



# cue

QUARTERLY MAGAZINE

## THE FOURTH AGE OF PACKAGING

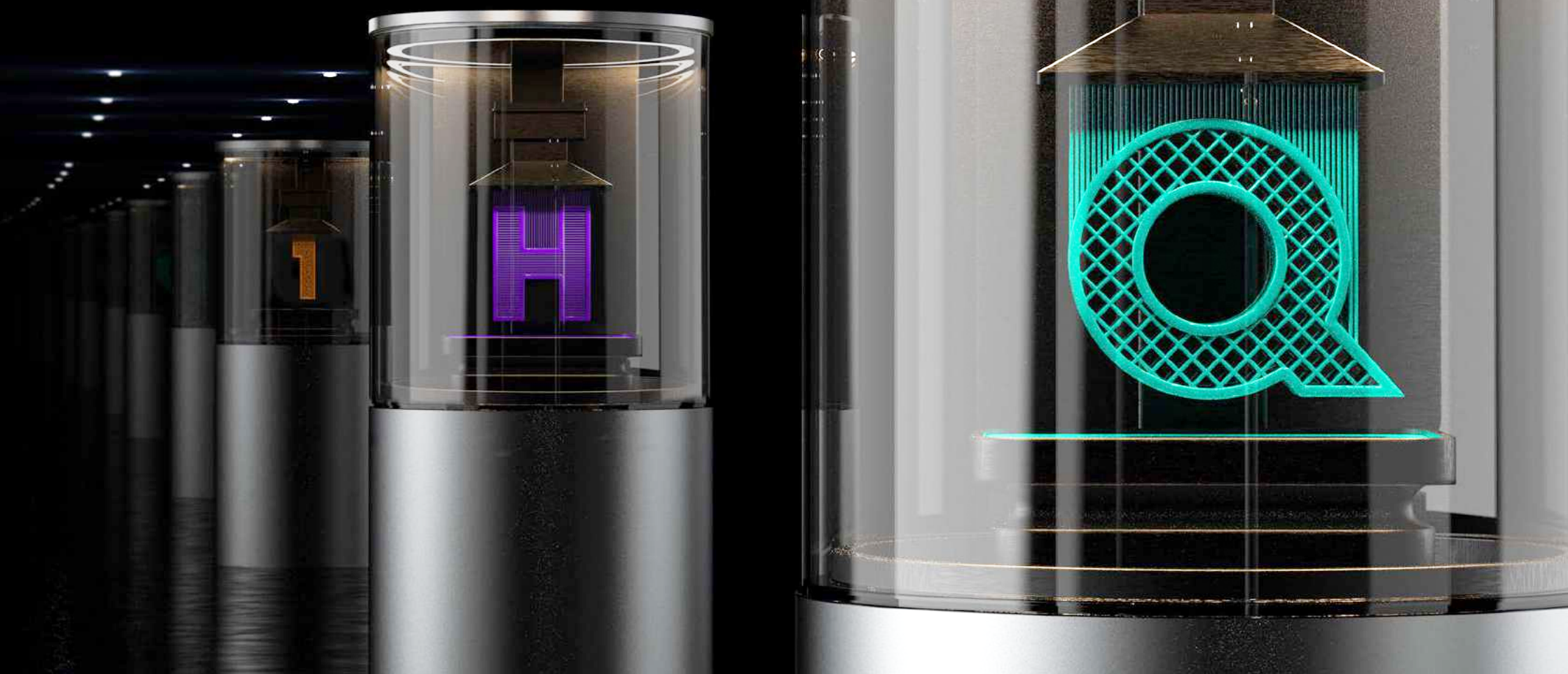
# 09

**THQ**

PART OF CEUTA GROUP

What if manufacturing offered

# infinite possibilities?



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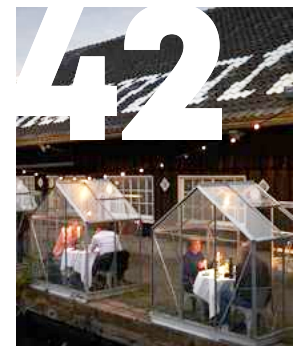
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# Contributors



## Lawrence Janes

Managing Director  
CollidaScope

Lawrence is a media and communications expert with substantial data science consultancy, media, shopper and consumer marketing experience.

Before launching CollidaScope with 1HQ in 2016, Lawrence was Global Head of Media at the German data science consultancy, Emnos, working with clients such as Carrefour, Walgreens and Lenta in Russia. Prior to this he spent six years at Dunnhumby as Head of Media Solutions and Development, working with Tesco across Europe and Asia; along with Kroger in the US.

Lawrence has also worked with major manufacturers such as Danone, Johnson & Johnson, Nestle, Pepsico, RB and Unilever; devising solutions for them to maximise their marketing mix effectiveness.



## Ben Glotzer

Creative Director  
1HQ USA

Ben is an award-winning creative director specialising in FMCG product innovation and design for both the world's leading brands and start-ups, national and retailer owned brands.

With over 20 years' experience, Ben has created a diverse range of branding initiatives for categories including food & beverage, spirits, personal care, beauty, pharmaceutical and pet care. Having built and lead premier design studios, Ben has worked with the likes of Bacardi, Nike, Under Armor, Unilever, Kraft Heinz and Mars USA, helping to build brands through purpose driven design and verbal communication.



## Mike Webster

Director of 3D Structure & Experience  
1HQ UK

Mike and the 3D Structure & Experience team fuse brand and industrial design expertise to bring brands to life through physical products, packaging and experiences, solve problems and shape sustainable futures.

As an award-winning industrial designer, Mike has a wealth of knowledge and expertise in design and innovation across consumer electronics, fintech, FMCG, food and beverages, health and wellbeing, home and personal care, retail and transportation.



## Clare Cotton

Associate Director of Brand & Innovation Strategy  
1HQ UK

With nearly 20 years' experience in brand innovation, Clare has worked with the likes of Diageo, Mars, RHM, WWF and Cancer Research UK.

Her passion lies in maximising the potential of brands through strategy, consumer understanding and innovation. She now brings her industry experiences plus extensive network to help transform brands and increase their engagement with sustainable purposes.



## David Gray

CEO  
1HQ Creative Leap

Passionate about brand and business strategy, David has worked across corporate, product and service brand positioning and communication strategies within categories including healthcare, professional and financial services, beverages, telecommunications, commodities and automotive.

With a background in international branding and design consultancy, David founded Creative Leap, an award-winning, specialist OTC healthcare and wellbeing-focused communications consultancy.

# The Fourth Age of packaging



**Mike Webster**

Director of 3D Structure & Experience - 1HQ UK

We are in a time of unprecedented change.

The world is converging and barriers blurring. Technology is changing the way we perceive, engage and consume the things that surround us. We are displaying new attitudes, behaviours and expectations causing our relationship with brands to constantly evolve. Most pressing of all, climate change threatens our very existence and is driving the demand for more responsible approaches to how we live our lives.

