

# Developing and Sustaining Excellent Packaging Labelling and Artwork Capabilities

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# Andrew Love

2009 to current: Vice President Capability Development, Be4ward Ltd, assisting a number of Pharmaceutical clients with packaging management related engagements.

2007 to 2009: headed GlaxoSmithkline's pharmaceutical Global Packaging Strategy

- Defining GSK's global supply chain strategies for each product dose form, standardising packaging equipment, components and SKUs

2001 to 2007: Global head of pharmaceutical packaging for GlaxoSmithkline, responsible for:

- Structural design, artwork and creative services, packaging legislation, complexity reduction, technical capability development and packaging supplier base development
- Across portfolio of 25,000 SKUs and 150,000 packaging components.
- Led Global Pack Management Project, a £25m re-engineering of GSK's product change management capability.
  - Implemented Product Lifecycle Management software to 4000 users in 160 markets
  - Ensuring timely & accurate product changes to meet product launches whilst maintaining product safety information.
  - Reduced information/artwork related recalls by 80%
  - Rationalised artwork supply from 250 studios to 4 global artwork service centres, one based off-shore in India
- Established GSK's global packing design capability to drive product standardisation, legislative compliance, effective packaging support to product launch and the company's capabilities to manage SKU portfolios
- Led definition of GSK's strategy for serialisation, authentication, anti-counterfeiting and product coding.

Prior: GSK and specialty chemical industry in various supply chain and operational roles

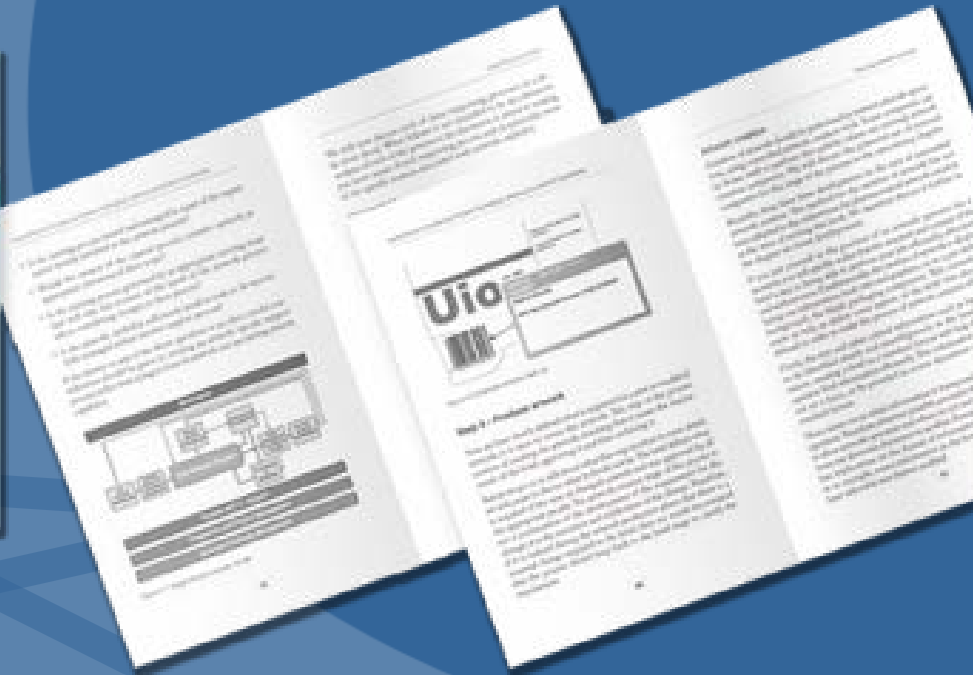
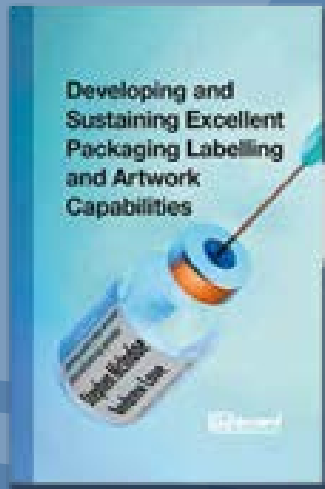
- Experiences in merger integration, supply chain process and systems implementation, product acquisition and divestment, lean and six sigma deployment, and operational management.

