

PACKAGES Limited

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INNOVATION & RENOVATION PROCESS

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Standard Operating Manual

OCTOBER 25, 2019  
PACKAGES LIMITED  
Business Unit Consumer Products

<b>PACKAGES LIMITED</b>			<b>Document type:</b> Standard Operating Procedure		
			<b>Title:</b> Innovation & Renovation Process		
<b>Written By:</b> Hassan Salman	<b>Process Approved By:</b> Shaheen Sadiq	<b>Total Pages:</b> 08	<b>Revision:</b> 02	<b>Approval Date:</b> 28.11.2019	<b>Document #:</b> I&R/SOP/01

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#### 1. Purpose:

The purpose of this document is to communicate all stakeholders about how BUCP will strengthen our Innovation & Renovation projects process from idea generation to product launch. The document will further give a detailed overview of process, ownership and responsibilities including all necessary documents/working required for each step.

#### 2. Scope:

The scope of Innovation & Renovation projects will include the following projects as stated below:

- Innovations-New Products or Category (Retail+ AFH)-Complete Process will be used
- Renovation-Existing Products (Retail)-Complete Process will be used
- Renovation-Existing Products (AFH)-Product Development Gate will be used

#### 3. Internal References & Associated Documents:

All the necessary documents required in this process are mentioned below and are attached as follow:

Document No	Document Name
I&R/Form/01	Idea Generation-Gate Approval Form
I&R/Form/02	Project Selection-Gate Approval Form
I&R/Form/03	Product Development-Gate Approval Form
I&R/Form/04	Product Launch-Gate Approval Form
I&R/PD/Form/01	Product Development-Trial Approval Form
I&R/PD/Form/02	Product Development-Trial Result Submission Form
I&R/SOP/02	Packaging Material & Size Change

#### 4. Key Terms:

- Renovation:** Renovation of the products includes the following changes in product:
  - Change in furnish-Product Development Gate will be used.
  - Change in finished paper reel specifications
  - Change in Converted Product Parameters (Excluding CWC & Packaging, a separate protocol of which has been attached. For Renovation of AFH current products & Conversion Trials, only Product Development Gate is required.)
- Consumer Insights:** There are many definitions to this word however we can describe it as a pain points of consumer/customer which new or renovated product will give the solution for.
- Competition & Market Analysis:** A detailed working on all the competition currently selling the product catering "consumer need" in the market. It should show how big the total market in terms of value/volume is. Working includes majorly testing of competition samples through BUCP Quality Labs, Calculation of market total volume & value.
- Business Opportunity Sizing:** Total opportunity for a solution that has been described in the form. Out of the total available market size, how much can we target to acquire.



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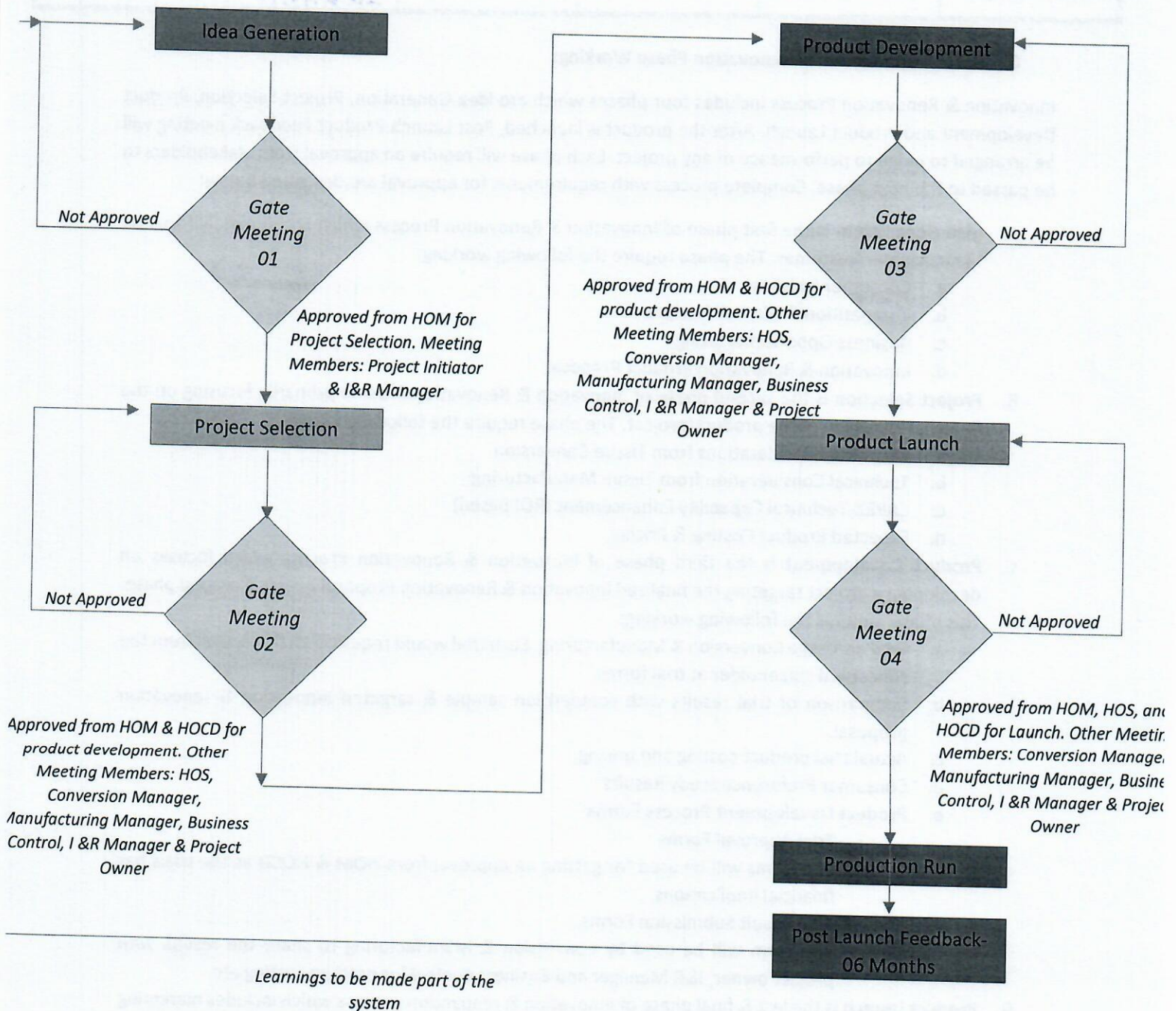
- e. **Innovation & Renovation Proposition:** This includes a proposition of main product, packaging, consumer price and target cost based on market and competition analysis.
- f. **Technical Considerations from Conversion & Manufacturing:** These are the major risk/points which are identified by technical teams including requirement of capex before going into further development of process.
- g. **Consumer Preference Study:** A study to identify if the product developed in product developed phase is liked by consumer or not. Usually a 60/40 win is required against the competition sample to pass the study.
- h. **Project Owner:** He/she is an individual leading the project from consumer insight to the product launch
- i. **Innovation & Renovation Process Owner:** He/she is an individual managing the process and ensuring that each protocol is being implemented.

KINDLY TURN THE PAGE FORWARD



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### 5. Process-Innovation & Renovation Flow Chart





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#### 6. Process-Innovation & Renovation Phase Working:

Innovation & Renovation Process includes four phases which are Idea Generation, Project Selection, Product Development and Product Launch. After the product is launched, Post Launch-Product Feedback meeting will be arranged to judge to performance of any project. Each phase will require an approval from stakeholders to be passed to the next phase. Complete process with requirements for approval are described below:

- A. **Idea Generation-** is the first phase of Innovation & Renovation Process which is completely focus on the consumer/customer. The phase require the following working:
  - a. Consumer Insights
  - b. Competition & Market Analysis
  - c. Business Opportunity Sizing
  - d. Innovation & Renovation Product Proposal
- B. **Project Selection** is the second phase of Innovation & Renovation Process primarily focusing on the financial feasibility of the product/project. The phase require the following working:
  - a. Technical Considerations from Tissue Conversion
  - b. Technical Consideration from Tissue Manufacturing
  - c. CAPEX-Technical Capability Enhancement (ROI Based)
  - d. Expected Product Costing & Pricing
- C. **Product Development** is the third phase of Innovation & Renovation Process which focuses on developing a project targeting the finalized Innovation & Renovation Proposal in first & second phase. This phase requires the following working:
  - a. Trial on Tissue Conversion & Manufacturing. Each trial would require a trial approval from the concerned stakeholder at trial forms.
  - b. Comparison of trial results with competition sample & targeted innovation & renovation proposal.
  - c. Actual trial product costing and pricing
  - d. Consumer Preference Study Results
  - e. **Product Development Process Forms**
    - i. Trial Approval Forms  
The forms will be used for getting an approval from HOM & HOCD as the trials has financial implications.
    - ii. Trial Result Submission Forms  
This form will be used by Conversion & Manufacturing to share the results with project owner, I&R Manager and Business control for product costing etc.
- D. **Product Launch** is the last & final phase of innovation & renovation process which includes marketing & sales plan in detail. The phase requires the following workings:
  - a. Final Product Specifications
  - b. Final Product Costing
  - c. Marketing Plan
  - d. Trade Marketing Plan



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e. Sales Plan

- E. **Post Launch-Product Feedback** will be an important component of our process which will include a meeting of all stake holders. The purpose of the meeting will be to gauge the product overall performance including, product cost parameters, quality, sales, marketing activities impact etc. The meeting will be held after 06 months of launch.

7. **Process Ownership & Responsibilities:**

I&R Process Owner, each phase owner and separate working ownership has been defined and discussed as below:

Process	Ownership/Responsibility
Innovation & Renovation Process	Innovation & Renovation Manager
Gates	Gate Lead
Idea Generation	Brand Manager/Project Owner
Project Selection	Innovation & Renovation Manager
Product Development	Innovation & Renovation Manager
Product Launch	Brand Manager/Project Owner
Activities/Workings-Phases	Responsibilities
Technical Considerations for Product Costings/CAPEX Requirement Workings for capability & capacity enhancement	Manager BUCP Conversion/Production Manager-Tissue Manufacturing-BUCP
Project Feasibilities (ROI, Product Costings)	Business Controller
Consumer Preference Study	Consumer Research Manager
Testing of Competition & Trial Products	Assistant Manager RD & QA
Trial Product Costings	Business Controller
Trial Approvals Forms-Initiator	Innovation & Renovation Manager
Trial Run on Machines	Conversion & Manufacturing Team
Trial Results Submission	Conversion & Manufacturing Team
Final Product Specifications	Assistant Manager RD & QA
Marketing Plan	Brand Manager
Sales Plan	National Trade Marketing Manager/Sales Team

Important activities in each phases are mentioned in the table above along with department through which the owner can get the activity done.

8. **Phase Approval Process & Criteria:**

Idea Generation Phase will be approved by Head of Marketing once all the required workings are completed. For going into the next phase, a phase approval meeting is required to be schedule in which the owner will be presenting all the required information to stake holders. List of stake holders are as follow:

- I. Head of Consumer Division (Approving Authority)



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- II. Head of Marketing
- III. Head of Sales/AFH Business
- IV. Business Controller
- V. Manager Tissue Conversion
- VI. Manager Tissue Manufacturing
- VII. Respective Brand Manager
- VIII. Innovation & Renovation Manager
- IX. Project Core Team can be called upon in case required

The purpose of approval meeting is to get all the stake holders aligned and all the information is being provided to the concerned. All stake holders can comment and improve the current standing of the project. If all the information provided and presented well, HOCD will approve the respective phase by signing the approval forms and the project can be moved to the next phase.

Note: Phase/Gate Approval Meetings will only be required for Phase 2 to Phase 4. Innovation & Renovation Manager will be responsible for calling the meeting with stake holders upon submission of all required information/forms mentioned in each phase.

## 9. Process Reporting

Innovation & Renovation Manager will be sharing monthly update status of each project via email in first week of every month and in below mentioned format. Scanned Copies of each phase approval will also be emailed by I&R manager to concern so that departments can have the information for working on the next phases.

Project Name	Project Type	Phases	Color Key
		Idea Generation   Project Selection   Product Development   Product Launch	In Process
			Completed
			Approved
Lotionised Facial Tissues	Innovation	First two phases are completed and approved, third phase is in process.	
Z-Fold Laminated Tissues	Renovation	First two phases are completed and approved.	
Soft Facial Pack	Innovation	First phase is completed and approved. Next Phase is completed and waiting for approval	

## 10. Process Feedback-Innovation & Renovation

Feedback from the user of any system is one of the most important information which is required to make the system more efficient and user friendly. For Innovation & Renovation Process, any stake holder/user can submit any improvement/feedback via email to Innovation & Renovation Manager. The email can include a solution to improvement as well. Those feedback will be taken into consideration during the process revision meeting.



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#### 11. Innovation & Renovation Process Documentation

Documentation of all forms are important part of SOP and is required for traceability of any project. Each form has a fill in area for the following information:

- I&R Project Number – i.e. I&R/Project/01
- Approval Date

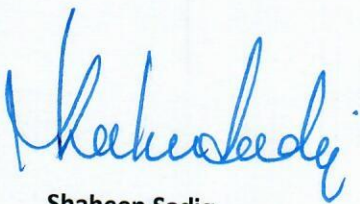
Each project will have a unique project number and all phases will be traced through it. Product Development trials will also be associated with I&R Project Number.

All the forms after signature will be sent to I & R Manager. I&R Manager will be responsible for maintaining the documents. For each project, a file will be maintained in which all phases approval forms, attachments, presentations will be documented. These documents will also be uploaded onto the Intranet Drive for which BUCP Team can take access from IT.

#### 12. Innovation & Renovation Process Revision

Innovation & Renovation Process meeting will be scheduled as per the need. Feedbacks from user or new methods will be part of the innovation & renovation process revision meeting and decisions will be taken accordingly. The process change will require an approval from HOCD and meeting will have all the stake holders which are part of gate meetings.

**Approved By:**



**Shaheen Sadiq**

**Head of Consumer Division**



**Umer Javed**

**Head of Marketing**



<b>PACKAGES LIMITED</b>			<b>Document type:</b> Innovation & Renovation Process Forms		
			<b>Title:</b> Idea Generation-Gate Approval Form		
<b>Developed By:</b> Hassan Salman	<b>Approved By:</b> Shaheen Sadiq	<b>Total Pages:</b> 02	<b>Revision:</b> 01	<b>Date:</b> 28-11-19	<b>Document #:</b> I&R/Form/01

To be filled by I&R Department	
I&R Project No	
Gate Approval Date	

### Idea Generation-Gate Approval Form

#### Notes:

- The form has been developed with Microsoft Word Forms. You can put in the information by clicking on the text written in grey.
- Information mentioned in grey is a guideline for the user to fill the form correctly. User can delete the text in grey while filling the information.
- Project Initiator can use attachments in case it is important and required.
- All the information/attachments will be shared with I&R Manager first to verify. Once I&R manager has all the workings available, a meeting will be scheduled with stakeholders for gate approval in line with the process. Kindly go through I&R Process SOP for more information.
- Approved form to be sent to Innovation & Renovation Manager for documentation & communication.

(To be filled by Project Owner)

#### Project Name

Click here to write the project name.

#### Strategic Objective

Kindly mention how your project is linked with BU's strategic objective?

#### Consumer Insights/Analysis

What is the Consumer Need that you want your product to meet?

How would you describe your potential consumer?

What is the physiographical understandings of the consumer?

#### Product Market Analysis

Project Initiator can mention the total market size, region wise data & information on category handlers. This information will be required for the project initiator to work on the business opportunity sizing

#### Competition Analysis

(Value/Volume Share can be shown if available)

Competition Name	Value Share (%)	Volume Share (%)	USP/Competition Strength	Price/Unit (PKR)	Comments
Kleenex (International)	25%	21%	Ultra-Soft	250	



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☐ Kindly check the box if Quality Inspection Analysis of the competition's product you have mentioned in above table is attached.

### Business Opportunity Sizing

How much market share out of the total market size we are targeting if we develop a product?

What will be market share numbers for the next five years?

Note: Information will be required in both value & volume terms

### Risk Analysis: Consequences of Delay /Refusal of Projects

Please specify any loss in volume, market share or value in case of refusal the idea is not approved.

Kindly mention if the new product developed will cannibalize any of our current product volume and value share

### Innovation & Renovation Proposal

Benchmark Product	Mention targeted product name
(Kindly Check the box if Quality Inspection Report is attached <input type="checkbox"/> )	
Product Features/Specifications	Value (Measurement Unit)
Target Price	PKR/Unit
Packaging Size	Units/Primary Packaging

Submitted By:

Approved By:

Signature:

Signature:

Position:

Position: Head of Marketing

Name:

Name:

Date:

Date:



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			<b>Title:</b> Project Selection-Gate Approval Form		
<b>Developed By:</b> Hassan Salman	<b>Approved By:</b> Shaheen Sadiq	<b>Total Pages:</b> 02	<b>Revision:</b> 01	<b>Date:</b> 28-11-19	<b>Document #:</b> I&R/Form/02

To be filled by I&R Department	
I&R Project No	
Project Owner	
Gate Approval Date	

### Project Selection-Gate Approval Form

#### Notes:

- The form has been developed with Microsoft Word Forms. You can put in the information by clicking on the text written in grey.
- Information mentioned in grey is a guideline for the user to fill the form correctly. User can delete the text in grey while filling the information.
- User can use attachments in case it is important and required.
- All the information/attachments will be shared with I&R Manager first to verify. Once I&R manager has all the workings available, a meeting will be scheduled with stakeholders for gate approval in line with the process. Kindly go through I&R Process SOP for more information.
- Approved form to be sent to I&R Manger for documentation & communication.

#### **(To be filled by I&R)**

##### Project Name

Click here to write the project name.

#### **(To be filled by Conversion)**

##### Technical Considerations from Conversion

Technical Considerations includes the following information for feasibility studies

- Do Conversion have the capability & capacity for developing the product?
  - If yes, what would be approximate waste & efficiency consideration for product costing?
    - If no, what Capex would be required to build capability?
- ☐ Kindly check the box after if there is any attached.

#### **(To be filled by Manufacturing)**

##### Technical Considerations from Manufacturing

Technical Considerations includes the following information for feasibility studies

- Do PM9 have the capability and capacity for developing the product?
  - If yes, what would be approximate waste & efficiency numbers for product costing?
    - If no, what Capex would be required to build capability?
- ☐ Kindly check the box after if there is any attached.

#### **(To be filled by Business Control)**

##### Project Feasibility (If Capability/capacity enhancement is required)

Project Feasibility includes the following information

- Product Costing based on technical considerations from conversion & manufacturing



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- What is the ROI and IRR for the capability or capacity enhancement?
  - Costing Sheets & ROI Sheets will be attached?

☐ Kindly check the box after if there is any attached.

Project Feasibility (If BUCP has the capability)

Project Feasibility includes the following information

- Product Costing based on technical considerations from conversion & manufacturing?
  - Costing Sheets to be attached.

☐ Kindly check the box after if there is any attached.

Approved By:

**Signature:**

Head of Marketing

**Name:**

**Date:**

**Signature:**

Head of Consumer Division

**Name:**

**Date:**



<b>PACKAGES LIMITED</b>			<b>Document type:</b> Innovation & Renovation Process Forms		
			<b>Title:</b> Product Development-Gate Approval		
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To be filled by I&R Department	
I&R Project No	
Project Owner	
Date of Approval	

### Product Development-Gate Approval Form

#### Notes:

- The form has been developed with Microsoft Word Forms. You can put in the information by clicking on the text written in grey.
- Information mentioned in grey is a guideline for the user to fill the form correctly. User can delete the text in grey while filling the information.
- User can use attachments in case it is important and required.
- This form will only be used for gate approval. In Product Development Phase, Trial forms and trial results form will be used to do trials on machine.
- All the information/attachments will be shared with I&R Manager first to verify. Once I&R manager has all the workings available, a meeting will be scheduled with stakeholders for gate approval in line with the process. