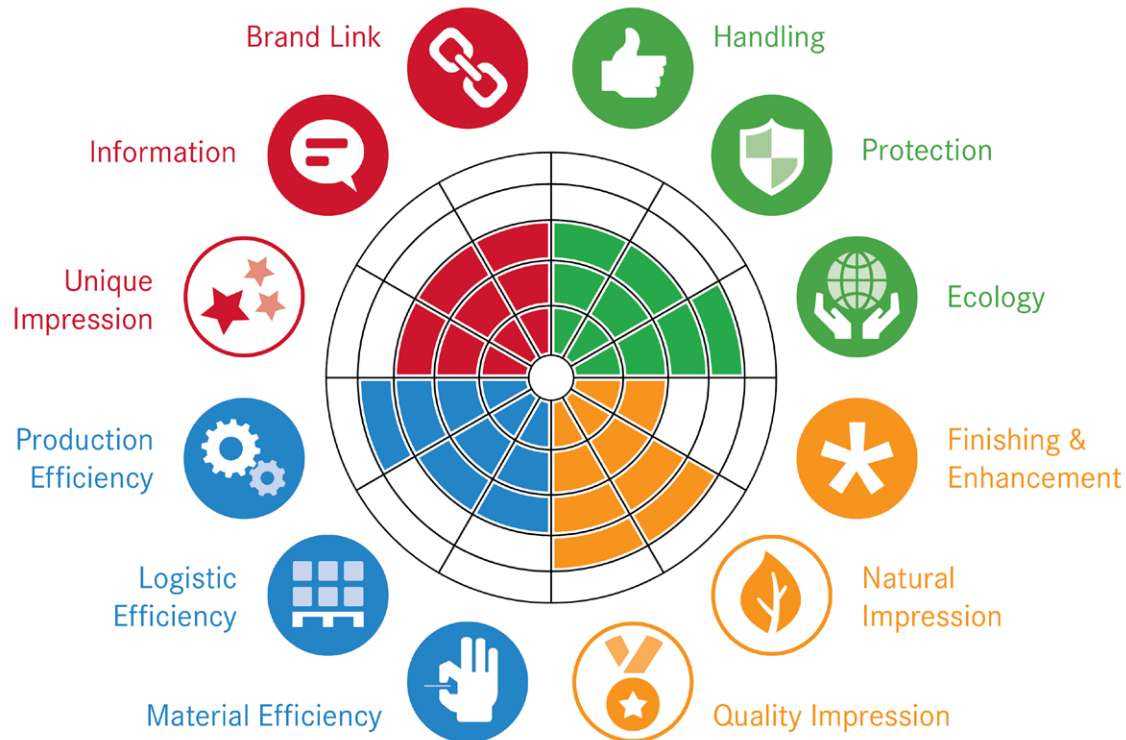
- Packaging type
- Category codes in design
- Colours
- Finishing effects
- Content size
- Usage occasion

- The evaluation criteria for different Benefits are defined through attributes of sample items.
- This system needs to be fixed first by a multi-disciplinary team of experts in a process called Wheel° Setup.
- Once defined, the setup can be used again & again for the same product category.

# The Wheel°

## The Evaluation Wheel°

### WHEEL° TARGET PROFILE



#### Brand Link

How much the pack connects to the Brand, to its story & values



#### Handling

Level of convenience in usage & handling (access, portioning, ...)



#### Finishing & Enhancement

The amount of Finishing & other Enhancements used on the pack



#### Material Efficiency

The relative amount of material used as well as the material costs & waste produced



#### Natural Impression

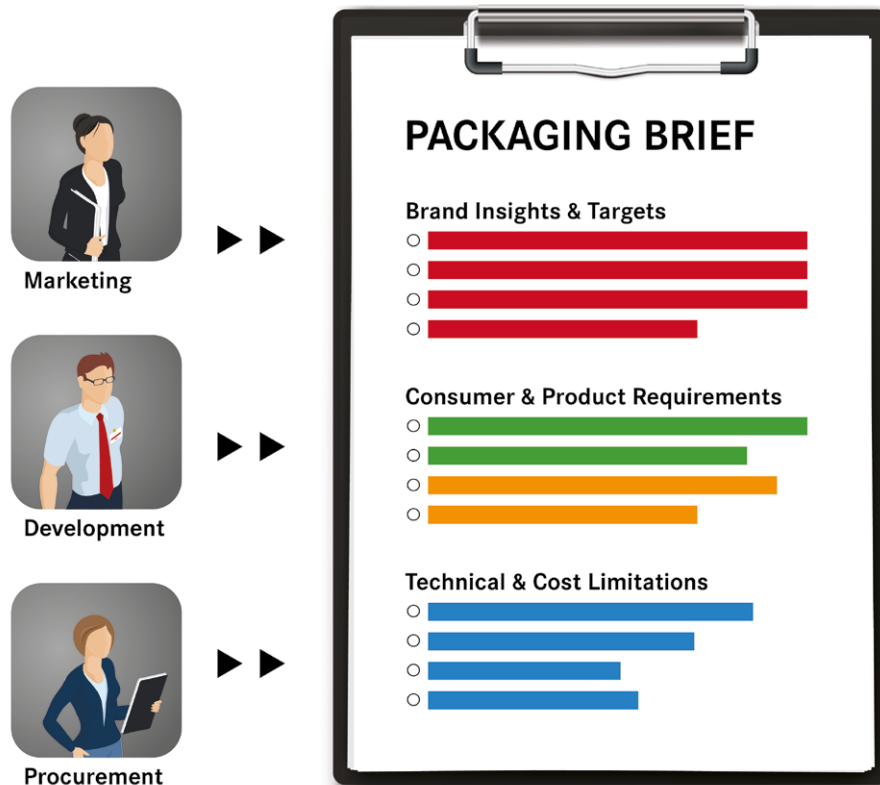
How well the packaging supports an image of Naturalness

- The Wheel° Setup is flexible – single or multiple Benefits can be exchanged depending on the project targets.
- The Evaluation Wheel° always works sample item or example-based.
- Sample items / examples are evaluated by Experts to get their individual Wheel° profiles.

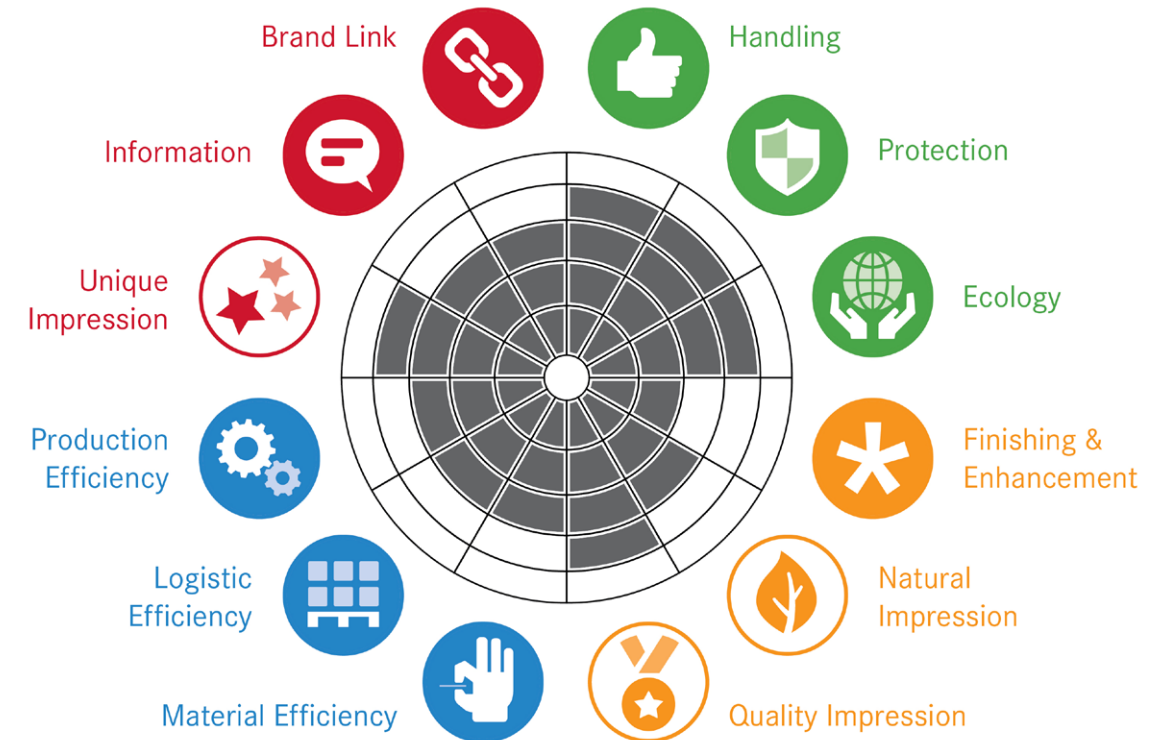
# The Wheel°

Wheel° Target Profiles for better Briefings

PACKAGING BRIEF = MULTIDISCIPLINARY



WHEEL° TARGET PROFILE



- A typical Packaging Innovation briefing needs to go through 3 different hands at least: Marketing, Development & Procurement.
- As a result, most briefings are not accomplishable, since every party tries to play safe.
- Wheel° Target Profiles can help!