Masters Degree in Engineering, MBA and Chartered Engineer

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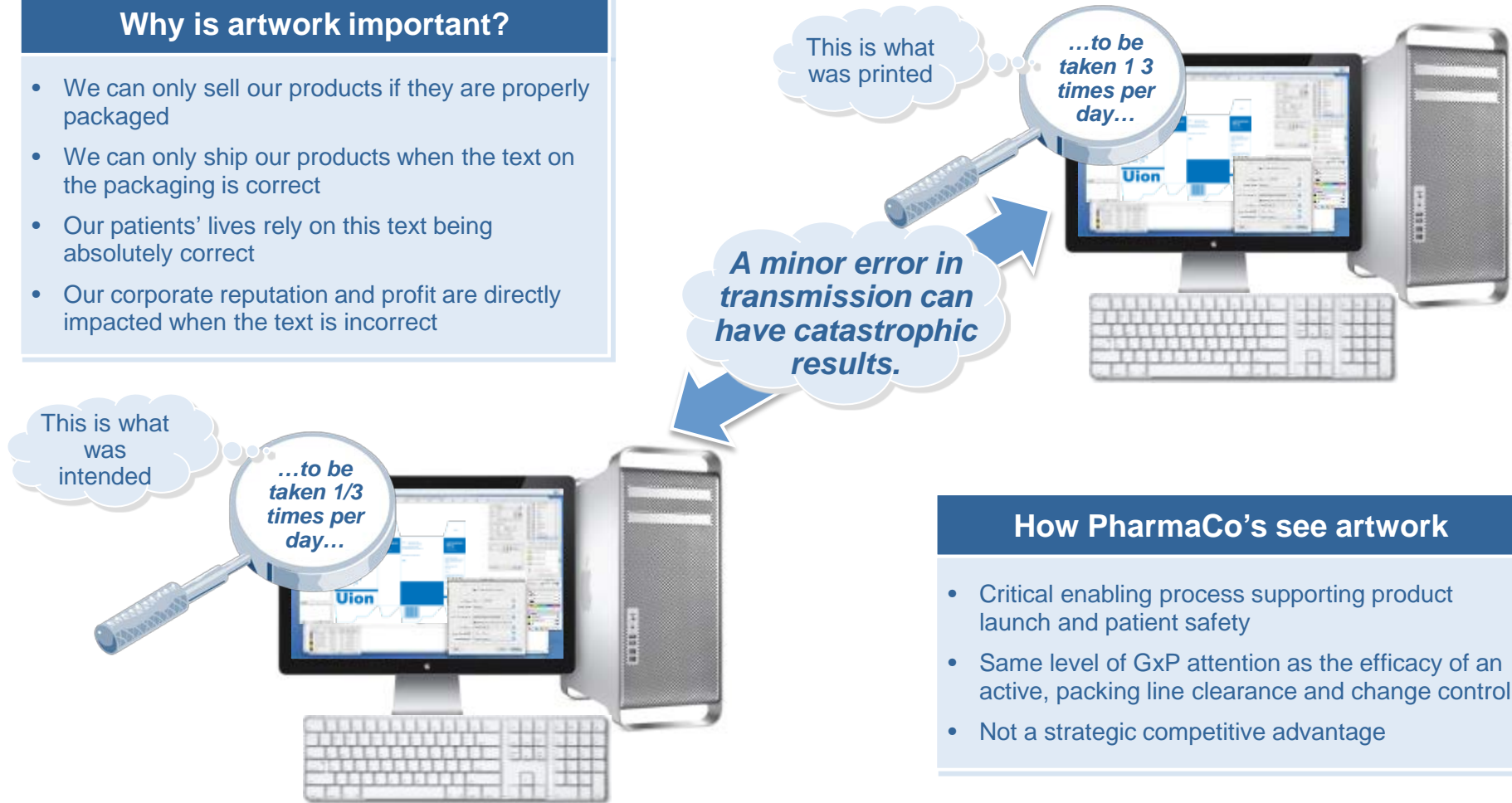
- Ensuring patient safety
- Reducing recall risk



# Artwork design is an essential process in the supply of pharmaceutical product

## Why is artwork important?

- We can only sell our products if they are properly packaged
- We can only ship our products when the text on the packaging is correct
- Our patients' lives rely on this text being absolutely correct
- Our corporate reputation and profit are directly impacted when the text is incorrect