According to David Galbraith in *'Our world in flow change'*, we are witnessing something as profound as the shift from agricultural to industrial society.

The core driver of this change is technology.

From the very first 'knife' made from a broken, jagged rock to the complex science and engineering underpinning the Hadron Collider and our attempts to unlock the secrets of the universe, we have created technology to empower, protect and ultimately advance ourselves. >>>



**In the history of technological revolutions, there is a moment in each revolutionary surge of development when the wild period of Schumpeterian creative destruction has collapsed, and the future promised by the new technologies looks both uncertain and threatening. We are at this juncture today. Ten years after the 2007-08 crash, tenuously out of the subsequent recession, we face the point in the cycle when something must occur to foster investment, employment and innovation. The saviour in the past has been demand and an important source of that demand has often been a change in lifestyle: a new aspirational 'good life', underpinned by the new technologies.**



— Carlota Peres

For Fast Moving Consumer Goods (FMCG) companies, this will mean radical transformation the likes of which has not been seen before. Packaging in particular will be disrupted and reimagined in a new light that will challenge the very semantics of the name.

We call this packaging's Fourth Age, or The Exceptional Age, when the current packaging paradigm of standardisation and commoditisation is replaced by one of fast materiality, mass customisation, smart adaptability and systemised sustainability.

Although still nascent, we have seen signs of its emergence, some of which have been shared by fellow contributors in this edition of Cue magazine. Furthermore, some of these signs are being catalysed by the Covid-19 pandemic engulfing the world. >>>

There have been many technological advances in our history, each one heralding a new era for civilisation. Today we are in the midst of what is commonly referred to as the Fourth Industrial Revolution, and the convergence of the physical world with the virtual world through the deployment of the twin digital and ICT (information and communications technology) technologies.

It began with the launch of the first microprocessor chip by Intel in 1971. Since then the application of ICT has grown at such a rate that nearly every aspect of our lives has been impacted or in the process of being so. The way we communicate, the way we work, the way we travel, the way we express ourselves, the way we experience things and now, the way we consume things.

This is only the beginning. The true potential of this technology has yet to be realised. This technological revolution is following the same evolutionary pattern as those that preceded it according to economist Carlota Peres.

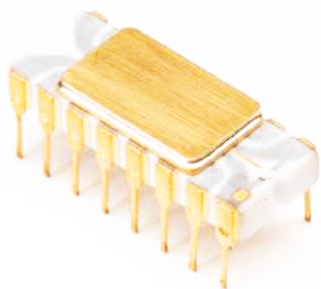


Photo courtesy of intel.co.uk

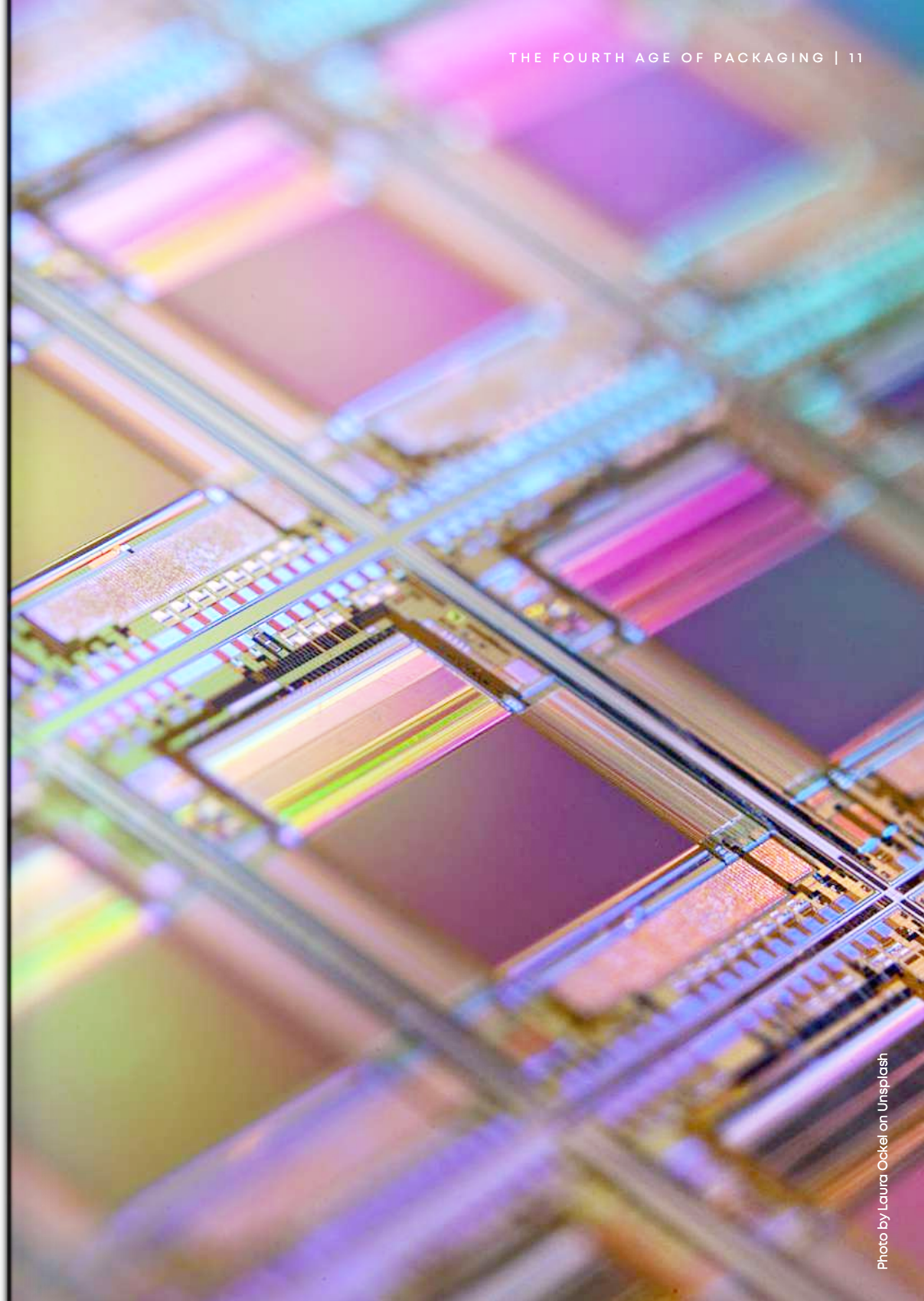


Photo by Laura Ockel on Unsplash

**The progression of packaging's first three ages was cumulative; rather than disappearing with the emergence of the next, the needs of each age were carried forward.**

## PACK 1.0

### The Functional Age

This age was driven by the replacement of local craft production by mass manufacture and wide distribution of goods. The focus of this age was efficient standardisation, structural reliability in safe transportation of goods and base recognition of the brand by shoppers in retail. This could be described as The Functional Age and spanned the late 1800s to the 1940s.