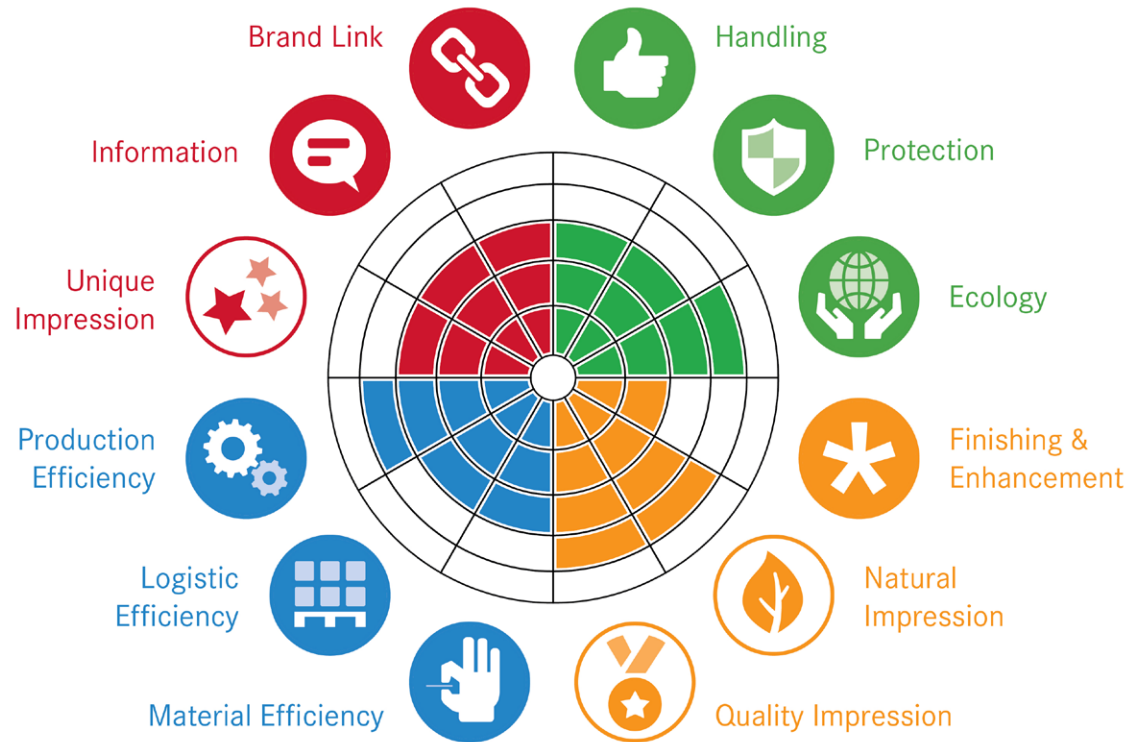


# The Wheel°

Wheel° Target Profiles for better Briefings

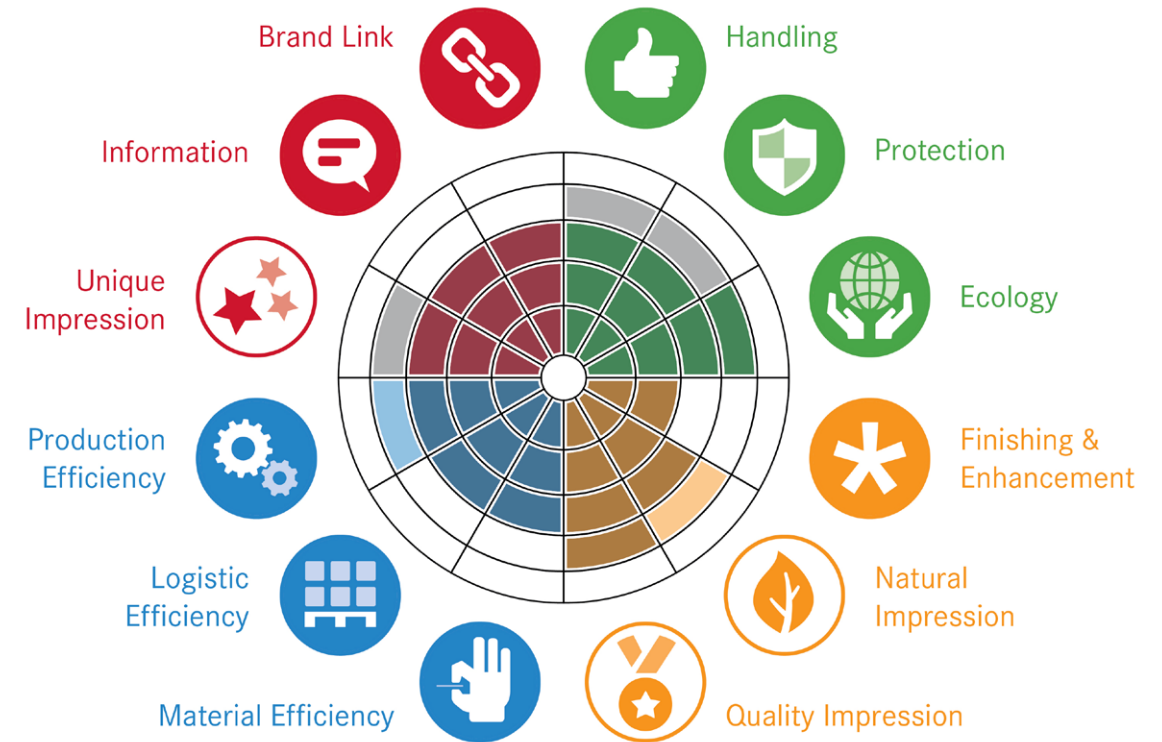


## WHEEL° EVALUATION PROFILE



MATCH?

## WHEEL° TARGET PROFILE



- Wheel° profiles can easily, quickly & visually be compared with the profiles of other samples or target profiles.
- Target profiles can be defined for a project, a specific category, a strategy, etc.

# The Wheel°

## Benchmarking of different relevant Samples



VITALIS Müsli BAG-IN-BOX



Kellogg's VARIETY



Kellogg's RECLOSABLE BAG



mymuesli TUBE



mymuesli KICKSTART



### Handling // Cereals Category

- Easy opening
- Easy re-closing
- Easy product access
- Convenient storage
- Easy to take out portions
- ...

During this intuitive process, samples/examples for all evaluation scores from 0 to 5 for a Benefit are chosen. By choosing items for both extremes, the possible range is defined.

- Attending the evaluations of sample items through Experts is a perfect way for Juniors to learn everything about the business.
- In Packaging, a lot of samples need to be handled for this and Excel lists need to be written – a classic job for Juniors.
- Wheel° Benchmarking in a Team is an intensive exchange of valuable Information.

# The Wheel°

## ACTEGA Coating Wheel© – Knowledge Exchange & Image Building



**ACTEGA**  
Coatings & Sealants

### Using the Coating Wheel©

Easy coating selection for your categories

A member of **ALTANA**

### Packaging Wheel© Strategic Evaluation Tool

The Packaging Wheel© is a logic evaluation tool helping in strategic thinking, communication and decision-making processes.

It is also a way of working, with the tool itself supporting the exchange of opinions and know-how when used in packaging development. Interdisciplinary teams can work and evaluate examples together with a standardised benchmarking process.

**EFFECT IMPACT**

- Visual Impact
- Tactile Impact
- Highlighting
- Luxury Impression
- Natural Impression
- Quality Impression

**APPLICATION**

- Mechanical Persistence
- Technical Standardisation
- Efficiency
- Regulatory Compliance
- Ecology
- Special Properties

**IMPRESSION**

**ADDED VALUE**

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We are encouraging everybody to use the Packaging Wheel© in general and its variation described here – the Coating Wheel© – for their benefit and for the advancement of packaging solutions in the market.

Attributes and features of evaluated items are translated into a set of benefits that are rated with values from 0 to 5.

Complex information is reduced to simple visual profiles that allow to make decisions in large (interdisciplinary) teams.

Evaluation profiles of items (here: of coatings) can quickly be compared to requirement profiles (here: of categories) to easily find matching pairs.

### Wheel Setup

**SPECIFIC WHEEL SETUP**  
The Coating Wheel© is a variation of the Packaging Wheel© that has a specific setup of benefits defined for the evaluation and comparison of ACTEGA's packaging coatings.

Coatings here refer to overprint varnishes. They protect the printed product and enable a fast further processing. They add the right visual or tactile finishing and may extend the packaging by valuable functions, e.g. barrier properties.

On the right of this page, you find these 12 benefits. The **petrol blue** and **green** ones are rather objectively rated while the ratings of the **red** and **orange** ones are more emotional and subjective.

In addition to the coating evaluation profiles, we have defined requirement profiles for the most important categories in which the coatings are used. Both types can be matched to find the right coating(s) for an end use.

**PARTNER COMPANIES AND SPONSORS**  
This project has been realised under the lead of **ACTEGA** and **pacproject** with the support of the following partner companies and sponsors:

**KBA**: printing of coating samples  
**Stora Enso**: supply of printing substrates

**ACTEGA**  
Coatings & Sealants

**pacproject**

**KBA**

**storaenso**

- Mechanical Persistence**  
Scuff and scratch resistance during production and logistics
- Technical Standardisation**  
How easy it is to apply the coating and if special equipment is required
- Efficiency**  
How efficient the application of the coating and the further processing is
- Regulatory Compliance**  
If the coating is appropriate for indirect or direct food contact
- Ecology**  
The ecological impact of the coating concerning production and disposal
- Special Properties**  
Additional beneficial properties that are not included in the other benefits
- Visual Impact**  
The strength and impact of the coating's visual effect
- Tactile Impact**  
The strength and impact of the coating's tactile effect
- Highlighting**  
How well the coating can be used to highlight specific artwork elements
- Luxury Impression**  
How well the coating can support an impression of Luxury
- Natural Impression**  
How well the coating can support an impression of Naturalness
- Quality Impression**  
How well the coating can support an impression of superior product quality

### Profile Comparison

**End Use Requirement Profiles**  
In the first pocket of this folder, you will find our booklet *Coatings by End Use* with valuable information about the use of coatings in different categories. There is a page for each end use, including an Coating Wheel© profile reflecting the general requirements there.  
*E.g. Confectionary - Premium:*

After having chosen your end use, you can easily match and compare its requirement profile with the evaluation profiles of different coatings by overlaying both using the transparent films in the End Use Booklet.

Those benefits for which the wheels and thus coating and end use perfectly match will instantly become obvious, as here e.g.:

Especially for the **Regulatory Compliance** benefit, it is essential that the coating matches or exceeds the end use requirements.

**Coating Evaluation Profiles**  
In the other pocket, there are descriptive cards for selected ACTEGA coatings, each one including a Coating Wheel© evaluation profile for the coating.  
*E.g. TerraEffekt® Pearlescent G 29/438:*

**Blank Profiles**  
You should also find transparent pages with blank Brand & Product Target Profiles in your set. These can be used to create your own individual profiles for your projects.

It is also easy to see for which benefits the coating exceeds the end use requirements, as there, the outer wheel segments still appear clearly coloured:

Attention is required with those benefits getting dark grey outer wheel segments:

Here, the coating does not reach the general end use requirements. You need to consider if you are ready to make a compromise or not.

- ACTEGA's Coating Wheel© for example helps end-users choose the right coatings for their specific end-use or project.
- By offering a tool that anybody in the industry can use, you show that you are the expert in your area.
- With a variation of the Wheel°, you are a communication and technology leader.