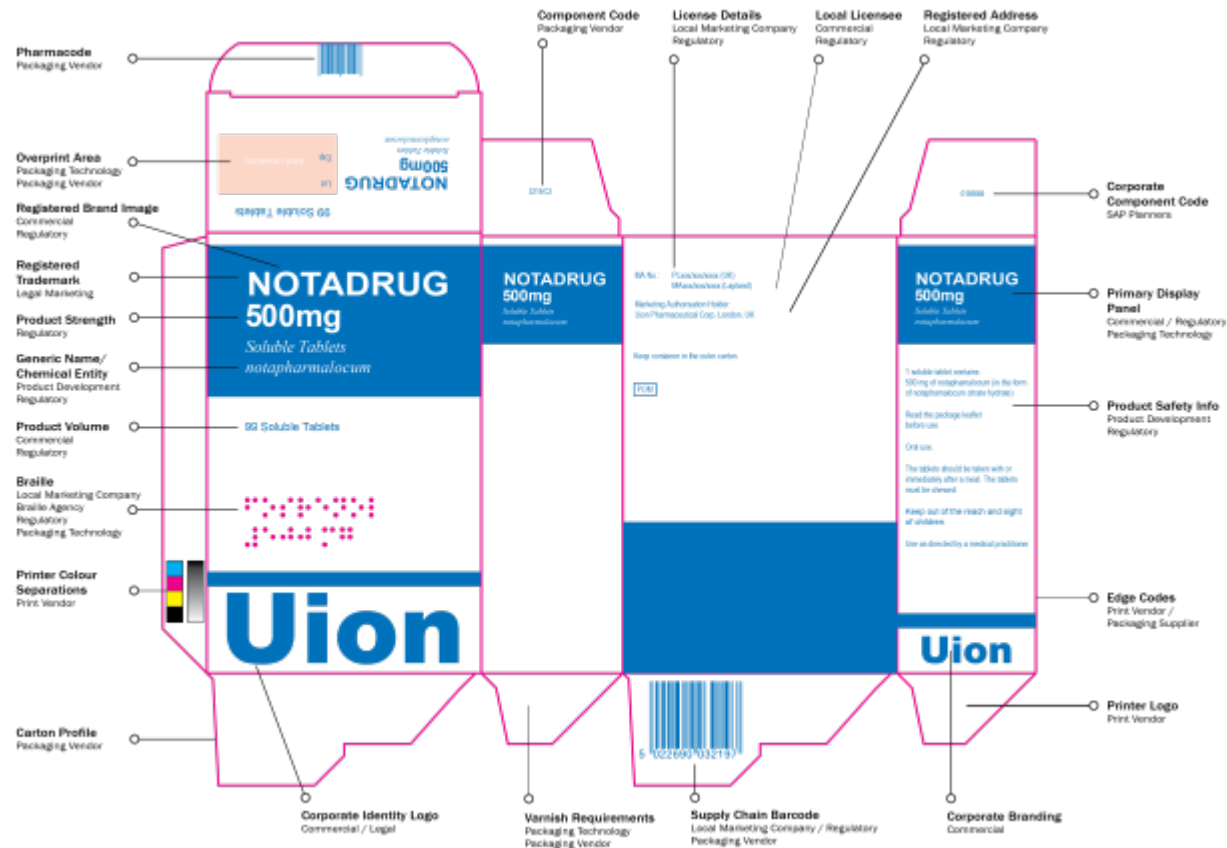
## How PharmaCo's see artwork

- Critical enabling process supporting product launch and patient safety
- Same level of GxP attention as the efficacy of an active, packing line clearance and change control
- Not a strategic competitive advantage

***...and still one of the highest causes of recall in the industry***

# Artwork design involves coordinating information from many different sources

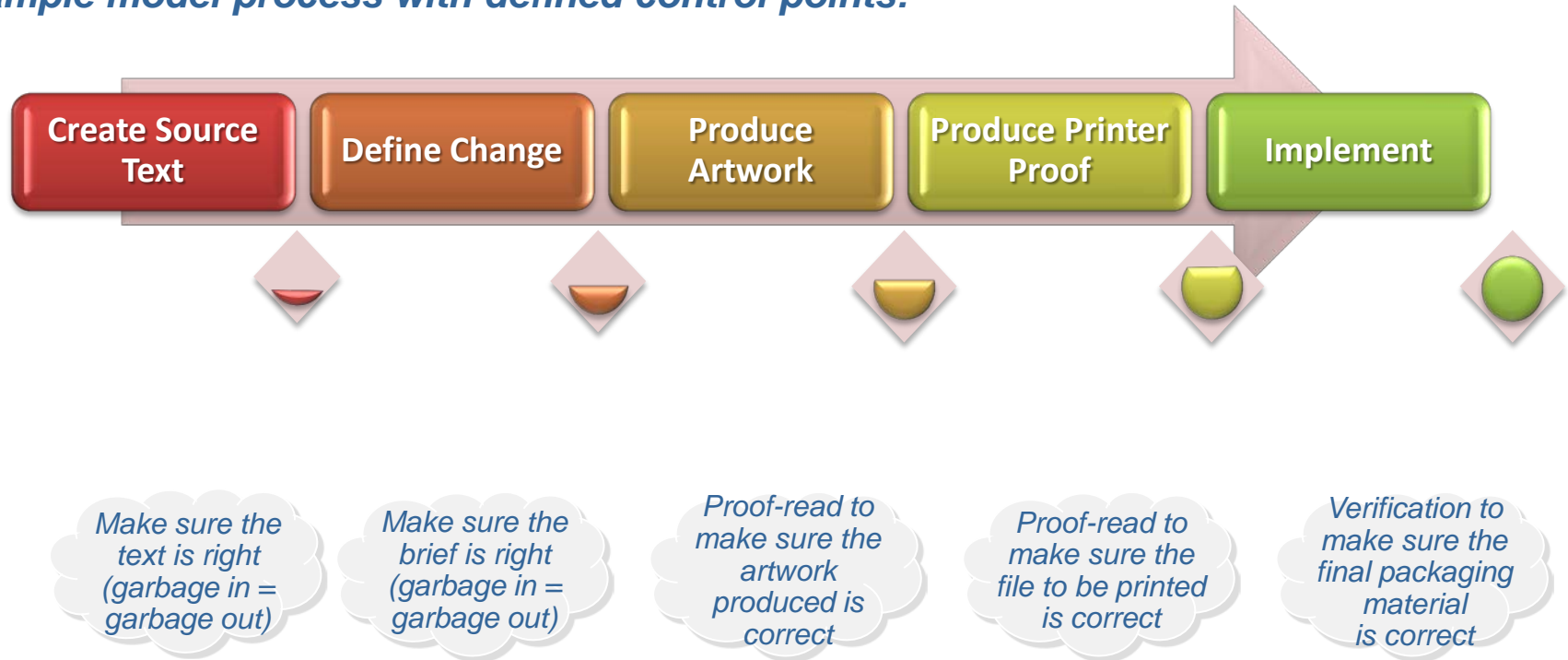
## Typical sources of artwork information for a product carton picture



*There are many opportunities for error.*

# Clearly defining the process control points is critical to ensuring error free artworks

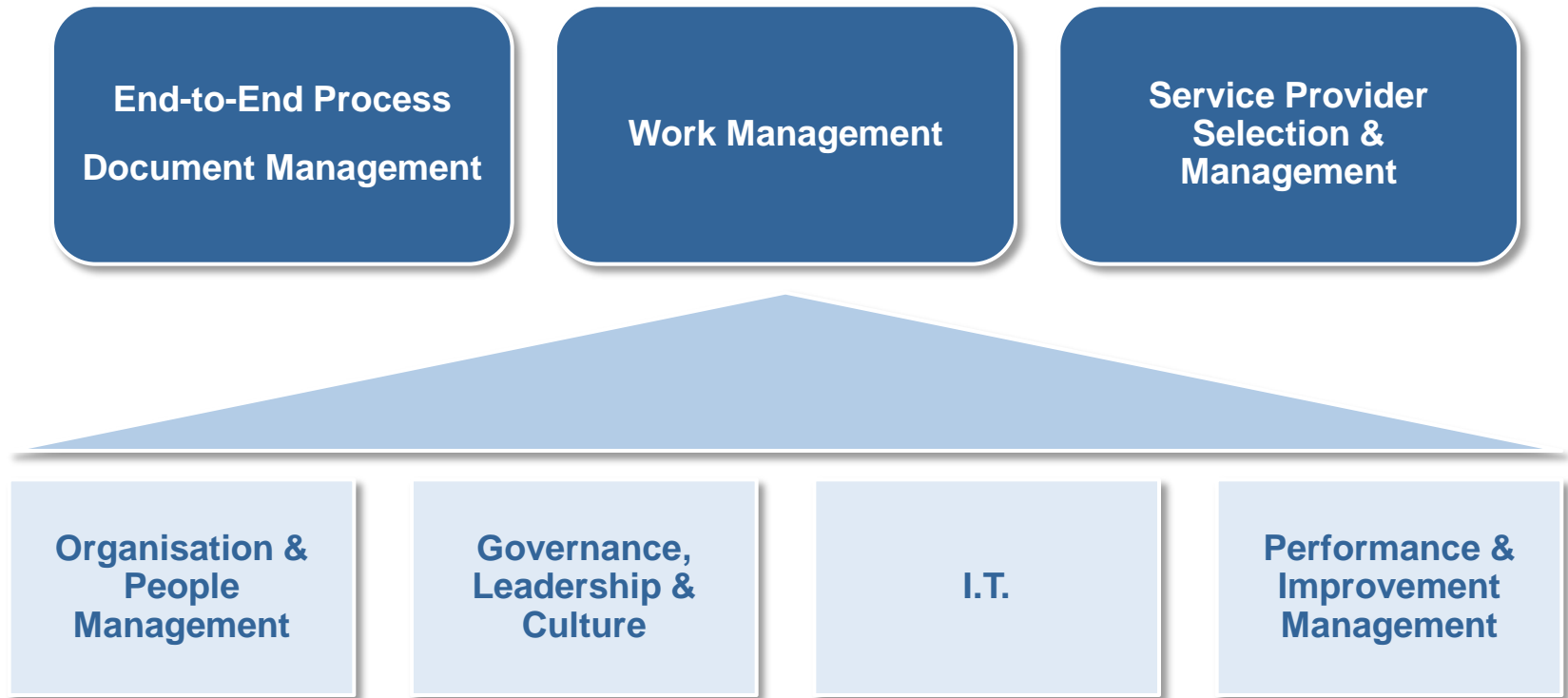
*Example model process with defined control points:*



**Ensuring accuracy at each control point assures right first time artwork**

**In order to be successful, a number of elements need to be in place to have an effective artwork change capability**

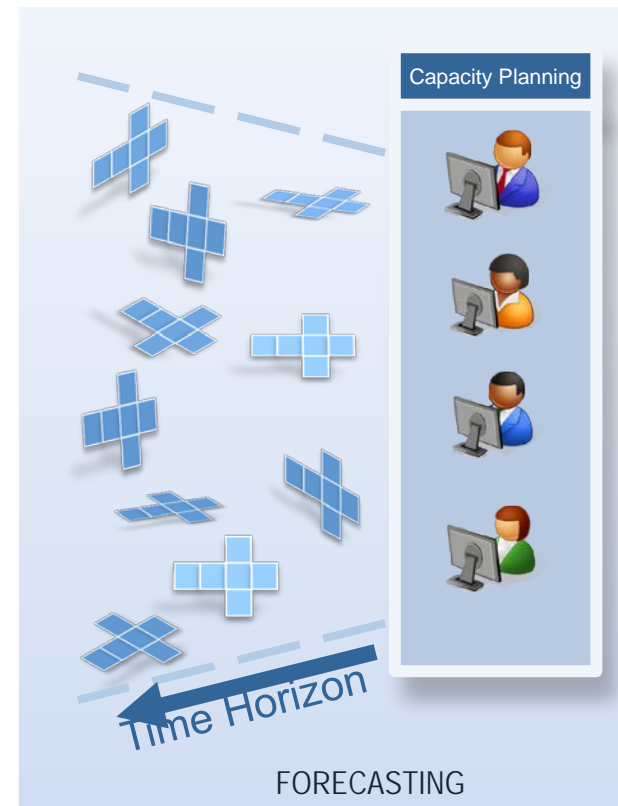
*Elements Required for a Successful Artwork Capability*



*We will have a look at some of these areas in more detail.*



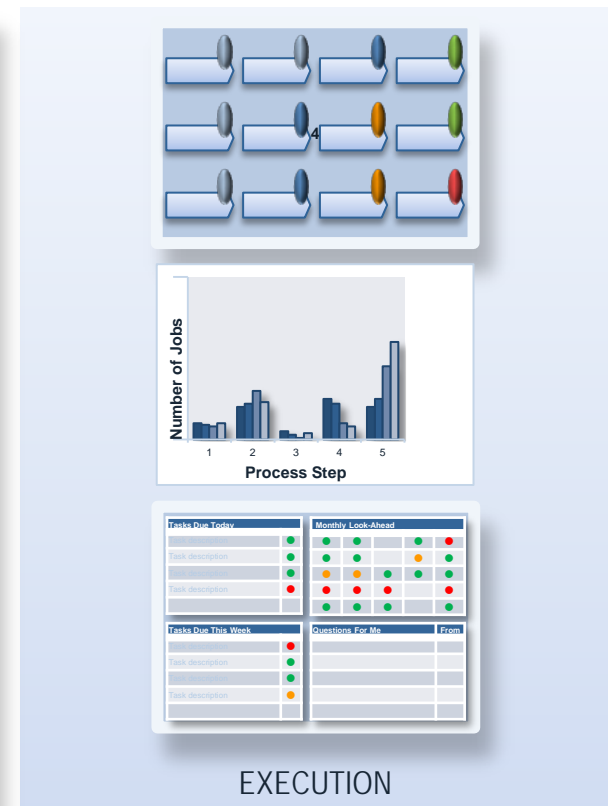
**Work Management - processes and tools providing an integrated forecasting, planning and execution capability**



- Comprehensive method for identifying future changes across the entire portfolio
- Clear visibility for timelines/expectations
- Capacity contingency & business continuity in place
- Planning algorithms to ensure sufficient capacity is planned
- Based on standard and achievable lead times



- Clear communication of timelines & expectations
- Alignment of committed dates, production schedule and stock management
- Standard change plan: forward or backward scheduling; known step lead times
- Supported by project & programme reports to allow management by exception
- Ability to group/manage program of changes
- Permits project mgmt and schedule adherence

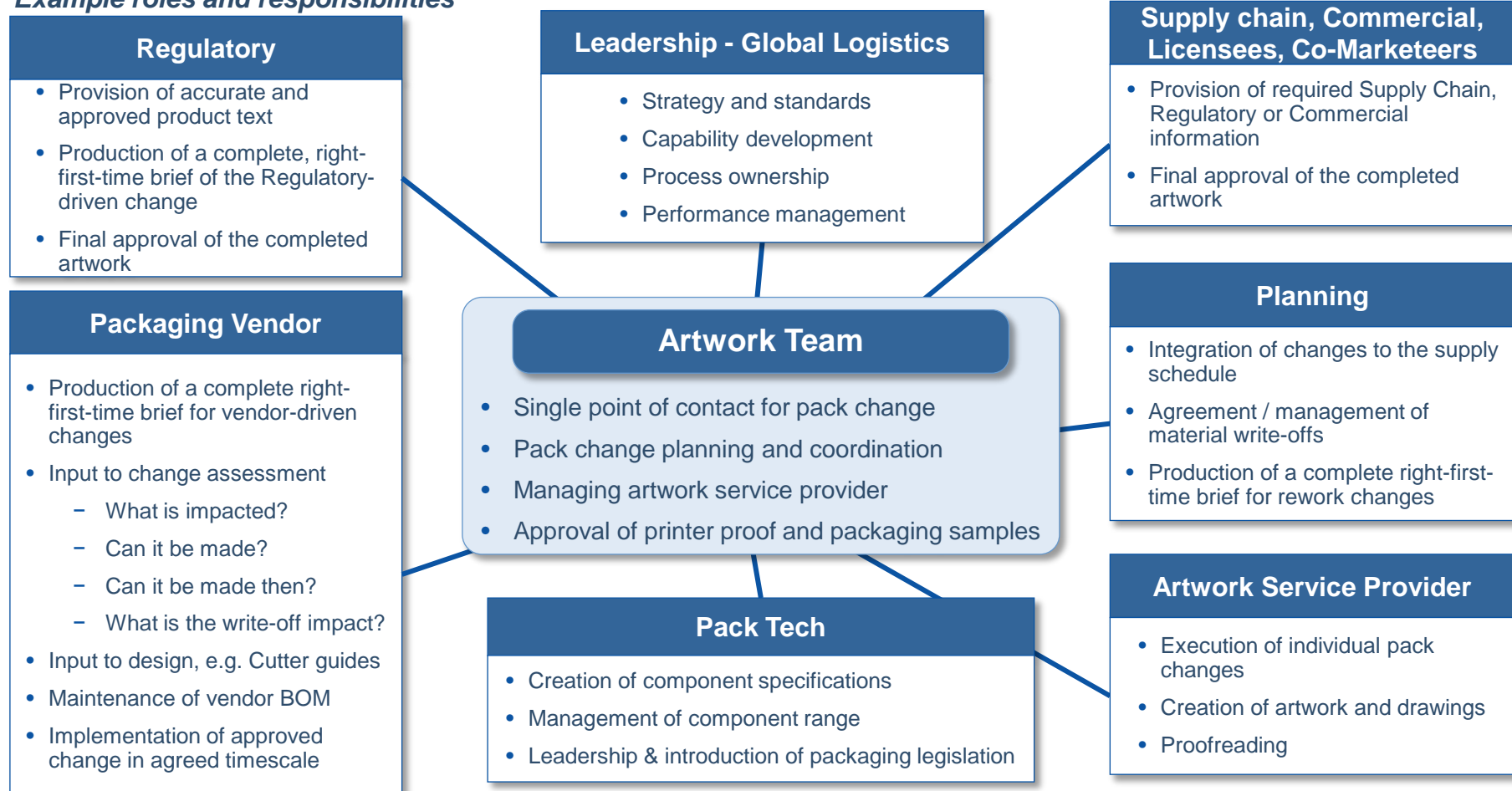


- Visibility to all of status and location of a change
- A Portal entry page that lets all see what they need to do and what is coming
- Work in progress monitoring to help flow / identify & resolve bottlenecks
- Lets people plan their own work
- Ensures effective delegation & escalation
- Ensuring visibility of priorities, issues and workload to all