## PACK 2.0

### The Promotional Age

This age was driven by the proliferation of brands, extended product ranges, the growing strength of own label and the rising cost of mass media advertising. The focus of this age was driving awareness, facilitating range navigation and above all to compete for preference on-shelf. This could be described as The Promotional Age and spanned the 1950s to the 2000s.

## PACK 3.0

### The Experiential Age

This age was driven by the continuing slow growth, marginal product differentiation, low consumer loyalty and increasing concern about the environmental impact of packaging. The focus was on building deeper engagement between brand and consumer, more rewarding experience and nascent acknowledgement of the need to reduce harmful impacts. This could be described as The Experiential Age and spanned the early 2000s to today.

## PACK 4.0

### The Exceptional Age

Four key thrusts are accelerating and converging to usher in The Fourth Age:

- The rise of conscious consumption
- The shift from sustainable mindset to sustainable behaviour
- The increasing need for market agility
- The mass adoption of Industry 4.0



### The rise of conscious consumption

We are reaching a tipping point in our mainstream consumption behaviour.

The steady rise in consumption over the past seventy years has culminated in a culture of fast disposability, where the products we buy, including the packaging, are used and discarded without much thought as to the consequences. Terms such as 'planned obsolescence' (consumer appliances and devices), 'fast fashion' (fashion and accessories) and 'branded pollution' (FMCG) have become part of the lexicon of this unsustainable culture.

It began in The Promotional Age when choice was more limited and consumers accepted what was being offered to them. Packaging design was used to create stand out on shelf and differentiate brands from competitors in the drive for sales.

During the early Experiential Age, the choice offered to consumers expanded, fuelled in part by the emergence of brand alternatives (more ethical, more premium etc.) and the growth of retail own brands. Packaging design played an important role in differentiating respective brand positioning (e.g. value to premium) and providing better or proprietary experiences to build and retain brand loyalty.

The introduction of the smart phone ten years ago in combination with the proliferation of digital 'fulfilment' ecosystems amplified this further. With information at our finger tips and connectivity to anyone, anywhere in the world, at anytime, the world literally revolves around us to offer a cornucopia of choice, instant gratification, personalised experiences and self expression to suit our busy lifestyles and eclectic preferences.

The result: digitally empowered consumers looking for fast, seamless shopping experiences and personalised products.

We are awakening however to the devastating impact of this behaviour and the reality that it cannot be sustained without irreparable damage to people and the Earth. From ethics to climate change, we are becoming more conscious in our purchase decisions.

We are increasingly looking for brands with a strong sense of purpose who are actively demonstrating that they are doing the right thing. We increasingly reject those that do not.

Our expectations from the products we buy are also changing. Clients are asking for help in developing 'plastic free' alternatives to reflect the aspirations and desires of their consumers, who in turn are looking for greater transparency from brands. >>>

## ➤ The shift from sustainable mindset to sustainable behaviour

In November of last year we were issued a stark warning by scientists that we are at 'risk of an existential threat to civilisation and in a state of planetary emergency'. Earth is heating up - we are already 1°C warmer - and expected to continue doing so because of emissions from the past and the rising level of greenhouse gases. They called for urgent international action.

Sustainability is one of the most pressing challenges of our time. The UN's 17 sustainable goals consider poverty and hunger, inequality and more beyond climate change.

For packaging, the core concerns for many FMCG businesses are carbon footprint and plastic waste. Their focus up to now has been navigating the minefield that is consumer perception through material choices and their use of resources.

The war on plastic is a good example, with consumer's expectations for no-plastic alternatives potentially more harmful in certain situations. As we

have a plastic recycling infrastructure in the UK (however efficient or inefficient it may be); there is a risk that adoption of alternative materials may not be as recyclable or contribute a much higher carbon footprint. The packaging industry is beginning to talk more loudly about this. It is a delicate balance, compounded further by the variation in 'waste' infrastructures around the world. What may work in one country may not in another.

Herein lies the root cause of the deadlock we are in at the moment. Is plastic good or bad? What are the feasible alternatives? We are looking at packaging through the lens of the old paradigm; what something is, rather than what it enables us to do.

Dematerialisation and sustainable sourcing are not enough on their own to solve the problem we face. The value exchange must change, and we have to consider what actually happens to these materials once they have been used, and packaging 'disposal'.

This will not be easy. A JW Thompson survey of sustainability attitudes in the UK from last year highlighted the gap between a "I want to be sustainable" mindset and actual behaviour, making the comparison with giving up alcohol or smoking. Good intentions abound but following through with the necessary action can be difficult.

The good news is that we are seeing a greater focus from brands on addressing disposal behaviour head on, and the emergence of packaging solutions and systems that encourage re-use rather than just reduction and recycling... a nod back to the past!

## ➤ The increasing need for market agility

The go-to-market strategy for FMCG businesses has traditionally been based upon three core principles; creating recognisable brands, mass marketing the products and building relationships with the bricks and mortar retailers found on high streets and in malls.

Markets are becoming fragmented though. The growth of e-commerce channels and a lower cost of entry to markets has seen a plethora of disruptive new brands and products competing against established incumbents across different channels. The result is a greater breadth of products and experiences to address the expanding needs and expectations of consumers.

Furthermore, markets are becoming more 'localised' to reflect the specific dynamics of individual countries or regions. The impact of these new market dynamics on product offerings, price points and gross margins requires businesses to be increasingly reactive and agile in order to respond quickly and compete effectively.

Established brands who have spent the past decades optimising their supply chains to offer good quality products at competitive prices now need to resolve an emerging tension between supply and demand; how best to balance the need for market agility, in the form of product variation and personalisation, with the need supply-side for reduced complexity and SKUs and global harmonisation, in order to achieve realistic packaging costs and remain competitive.

Covid-19 has only exacerbated this tension by highlighting the benefits of localised supply chains. >>>



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Ovie Smart Tupperware has been created to monitor its contents and minimise food wastage.

Photos courtesy of ovie.life

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## The mass adoption of Industry 4.0

Industry 4.0 describes the application of ICT to the production and distribution of goods.

Although the face of the ICT revolution is the computer and smart phone, its true potential lies beneath the human interface within the complex world of digital platforms, systems and logistics; where the unbridled flow of information and data powers today's connected world. Multiple sectors have been disrupted, from books and music to banking and travel. Manufacturing will be next.

The past 100 years has seen the consolidation of the high-speed manufacturing and assembly line as the benchmark in mass production. Before the First Industrial Revolution, products were made by hand by workers with different specialisms.