 **The Pool° is beautiful.**

# The Pool° Organisation

Designed for the new Millennium

It is time for a different kind of organisation. Stock-listed or Limited companies, etc. are primitive (capitalist) structures. The Pool° is a new kind of entrepreneurial ecosystem, designed to accelerate Innovation for the ever-faster turning cycles of our new Millennium. While decelerating us!

The Pool° will be organised as a FOUNDATION with 5 Mission Targets for the Common Good:

★ SUSTAINABILITY

★ INNOVATION

★ EDUCATION

★ PROMOTION

★ COOPERATION

The Pool° will deliver INNOVATION SERVICES. It will be:

>> Democratic Guild of Innovators ruled by SKILL

>> Expert Network for Innovation Services

>> Platform for Open Innovation & project-based Alliances





# The Pool° Organisation

Designed for the new Millennium

The Pool° will be organised as a Foundation & its statutes are planned to be made available as Public Domain, so that this new kind of organisational structure can be used for the benefit of any other industry that has similar challenges like the FMCG & Packaging Industry.

Since these statutes cannot easily be changed after opening the Foundation, they need to be defined in the right way to last for a whole Millennium. A lot of foresight is required & we need to check if the circumstances, paradigms & frameworks of our current society can be expected to last. And some rules & statutes will be defined with the aim of inducing social change.

## **But why designed with the Packaging Industry in mind?**

Because it offers the widest diversity of people working there. And because more beautiful Packaging and less Advertising will be the quickest feasible measurements to make our lives better on the biggest scale. ♥ You will see.





# The Pool° Organisation

## Targeting a Sustainable Future

Not the shareholder value, not the turnover or the ROI are how the Pool° will measure its success.

Only benchmarks that are not connected to money can be fit for an Organisation whose rules & statutes are designed to be able to stay valid for a whole Millennium.

Success in its 5 Mission Targets is what the Pool° pursues:

★ SUSTAINABILITY

★ INNOVATION

★ EDUCATION

★ PROMOTION

★ COOPERATION

**For the Good of all Humanity.**  
And nothing else.



**#1**  
Sustainability



**#2**  
Innovation



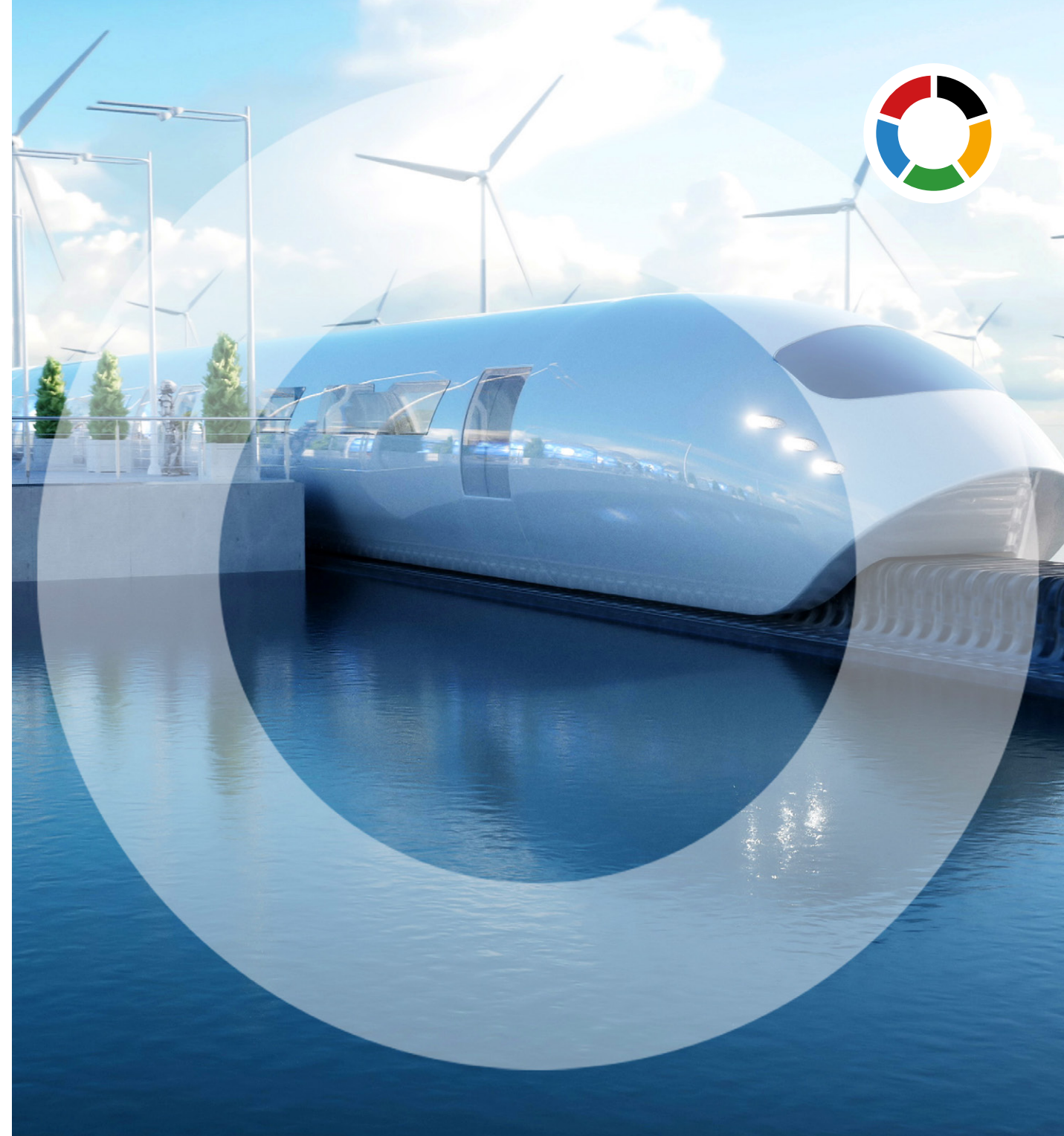
**#3**  
Education



**#4**  
Promotion



**#5**  
Cooperation





# Join The Pool° Organisation!

A neutral Organisation with five Mission Targets to support the Packaging Industry:



Improve **Sustainability** in the Packaging Industry and beyond

In today's industries, there is still too much focus on making money and not enough on creating sustainable solutions for mankind and for our planet.

---

**We will change that.**



Technological Advance and **Innovation** in the Industry

To drive real innovation in packaging, the expertise and cooperation of many different players is required. One party alone can do nothing.

---

**Cooperation partners need to come together and launch projects that drive real Technology Advancement.**



Hands-on **Education** and Knowledge Transfer

Packaging is a niche industry in which people with many different backgrounds are working and educated personnel is rare.

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**More experts need to be educated and stakeholders require efficient and effective knowledge transfer to be able to take the right decisions.**



**Promotion** as sustainable Branding Tool

Compared with advertising or other 'offensive' ways to build a brand, packaging is far more sustainable. It is required to protect the goods and with good ideas and a little enhancement it can be a great brand representative and storyteller.