# People and Organisation - making sure all parties understand and effectively perform their role in the process

## Example roles and responsibilities

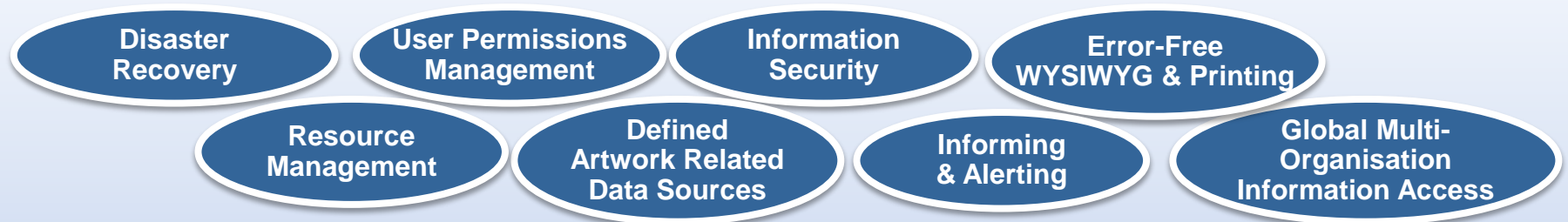


*Typically, this involves coordinating the activity of people from a number of organisations.*

# IT - an appropriate and integrated suite of IT tools to facilitate and apply the process,



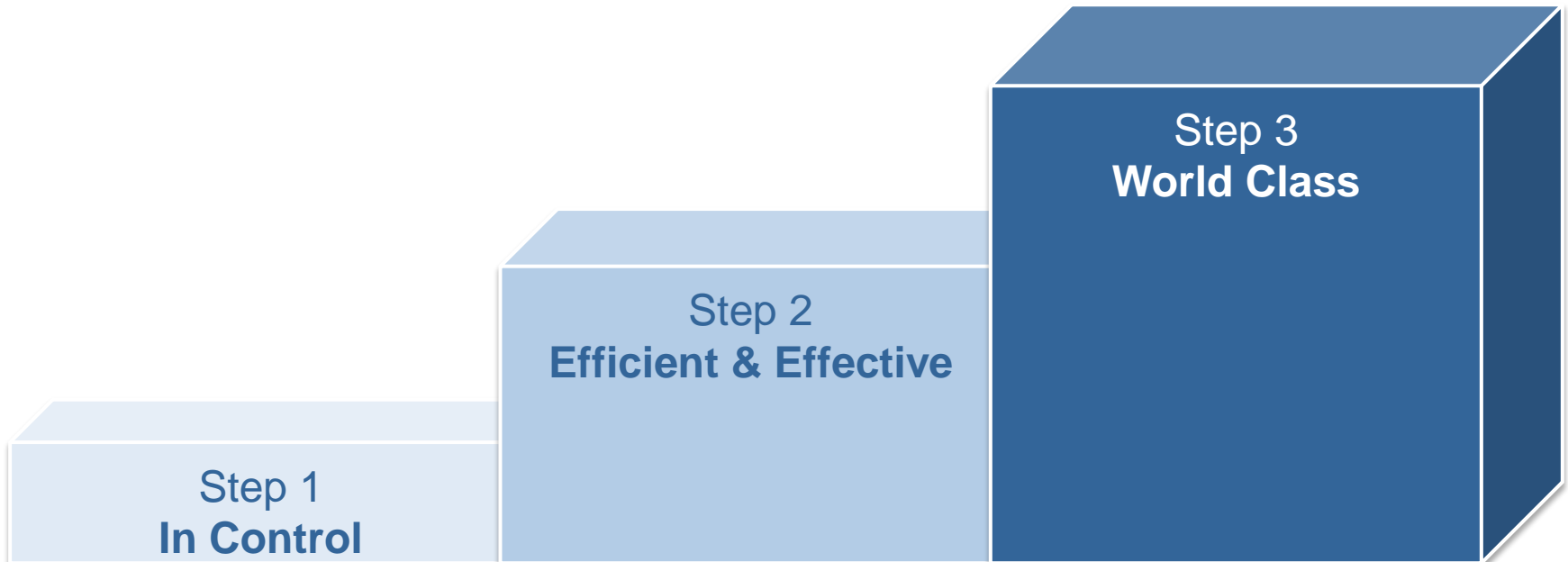
## FUNCTIONALITY



## CAPABILITIES

*Providing real-time information and a self-service approach for all impacted parties, regardless of geographic location*

# Companies typically make improvements to their artwork capabilities in a phased manner



- Compliant GxP process
- Formal approvals at key control points
- Meeting critical artwork change milestones

- Meeting performance requirements of business
- Optimal use of resources
- Processes tuned to ensure effective execution

- Appropriate use of best practices
- Benchmarked with external capability
- Agile adaptation to changing business models

***Not everybody needs to be world class in all capabilities***

# Making it happen

## *In Summary*

- Packaging and artwork presents a significant compliance risk
- Packaging artwork management capabilities are critical to delivering business strategy
- Delivering quality artwork is a complex endeavour involving many moving parts
- Excellence is achievable

## *How might you start*

- Current situation assessment
  - Understand the current situation for each element of your capabilities
  - Base against a comprehensive assessment model
- Gap Analysis
  - Against 'fit for purpose' requirements
- Improvement recommendation development
  - What are the key improvements you want to make
  - What engagement do you need to make across your organisation

***Example: Major PharmaCo - 80% reduction in artwork related recalls***

# Key learnings to consider

Kotter's Steps for Implementing Successful Change	Some thoughts on how this relates to artwork capability improvement
<b>Create a sense of urgency</b>	<ul style="list-style-type: none"> <li>• Identify and communicate the compelling reasons for action.</li> <li>• Develop To-Be design that directly resolves key issues and supports delivery of overall business strategy.</li> <li>• Phase capability improvement activity - focus on delivering shorter term, critical improvements first.</li> </ul>
<b>Develop a guiding coalition</b>	<ul style="list-style-type: none"> <li>• Identify a senior business sponsor.</li> <li>• Establish cross-functional governance group to steer project and make key decisions.</li> </ul>
<b>Develop a vision for change</b>	<ul style="list-style-type: none"> <li>• Collaboratively develop To-Be vision, involving key impacted stakeholder groups.</li> </ul>
<b>Communicate the vision</b>	<ul style="list-style-type: none"> <li>• Develop materials and messages to explain To-Be vision that is understandable by all impacted parties.</li> <li>• Use materials and messages to communicate in many ways to broader population.</li> </ul>
<b>Empower broad-based action</b>	<ul style="list-style-type: none"> <li>• Deliver overall change through a number of individual initiatives.</li> <li>• Ensure projects involve appropriately cross functional teams.</li> <li>• Engage broader group of stakeholders in key solution design activities.</li> </ul>
<b>Generate short term wins</b>	<ul style="list-style-type: none"> <li>• Phase improvements activity to deliver shorter term, critical improvements first.</li> <li>• Deliver some "low hanging fruit" type benefits and publicise wins.</li> <li>• Publicise key progress milestones.</li> </ul>
<b>Don't let up</b>	<ul style="list-style-type: none"> <li>• Ensure sponsor and steering team hold projects and organisation accountable to deliver to promise</li> <li>• Address the inevitable issues that occur.</li> </ul>
<b>Make it stick in the organisation culture</b>	<ul style="list-style-type: none"> <li>• Ensure initiatives focus on developing and supporting culture and behaviours that help ensure sustainable solutions.</li> <li>• Maintain cross functional governance after project(s) have finished with accountability to maintain and develop the capability and culture.</li> </ul>

Be4ward



# Be4ward is a niche management consultancy with award winning success in delivering pack change and artwork capability

- Be4ward provides specialist consulting services to the global pharmaceutical industry
- Our team combines operational management experience, subject matter expertise and excellent consulting skills to help our clients deliver successful change
- Whilst we have in depth knowledge of the supply base in our areas of focus, we provide independent advice to our clients
- Our current areas of focus include:
  - **Packaging and artwork management**
  - **Product coding, serialisation and anti-counterfeiting**
  - Product complexity management, late customisation and postponement
  - Secondary packaging supply chain design
  - Post merger legal entity and brand integration
- Contact details:
  - PO Box 4151, Maidenhead, SL60 1DP
  - London, UK: 0800 098 8795, 0203 318 0395, fax 0203 318 0396
  - Montreal, Canada: 888 308 8657

***Our team have won many awards for their work, including the establishment of a world class global artwork capability for a Top 3 Pharma Co.***