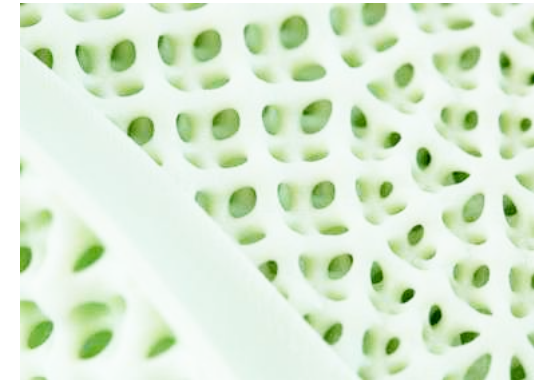
The late 1800s and early 1900s witnessed the introduction of the first assembly lines by the likes of Eli Whitney and Henry Ford. Since then lines have become faster and supply chains more efficient, with production 'off-shored' to the Far East, eastern Europe and South America to minimise labour costs. The result: the production of millions of identical yet affordable products on manually operated lines, many of which are quickly disposed of after a single use.

A new paradigm of manufacture is emerging with a number of core ICT technologies at different levels of development beginning to converge.

The Internet of Things (IoT) will enable connectivity between physical products and their real-time tracking throughout the supply chain. It also promises 'smarter' interactions with consumers both in-store and in the home.

Additive Manufacturing (or 3D printing) builds up material to form components, making it less wasteful. Material development continues to expand with some materials displaying superior properties than with traditional processes. Developed initially for prototyping, it is now used for small scale production, most noticeably in the health, aerospace and rail industries. The scale of its application is expected to increase exponentially in the coming years.

Smart Factories and Supply Chains will combine manufacture automation, connectivity and data exchange to enable the virtual control of physical production lines and streamlined supply chains. Advanced Robotics in combination with Artificial Intelligence (AI) will enable more productive autonomous manufacture coupled with the capability to learn on the job and optimise or customise parts in real time while still on the line. >>>



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Adidas and 3D printers Carbon have partnered to mass produce the mid soles for sneakers. The ambition is for each shoe to be customised to the contours of every consumers' foot.

Photos courtesy of carbon3d.com

# What does this mean for the future?

The paradigm shift will bring new perspectives and expectations of packaging. Where today packaging offers minimal intrinsic value beyond protection and distribution of the products it packs, in The Fourth Age it will become a product in its own right to inspire, amplify and evangelise people's experiences and optimise businesses' operations.

**Packaging will change. More importantly, the way we value and interact with packaging will change through four major shifts:**

## Fast Materiality

Current production lines are slow and costly to build, set up and run. Failure can be costly so businesses are typically risk adverse.

This will all change; the cost and speed to market will reduce dramatically in The Fourth Age with the shift to automation and additive manufacturing. Forget a timeline of months even years; new pack solutions will be implemented in weeks without the need to design and build tools.

Furthermore, bespoke packaging solutions will become accessible and financially feasible to all businesses. As automation becomes widespread, labour costs will no longer be a decisive factor in the location of manufacturing and the cost of installing new technology will fall. Localised micro manufacturing will become the norm.

## Mass Customisation

Mass production has served us well for decades but its inflexibility to adapt quickly to the changing needs of markets and consumers means it is unfit for purpose in The Fourth Age.

Instead, we will see the transition from specialisation to customisation through flexible manufacturing. Packaging lines in the future will allow a pack to be modified as it is being made. Filling lines will mix or prepare personalised products for consumers. Customisation at scale will be enabled by banks of connected 3D printers controlled by AI, blockchain and autonomous robots. RIP one size fits all.

## Smart Adaptability

Despite the best efforts of brands to engage consumers through their packaging, it is still generally treated as an 'invisible' commodity off the shelf by consumers rather than a useful tool and amplifier of experiences.

With the continued acceleration of materials technology and penetration of IoT, packaging in The Fourth Age will become indispensable at all touchpoints in its lifecycle: smart, connected and adaptable. It will inform consumers of the status of the products inside and add tangible value to their consumption or function. Blockchain will enable consumers to access information through packs, such as the origins of manufacture, materials and carbon footprint, and upload instructions for use and disposal.

In return, packs will send data around purchase and usage behaviours along with its performance back to brands and manufacturers to inform real time physical upgrades to the pack's design as they are being produced on the line.

## Systemised Sustainability

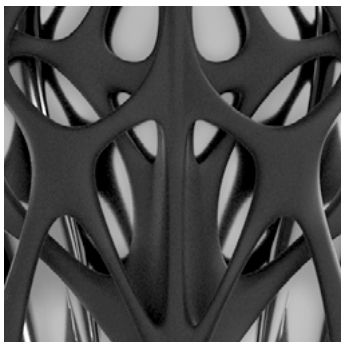
In the same way it no longer makes sense for us to use natural resources to make cars that sit unused 90% of the time, it no longer makes sense for us to produce packaging that is discarded after a single use.

Through the deployment of connected supply chains, individual packs will become a trackable cog in a broader machine. The Fourth Age will enable brands to be truly circular and ensure resources are maintained and waste designed out through service-based ecosystems and reusable packs. And for those packs that do reach the end of their useful life, additive manufacture can use their shredded materials as feedstock so the loop can be closed. >>>

# Pack 4.0 in action

## Adaptable attributes

Flexible manufacturing will enable packs and products to be tailored on the production line to meet the exact needs of consumers, from the size and shape of packs to the formulations and ingredients of the contents inside. This could be shampoo packs sized to fit neatly on a shelf in the shower or liquid soap packs shaped, finished and coloured to match the décor and style of a bathroom.



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Photos courtesy of Ross Lovegrove

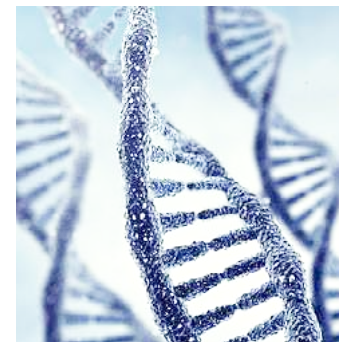


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Photo courtesy of Böen

## Immersive interfaces

Packs will become interfaces for consumers to access brand worlds and ecosystems via their smart phones. They will enable consumers to explore the brand or product ranges, order and purchase new products or reorder that particular product. They will also enable consumers to track and validate the product's origins and sustainability credentials, be that where the product was grown or how the pack was produced and should be disposed of.



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Photos courtesy of Schreiner Group

## Smarter communication

Packs will offer greater reassurance to consumers by directly communicating to them. This will include inspiring the purchase through anti-counterfeiting features that confirm the product inside is genuine and has not been tampered with, to monitoring the status of the contents once purchased and informing consumers accordingly. **Q**

# Exceptional innovation



**Ben Glotzer**

Creative Director - 1HQ USA

For FMCG companies, packaging is often the primary face of a brand, telegraphing not only what is inside but done well, should set an expectation of what the product experience will be. Traditionally this is a one-way static conversation, printed on a paper box or labelled bottle to be utilized as a container or carrier for consumption and discarded after use, played on repeat. But just as our world is rapidly changing and our collective value system is evolving, we are demanding truly authentic experiences from brands that we consistently engage with. With the scaffolding of ever-evolving technology, now more than ever, we

are seeing a tectonic transformation with how we will interact with and consume packaged goods.

This 'Exceptional Age' - as we refer to it, documents the disruption in standardisation and mass scale with 2D and 3D packaging design developing greater flexibility to adapt to more of our individual needs. There are two areas we are seeing "Exceptional" innovation in packaging, where packaging goes beyond its standard use AKA Smart packaging. These areas are ACTIVE and INTELLIGENT, many trends of which are grounded in some level of sustainability or cause.

## Active

When packaging goes beyond the call of duty of passive containment and protection and by all accounts, improves the product it contains. For example, California based Sugarmade, Inc. is innovating active packaging systems for cannabis transport, storage and to monitor THC levels throughout the production process. This is being implemented in order to ensure consistency between products to improve supply chain management as well as offer consumers improved value of purchase.

## Intelligent

Think of this as packaging with a very high IQ with an ability to sense or measure an attribute of the product. Sensing that the product or the packaging itself has changed in some way. This information can be communicated to users or can trigger active packaging functions, connected through various near field communications to unlock a unique experience. >>>

# Active



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Photos courtesy of livingpackets.com

## Sustainably smart

Say goodbye to the old days of sending packages. No more searching for appropriately sized cardboard boxes, bubble wrap, printing a label, taping it all up, bringing it to the post office, standing in line, high shipping fees, and then the inevitable stress of it getting to the destination on time and in one piece.

"THE BOX", created by European-based LivingPackets, is a sustainable, secure, and smart package system that eliminates more than 90% of packaging-related CO2 emissions while also providing consumers with a convenient, intelligent solution for sending and receiving online product purchases.

THE BOX is comprised of 98% air and 2% recycled materials while also containing a built-in locking system, camera, GPS, and Internet connection to allow you to track your package in real time. Instead of a printed

address label, THE BOX uses an E-link Display that makes it possible to update address data or trigger a return by the push of a button. Integrated sensors continuously measure temperature, humidity, and shocks which can be monitored through THE BOX mobile app.



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Photos courtesy of loopstore.com

## Purposeful deconstruction

GreenBox is on a mission to reinvent the way we do pizza takeout.

There is nothing more annoying than having to individually wrap left over pizza slices in tin foil, or however you prefer, after an indulgent meal. GreenBox simply folds up the way you need it to in order to make this process easy.

If nothing else, the cardboard is put to good use and can then be recycled easily once the remaining pizza has been consumed. This saves on materials by relying less on tinfoil or plastic resealable bags and encourages preservation of leftovers (as well as recycling) by making the box more malleable to deconstruct. >>>



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Photo courtesy of greenboxny.com

## Use, refill, repeat

Terracycle's Loop service is a zero-waste, refillable packaging delivery service launched in New York and Paris and now expanding to the UK, Canada, Japan and Australia in 2020.

Online orders are received in a reusable Loop tote, with all of the products in refillable packaging. Consumers are able to order products from over 200 brands, including items from major international consumer goods companies such as Unilever, Nestlé, Coca-Cola and Procter & Gamble.

# Intelligent

“ Packaging is ubiquitous. It touches almost every person on the planet. It affects things that human beings need to survive: food, healthcare, personal care. All of that is packaged. Today, none of that has a lot of intelligence. But there are real concerns with a lot of those products, including spoilage and authenticity. With different types of intelligence and sensing, those packages can be much more dynamic. ”

— David Feber, Partner of McKinsey & Co

## > Interactive experiences

Johnnie Walker Blue Label looked to change the role their scotch bottle played in the overall consumer experience. Diageo, in partnership with Thinfilm Electronics ASA, created an NFC (near field communication) - enabled "smart bottle" aimed to enhance the consumer experience by using printed sensor tags featuring Thinfilm's OpenSense technology, which can detect both the sealed and opened state of each bottle.

By utilizing the sensor information, Diageo can interact directly through personalized communications to consumers who read the tags with their smartphones, providing a more 'premium' experience.



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Photo courtesy of Diageo



Karl Knauer and INURU GmbH partnered to create an illuminated Coca-Cola label using printed OLEDs. This redefines brand staging by utilizing advanced materials and printed electronics with smart LEDs/OLEDs. This technology not only transforms traditional consumer interaction with products, it redefines static label graphics into true infotainment.

In a few years, the next generation of OLED technology will be printed on thin paper as display that will enable automatic video playback just by walking up to the shelf. Now, message in a bottle takes on a whole new meaning. a



# Now it's personal



**David Gray**

CEO - 1HQ Creative Leap

We are all unique. Our health is determined by our inherited genetic differences combined with our lifestyles and other environmental factors.

However, the traditional blockbuster approach to drug development assumes that all patients with a particular condition respond similarly to a given drug. All patients with the same condition receive the same first line treatment even though it may be only 30% to 60% effective.

## **But all that is changing.**

By combining and analysing information from different sources, patterns can be identified. Together this information can help to determine our individual risk of developing disease, detect illness earlier, provide an accurate diagnosis, and determine the most effective interventions to help improve our health, be they medicines, lifestyle choices, or even simple changes in diet.

New possibilities are now emerging as we bring together novel approaches, such as whole genome sequencing, data and informatics, and wearable technology. It is the interconnections between these innovations that make it possible to move to truly personalised care. >>>



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photos courtesy of [instagram.com/vitlhealth](https://www.instagram.com/vitlhealth)

So as things get more personal what might be the impact on traditional R&D, manufacturing and business models? To what extent will the bedrock of standardisation and mass scale need to be broken to adapt to more individual and local needs, methods of distribution and systems of recycling.

Companies such as 23andMe first started using genetic information to help people understand their ancestry and family geographical origins and more recently, DNA genomic profiling for personalised diet and exercise regimes offered by companies such as DNAFit has been at the forefront of a wider consumer interest in the human genome.

More recently there has been an explosion in customised supplementation and nutrition with sophisticated brands such as Persona, Vive and Vitl, creating Direct to Consumer business models that are redefining ideas around product and packaging.

At the heart of each of these brands is the concept of individualised care. Products, and in some cases ingredients, are combined to provide optimum nutritional support to each individual consumer, based on a predetermined need or specific assessment.

In this context, packaging changes its role and appearance to become a vehicle to further support and enhance the overall brand experience. Rather than having to fight for shelf standout and aid range and product understanding, this new generation packaging can address its consumers on first name terms.

What is more, without the need to stand out on shelf, primary product packaging can also become smaller and more space efficient. Shipping less fresh air can improve a brand's carbon footprint.

Direct to Consumer distribution models also allow secondary packaging to become personalised shipper packaging, delivered straight to your letterbox. This model dispenses with wholesale/retail distribution, listing fees, retailer margins, shelf replenishment and merchandising costs. >>>

“

**Packaging changes its role and appearance to become a vehicle to further support and enhance the overall brand experience. Rather than having to fight for shelf standout and aid range and product understanding, this new generation packaging can address its consumers on first name terms.**

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Other brands go further still, from merely saving costs, to helping save the planet.

Direct to Consumer distribution models allow brand owners to create a more holistic business model that moves away from the 'take, make, dispose' model of production.

Much of this thinking is derived from the principles of the circular economy, which seeks to design out waste and pollution, keep products and materials in use and regenerate natural systems.

The probiotics brand Seed provides an interesting insight into some of these principles in action. They claim their business is 'pioneering the inquiry, application and communication of microbiome science to improve human and planetary health.'

So as well as producing a high quality symbiotic, (a combination of prebiotics and probiotics), Seed have developed a business model that puts sustainability at the heart of the brand purpose and experience.

The entire packaging and distribution model is designed to elevate the consumer experience to allow you to feel good about being kinder to the planet.

When you first sign up to the brand you are sent a Welcome Kit consisting of a card outer made from 100% Forest Steward Councilship (FSC) certified paper and board sourced from responsibly managed forests.

Inside, the tray that contains the product packaging is 100% compostable USDA Certified Bio-based Mycelium. Made from the root structure of mushrooms, this will decompose naturally in soil within 30 days.

The main product packaging is a re-usable glass jar and each month consumers are sent a product refill in a bio-based 100% compostable protective pouch, wrapped in a biodegradable, edible and water soluble corn foam protective layer that requires 70% less energy to produce than traditional petroleum based foam products.

The subscription model also allows for improved visibility of demand and so supports a better lean manufacturing

process with significant reduction in inventory and wastage, another key performance indicator of sustainable business practices.

A visionary brand, that has recognised and embraced the opportunities, of what we are calling, The Fourth Age of packaging by focusing on the increasingly important consumer touchstone of personalisation coupled with environmental responsibility. **A**



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Photo courtesy of seed.com

# Making consumer connections



**Clare Cotton**

Associate Director of Brand & Innovation Strategy - 1HQ UK

As we experience a shift from a standardised 'one size fits all' paradigm, to a smart and adaptive approach ushered in by sustainability, the way people perceive the value of packaging is changing dramatically.

In the last few years, from our focus group research, we have identified a need for packaging that is justified and considered, with brands using

2D and 3D design to help showcase packaging relevance, grounded in responding to our need for sustainability and security.

In The Fourth Age, sustainability is needed ideally in its structure but also there is a need for a deeper sense of purpose and consumer connection. >>>



## Stripped back

“I want them to be honest on the packaging about the product inside.”

There is a greater consumer need for honesty, favouring brands who are able to adopt a new stripped back tone of voice. In terms of both 2D and 3D, we are seeing less frivolous packaging, with design codes focusing on what is relevant. Brands have started to further develop their purpose, creating deeper engagement with customers, helping differentiation and creating lasting resonance.

## Justified packaging

“I don't want any unnecessary packaging.”

There have been huge shifts in consumer behaviour around sustainability. 3D structures now need to be genuinely focused on being the right structure for the job. Anything superfluous is caught out – and more than ever, everything has to earn its place.

## Convenience

“I want to put it into my bag and carry it around, knowing that the top isn't going to leak or the pack break.”

Consumers are now welcoming effortless, often compact packs that are convenient and always available, with the addition of clearer benefits helping them to navigate choices. In The Fourth Age, the value of structural packaging will move from simply adding protection, to becoming core to the product in its own right, changing the way that consumers interact with the pack. We are also seeing these changing consumer attitudes influence the rise in material development techniques. >>>



## Only what I need

“I want them to send me a supplement that just gives me what I need not all these other things they chuck in there to cover as many people as possible.”

Customisation is now moving from the frivolous named Coke bottles to personalisation that fits the new 'less waste' world. In The Fourth Age, to satisfy this change in consumer attitude, we expect manufacturing processes to lean even more on developments in AI to help prepare personalised products for consumers on a mass scale, using a combination of automation and data.



AAA  
photo courtesy of curology.com

## Recycling

“It's hard to understand what to do with all the different bits.”

While consumers aren't all fully converted to the importance of recycling, the shift is coming through loud and clear in any category where convenience isn't dominant. There is currently a struggle to differentiate and decode the sustainability messages on pack and many only engage in recycling sporadically. This consumer attitude has created a greater focus on refining disposal behaviour, with the emergence of packaging systems and solutions that are driving the adoption of re-use, helping them to become fully circular.

We're finding consumers are driven by needs where all elements can be justified, where nothing is wasteful. A world where brands show a real care and concern for both the consumer's practical needs, as well as those of the wider world.

The result may well be both something that is more stripped back but also more customised to individual needs. As manufacturers and brands, we need to make sure we are seen as genuine, relevant and avoid unnecessary extras to meet their growing need for a smaller and more intelligent footprint. Q



AAA  
photo courtesy of betterpackaging.com

# What's going on?

Stay inspired and up to date

LONDON  
NEW YORK  
AMSTERDAM  
SINGAPORE

## LONDON

### 01 @TheDriveIn

July - September | Various locations

Your socially distanced summer plans are sorted, with a new drive-in experience rolling up to South London this summer. Promising a mix of 80s classics and 21st century blockbusters, the drive-in will also showcase family-friendly matinees and support acts including stand-up comedy, bingo and a silent, but very public, car disco. @TheDriveIn will provide a retro experience with a modern touch, snacks will be available to order through a mobile app and, in true 50s drive-in fashion, will be delivered by roller waiters and waitresses. 10 car spaces per evening have been set aside for NHS workers, to be won by ballot.

### 02 Look Up London

Lookup.london

Katie, the brains behind Look Up London, has been running London walking tours since 2016, sharing history that's hiding above your eyeline. Now you can join Katie for virtual tours, including 'Sin City', 'Weird & Wonderful Westminster' and Bankside's 'Bad Behaviour'. Explore the tales of sinners throughout the centuries, learn about what really went on South of the River and experience the City's notorious prisons and pillories from the comfort, and safety, of your home!

## NEW YORK

### 03 MoMA's Education

Moma.org

The Museum of Modern Art are bringing their galleries to you with 'Virtual Views', offering exclusive access to sculpture and photography exhibitions, home movies and more. Every weekend, MoMA will delve deeper into an exhibition or piece of artwork from the collection through video stories, curator Q&As and audio playlists. The Museum is also encouraging people to include art lessons in their home-schooling plans, offering resources and noting that art can be a powerful catalyst for building skills and understanding a range of subjects.

### 04 Summer on the Hudson

nycgovparks.org

Riverside Park & West Harlem Piers Park's annual outdoor arts and culture festival is back – with a mission to offer quality cultural programming to the public at no cost, but this year, online. Join yoga practice via Zoom to link mindful breath with movement or renew your energy at a multilevel Pilates class. Tune into Musical Storytime with the kids to help foster a love of reading at a young age or get creative during the Hudson Warehouse Shakespeare Workout which incorporates elements of voice production, acting, and stage combat.

# AMSTERDAM

## **Mezrab**

Mezrab.nl | Every Friday night 20:30

Evenings at the Mezrab café are usually intimate and interactive, two things that are very difficult to achieve via livestream. Yet, their Friday night storytelling sessions have been approached with successful digital, and creative, flare. An illustrator captures the evening, whilst the host encourages participants to get involved via social media. The café has even released the recipe for their famous house soup, for virtual guests to whip up before the show for an even more authentic viewing. You can expect a versatile programme from fantastic storytellers, spinning both fact and fiction, to talented musicians involving the virtual audience.

## **The Serres Séparées**

Dijkspark 6, 1019BS Amsterdam

An innovative solution to kick-start a new restaurant experience is currently being trailed at Arts centre, Mediamatic, as they hope to provide a way to help people adjust from isolation to a degree of social contact. The project's Serres Séparées is a play on the French phrase for private dining areas, as the pods act as both separate and intimate but visible and public. Dishes are served on the ends of long wooden planks meaning servers do not have to enter the individual pentagonal glasshouses by the side of the canal. You can book your table now.

# SINGAPORE

## **Run for Heroes 2020**

Runforheroes.sg

This virtual running initiative aims to build a national movement of support for Singapore's healthcare and service front-liners. Participants are asked to register, donate and run 1K. Afterwards, you will receive a red and white wristband, which serves as a unifying symbol of support, and another will be sent to a frontline hero with a personalised message of thanks as an expression of gratitude. Run For Heroes 2020 aims to attract 500,000 runners and to distribute a total of one million wristbands before the event concludes on August 8, a day before Singapore's National Day. All funds raised will support those who have been severely impacted COVID-19 including those who are facing loss of income or are struggling with additional caregiving duties and expenses.

## **Wild Rice @ Home**

Wildrice.com.sg

Founded in 2000 by Artistic Director, Ivan Heng, Wild Rice's mission is to provide a forum for the shared experience of theatre, celebrating diversity and reflecting on the problems and possibilities of our times. Their new Wild@Home initiative strives to bring together audiences and artists in the age of social distancing as they stream productions for free on YouTube and invite you to join a live talk-back every Thursday at 9pm. For your drama lessons home-school style, Wild Rice have also put together free online educational packs, including in-depth articles, interviews and suggested activities for children and students.



# Packaging a punch



**Lawrence Janes**

Managing Director - CollidaScope

## Here's a thing...

Packaging occupies a unique place within a brand's marketing mix. Apart from the product itself and the odd bit of point-of sale material, packaging is pretty much the one opportunity for a brand to display itself in 3-dimensions on a regular basis. Not just on a shelf in a shop or supermarket; but at home, on the table, work surface, in the bathroom, the bedroom, wherever. It doesn't matter whether it's been bought in Sainsbury's, Tesco, Harvey Nichols or Harrods, in-store, on-line or somewhere in-between. There it is, in its 3D glory.

## We think we've thought of everything.

This all seems great, and as brand managers what more could we want? We'll have done all our focus groups and research on how our brand and its

packaging should look, what it should say to people beyond its functionality. We'll have worked out who these people might be, how many of them there are, how they live their lives, what else they buy, why they might want our brand, and what they want it to do for them. We've probably decided where it should be distributed, what we should charge for it, how we should promote and advertise it.

Yet how often do we pause for thought and wonder whether our packaging has helped sell our product? Got new people to try our brand? Found out if has it enticed our current shoppers and consumers to be more loyal, buy more of our brand, more often? Heaven forfend – worked out does the money and time invested in our packaging or indeed re-packaging of our brand create incremental sales for it, and produce some kind of return? >>>



## It's all a bit odd really

Strangely enough, these questions are nearly always asked of the rest of our marketing mix. It's rare for example, the efficacy of a price promotion isn't established, the sales uplifts generated by a TV campaign aren't estimated or modelled, effects of a social media campaign measured, or the ROI of in-store point-of-sale evaluated.

Yet it seems we don't particularly think like this when it comes to a form of marketing communication that is integral to the marketing mix, has the power to influence the success or failure of a brand and can't be easily turned on and off (in every sense!) like so many forms of communication. We can use packaging or re-packaging to convey changes in our brand's attributes, its provenance, price, promotional messages and product information materially and visually; but we don't quantify its role within the consumer or shopper's path to purchase or communication journey.

Come to think of it, for such a critically important element of the marketing mix... it's all a bit odd that frankly, the commercial value of re-packaging has always been a bit of a mystery.

## De-mystifying the situation

Why has this come about? Perhaps there's some confusion. What are we traditionally trying to understand in order to best measure packaging success? Is it visibility on shelf (physical or digital)? So a cunning eye-tracking technique might help. Could it be how easily recognisable its design or colour cues are through a semiotic study? We could measure if the packaging changes peoples' sub-conscious perceptions of our brand by wiring them up to a neuro-science helmet. We could ask them if their consideration to purchase a product has been influenced by some new packaging, and many more methodologies can be employed to ascertain some form of success.

But, when all is said and done, we could probably do with measuring the success of our packaging in how we try to measure anything else we buy. It's return on investment.

# Data has a better idea

## Making what has been intangible, tangible

What's holding us back from working this out? Where to start, what to do?

At CollidaScope we're in the business of making brands' communication more productive. As an analytics business specialising in marketing effectiveness, we use sophisticated techniques across all forms of marketing communication, whether they're in-store, out-of-store, on or off-line to establish precisely the incremental sales effects and efficiencies each element of the marketing mix generates, singly and in combination.

Therefore we know where to start and what to do when it comes to measuring the performance of packaging. It means we're measuring the attribution of packaging within the mix of all other activities both in the short and longer term, using the common currency of sales and changes to shoppers' purchasing behaviours to establish on behalf of brand owners how worthwhile changing packaging really is, and how best it should be supported. At launch, we'll work out should it be backed with advertising, price promotions, in-store activations or anything else? On an on-going basis what combination of activities work best with a particular form of packaging. Or indeed we look at it the other way around – what form of packaging works best in conjunction with everything else?

All we need to know is when a brand's re-packaging is being distributed within which retail channels and how quickly; sight of past promotions' and in-store activation calendars, communication and media plans; and access to your sales data in pretty much whatever form it takes. Our analytical, data science and modelling expertise takes care of the rest. >>>



## The proof of the cake is in the packaging

We've helped brands identify which factors have made their re-packaging successful, or for that matter unsuccessful.

For example, during summer 2018 a well-known snacking brand was busy sponsoring the football World Cup. Even though the brand's national team 'bombed' in the competition, the brand owners thought the sponsorship had worked a treat, and were gearing

themselves up for a repeat sponsorship of the Euros that were scheduled for this year.

Through our forensic analysis of their marketing mix however, we discovered that actually their sponsorship unfortunately played about as well as their national team. We saw a few hot, sunny days helped boost some sales, but actually it was their re-packaging of their brand, including a re-vitalising of their Masterbrand logo, that generated the significant sales uplifts seen during the period of the World Cup. It has gone on to help improve the performance of their TV advertising and social media

campaigns ever since, and the brand has gained marketing share in their growing category.

Conversely, we've identified what packaging has not worked for some brands. One was heavily involved in pack re-designs to accommodate on-pack consumer promotions to try and attract a certain target audience. Sales have certainly grown for the brand, which is the good news, but it wasn't the on-pack that's done it, but rather the price promotions that supported it, and without them, the re-packaging exercise produced negligible incremental sales results.

## Taking out the guesswork

So, perhaps we should give some more thought on what are the right KPIs to measure packaging and re-packaging success. Looking at it in a similar way and in combination with the rest of our marketing mix produces some surprisingly robust conclusions as to what works and what doesn't.

It'll help take out the guesswork and demonstrate the return on all our efforts when it comes to re-packaging brands. **a**



Photo courtesy of isinnova.it

# Top 5

## Manufacturing switch-ups

### 01 Barbour

British fashion retailer Barbour has helped to fill the PPE shortage by temporarily turning over its production line after workers stated there was not enough protective equipment. Although, this isn't the first time they've switched up their manufacturing processes, as chair Dame Margaret Barbour recounted memories of the retailer's work in both World Wars where it developed suiting first used by the Submarine Service and 'trench sleeping bags'.

### 02 Lamborghini

The luxury car company have utilised production plants in Sant' Agata Bolognese, Italy, and their 3D printers, originally acquired as prototyping aids for its carbon manufacturing, to create protective medical shields in collaboration with the University of Bologna. They have also repurposed their upholstery department to product 1,000 marks per day and announced support for a 3D printed breathing simulator that can evaluate a ventilator's performance.

### 03 Silent Pool Distillers

The Surrey based distillers have reconfigured their operation and are now producing sanitiser for key workers within the local community, Hospital, GP surgeries and charities. Named the 'Silent Treatment Hand Sanitiser' it is made with a high-strength alcohol (80% ABV) and naturally extracted botanical oils from their manufacturing process, plus they're offering a free bottle with every gin purchase.

### 04 Decathlon

Italian start up Isinnova were approached by a head physician with an unusual idea. He suggested a snorkelling mask could be adapted to become an emergency ventilator mask. Decathlon sent over a CAD drawing of their product and Isinnova produced a 3D printed suitable connector called the Charlotte valve. Decathlon took the snorkelling masks off the shelves, reserving them for medical use only in conjunction with the new 3D printed valve.

### 05 LVMH

In under 72 hours, parent company of Christian Dior, Guerlain and Givenchy switched up their production facilities to produce large quantities of hydroalcoholic gel, to deliver free of charge to French health authorities. Their brand's liquid soaps and creams had a viscosity very similar to that of hand-sanitizer gel, which meant LVMH were able to continue using its usual filling machines, plastic bottles and pump dispensers throughout the process.

# Building brilliant brands One Hard Question at a time.

LONDON NEW YORK AMSTERDAM SINGAPORE

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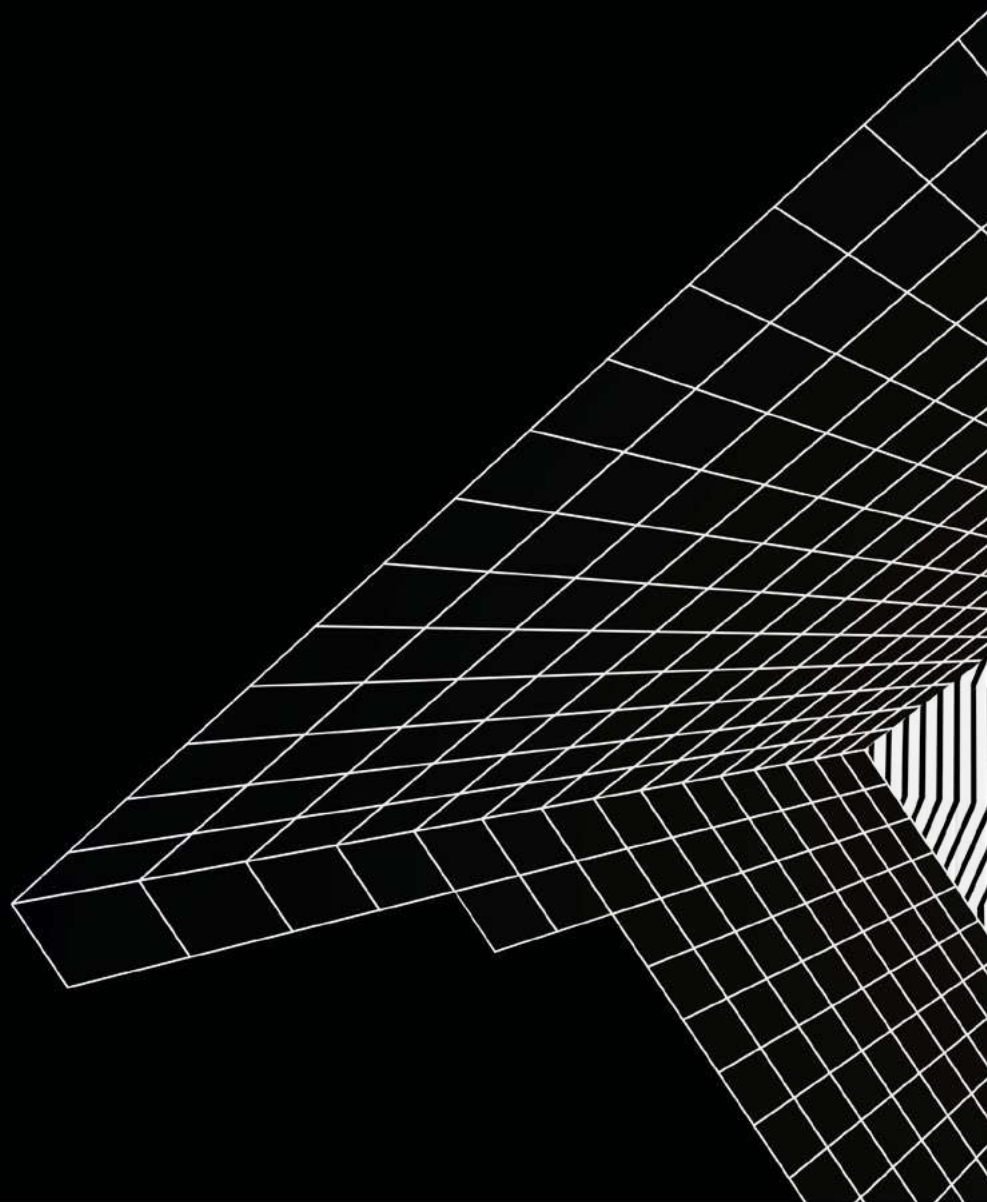
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