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**Packaging as such needs to be promoted as the better marketing investment.**



Win-win **Cooperation** between Brand Owners, Suppliers and Retailers

In order to effectively drive innovation and technology advancement, a cooperation between the different parties must be rewarding for all sides and the interests of smaller parties must also be respected.

---

**A neutral platform is required to enable and ensure fair modes of cooperation.**

**#1**  
Sustainability

**#2**  
Innovation

**#3**  
Education

**#4**  
Promotion

**#5**  
Cooperation

# Why a Foundation?

The **Pool**° is a neutral Organisation working for the Good of the Industry

## Tax Benefits

- Wherever the Foundation uses its money and staff for pursuing its nonprofit Mission Targets, it gets tax benefits

## Fair Working Environment

- Wages in a Foundation are usually based on wages in public service which means fair wages for all levels of experience
- This in turn leads to a culture of learning without strong competition and fear of failure while a fair step-by-step promotion system with the chance of developing own business models keeps motivation high

## Neutrality

- A Foundation is bound to work in pursuit of its Mission Targets and nothing else
- A Foundation is also neutral towards any other player on the market, as long as they are not opposing its Mission Targets

## Reliability

- Money put into the Foundation cannot be removed from it or put to unintended use – it can only be spent in pursuit of the Foundation's Mission Targets
- Due to its neutrality and reliability, a Foundation is also the perfect treasurer for shared budgets of innovation partners



**#1**  
Sustainability



**#2**  
Innovation



**#3**  
Education



**#4**  
Promotion



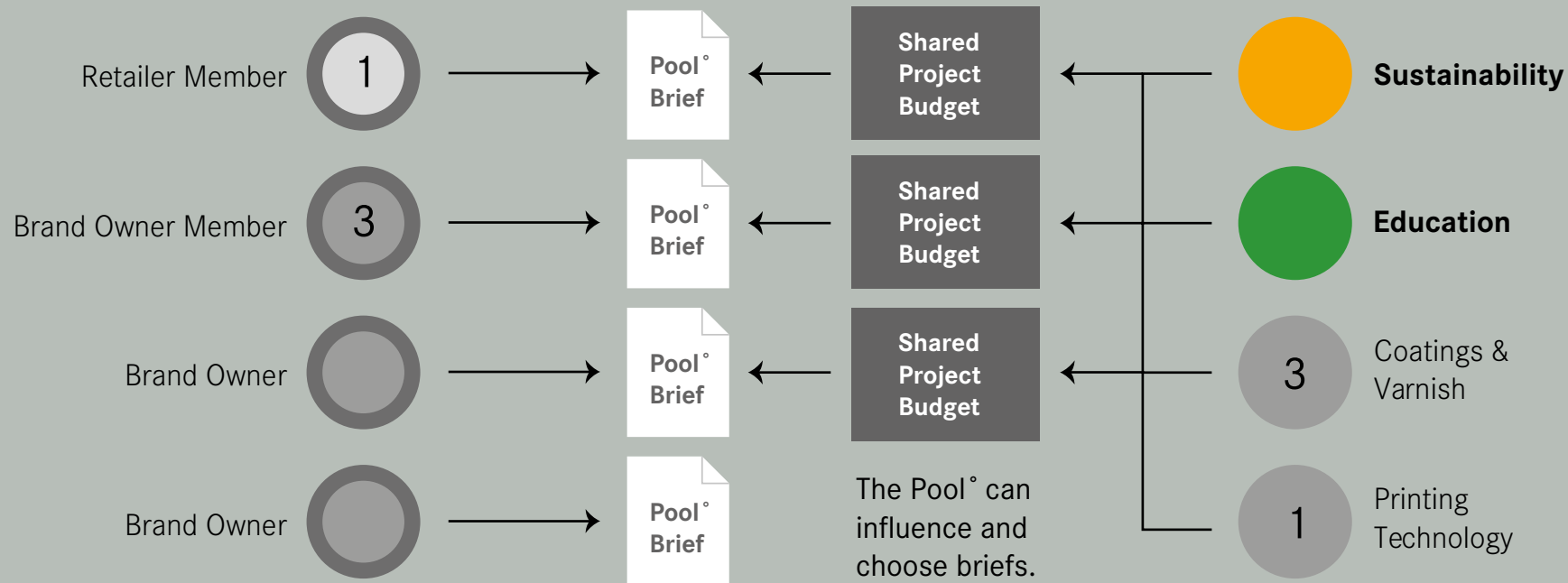
**#5**  
Cooperation

- The **Pool**° is planned to be organised as a Foundation with several Chairmen representing Inner Circle and Founding Members.
- Due to Tax Benefits for working in pursuit of its nonprofit Mission Targets, it can afford a fair working environment for everybody.
- The organisation as a Foundation makes the **Pool**° a reliable neutral partner.



# A Powerful Alliance of Suppliers in Packaging

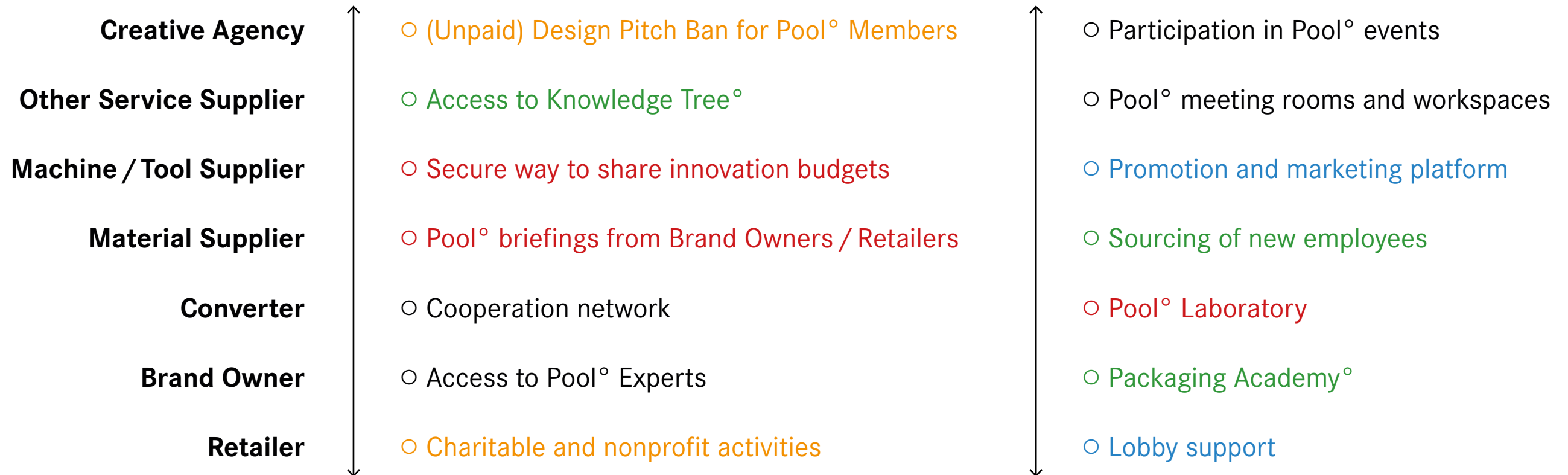
Brand Owners and Retailers writing out Projects to the **Pool°**



- The **Pool°** accepts briefings from Brand Owners and Retailers.
- These briefings can then be taken by its Members, alone or together with a Shared Project Budget.
- As a powerful player, the **Pool°** does not need to accept every briefing as it is.

# Many Reasons to Join the Pool°

Different Companies have different Reasons

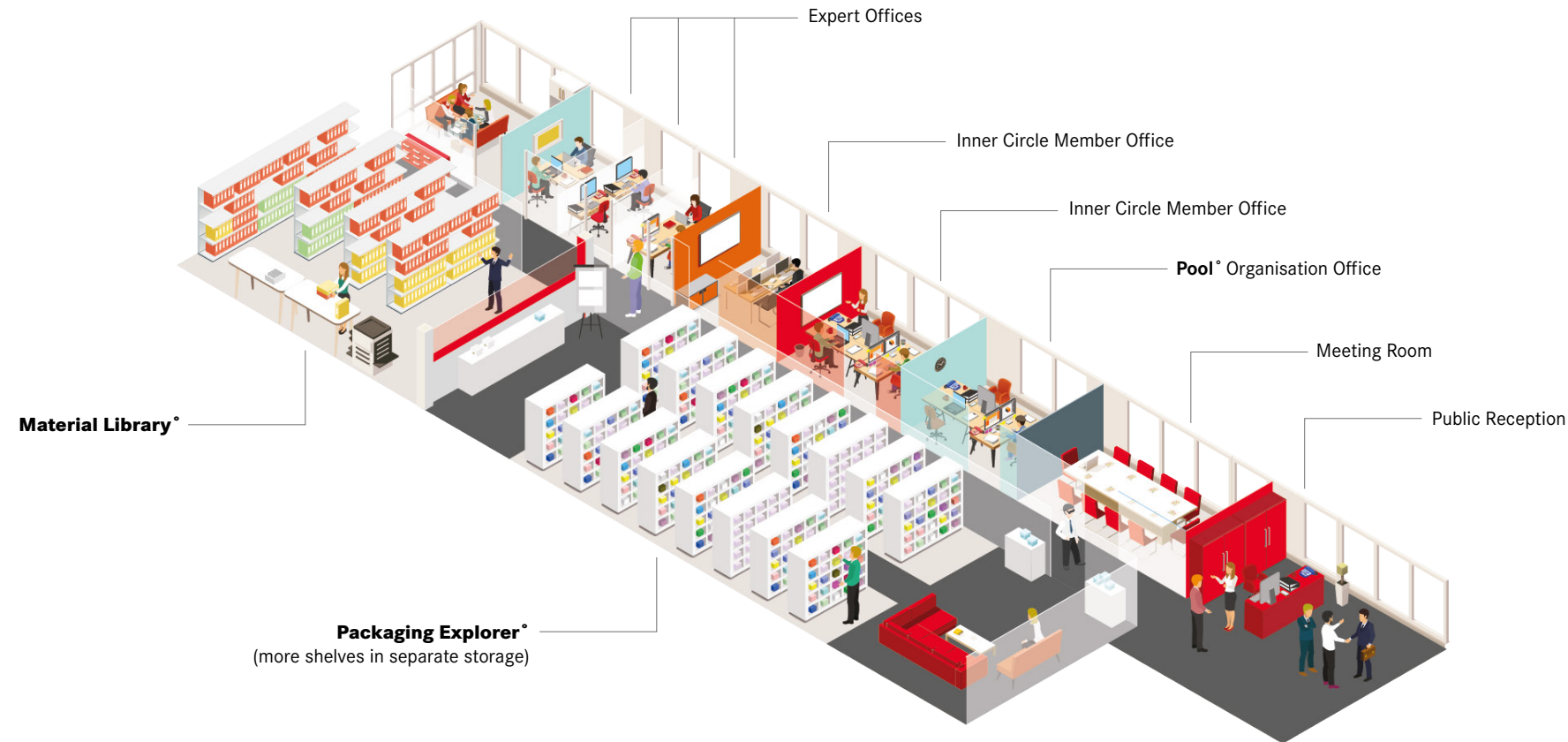


- Most Suppliers need the **Pool°** for **Promotion** and to participate in the Brand Owners **Innovation** Process through **Pool°** briefings.
- Creative Agencies and Service Suppliers need access to the **Knowledge Tree°** and Experts and enjoy the Design Pitch Ban for Members.
- Brand Owners and Retailers need the **Cooperation** network for **Innovation** projects.



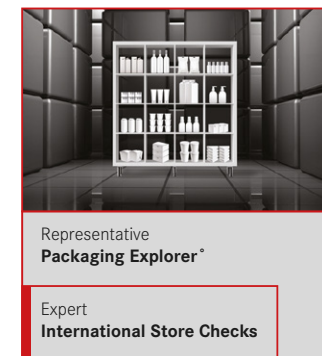
# Hamburg Headquarters

## A Public Meeting Place



Representative  
**Material Library°**

Expert  
**Innovation Scouting**



Representative  
**Packaging Explorer°**

Expert  
**International Store Checks**

- The **Pool°** will be headquartered in Hamburg, one of Europe's leading cities in Packaging Design – and the world's most beautiful city!
- The headquarters are planned to include a library of packaging materials and an archive/exhibition of outstanding market samples.
- A large **Pool°** meeting room can be booked for meetings on neutral ground.

# Club of Founding Members

A leading Position and a Commitment to one of five Mission Targets:

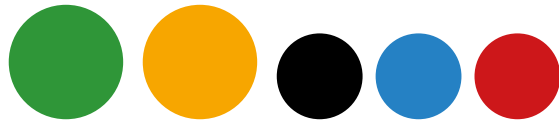
#1 Sustainability

#2 Innovation

#3 Education

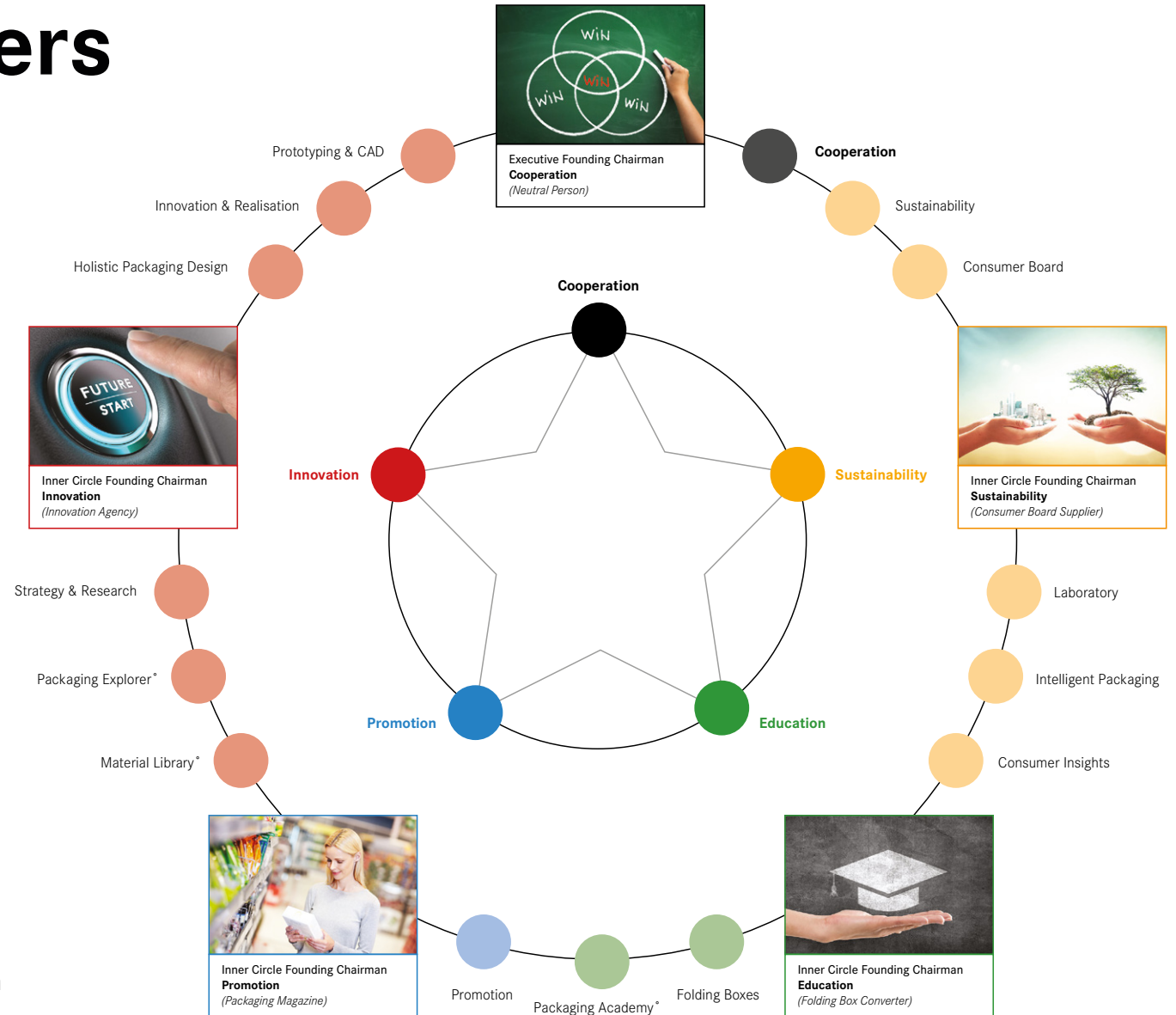
#4 Promotion

#5 Cooperation



## Founding Members

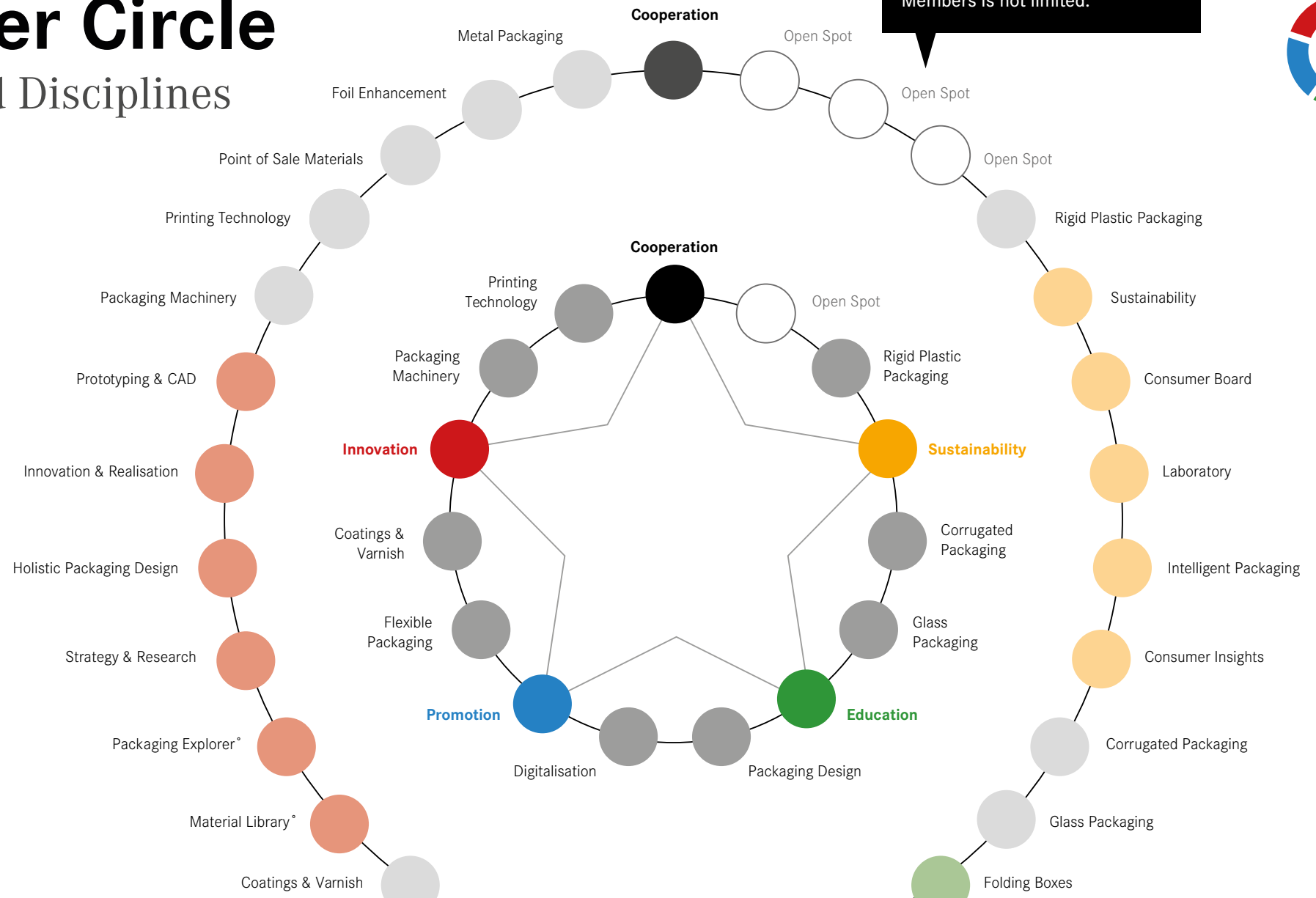
- Stay in the Inner Circle until they desire to leave and be replaced
- The larger Founding Members raise their budget as they see fit
- The smaller Founding Members' entities get budgets from the Pool° Contribution



- As a first step, the **Pool°** enlists a number of Founding Members that will give the Organisation the critical mass required for success.
- Each Founding Member will be responsible for driving one of the five Mission Targets of the **Pool°** Foundation.
- They will be permanently leading the Organisation once it is created.



## A vast Variety of Trades and Disciplines



- Greater Circle Members and Entities each represent a branch of Expertise – with Experts that work for everybody in the **Pool**°.
- Members can have several Greater Circle Representatives and the number is not limited. They can be external or belong to the **Pool**°.
- But each Member can have only one Inner Circle Chairman – if at all.

# Step by Step to Individual Expertise

Master and Apprentice, different Experts and the Way to Stardom



## Trainee Programme\*\*\*



The Pool° always keeps a number of Trainees who work for a low but fair salary and in turn have a lot of freedom to learn and experiment. Includes people who have useful skills from their education, but did not find a job in that industry.



Trainees become Juniors and Seniors become Experts who develop new Innovation Services

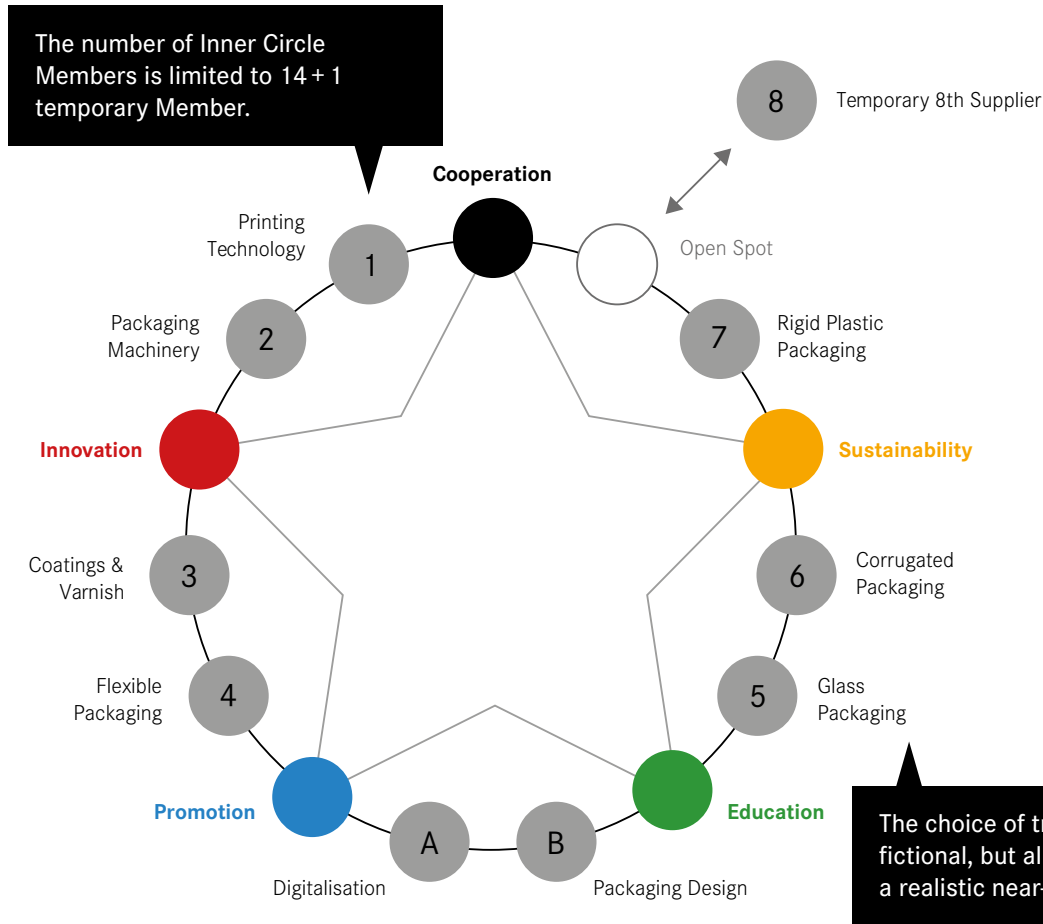


- In **Innovation** work, there is no learning 'by the book'; it is the natural way of learning – by doing and as an Apprentice from a Master.
- But even if there are many Experts in the **Pool°** to learn from, everybody is free to find his or her own specific field of expertise.
- The **Wheel°** process is a great basis for this process of individual advancement.



# Turning the Wheel on and on

And still Money makes the World go round...



Total Budget	Current Budget	
3.300.000,-€	1.287.350,-€	5
2.532.500,-€	231.720,-€	7
2.265.000,-€	2.231.825,-€	3
1.819.350,-€	1.231.720,-€	6
1.438.000,-€	837.735,-€	1
1.265.000,-€	1.028.230,-€	2
1.165.000,-€	853.975,-€	4
1.500.000,-€	1.500.000,-€	8

If this Member has Pool° personnel or other running expenses, the budget must be raised soon.

These two Members would need to raise their budgets to be sure to stay in the Inner Circle.

If nobody raises their budgets during 3 months, this Member goes to the Greater Circle.

1.5 Mio. EUR would be sufficient for a new Member to buy into the Inner Circle at this point.

- The positions in the Inner Circle are limited – in order to stay in, Members will need to raise their budgets regularly.
- Others can try to buy into the Inner Circle by offering a Total Contribution Budget higher than the third lowest in the Inner Circle.
- If somebody is accepted by simple majority (8-6), three Members need to raise.

# Holistic Strategy

## The Office of Strategic Services

In our globalised & multidisciplinary industries, smart tools & processes can be as important for project & market success as winning concepts.

The Office of Strategic Services (**OSS**°) provides Artful Design, Expert Consulting as well as Project Management & Execution. The **FMCG & Packaging Industry** is our core competence and usually we work in the following areas:

- Synergetic Industry Marketing
- Holistic Strategy for Innovation
- Knowledge Transfer Process Tools
- ★ Brand Creation & Strategy
- ★ Packaging Design & Finishing
- ★ Communication Design

<http://www.poolorganisation.org/oss/>



## Office of Strategic Services







 **The Pool°**

Office of Strategic Services // **OSS°**

**Holistic Strategy / Design / Innovation**

[www.poolorganisation.org/oss/](http://www.poolorganisation.org/oss/)

**TOBIAS KREDEL**

Master of Packaging, Design & Marketing

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+49 / 176 / 314 70 911



# Carpe Futurum!\*

Science Fiction can be **now**.

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Consumer Trends & Megatrends from GlobalData: [www.globaldata.com](https://www.globaldata.com)

\*I encourage to read the book “Explore / Create” from the Ultima game series creator and also – among other things – astronaut, entrepreneur and philanthropist Richard Garriott de Cayeux.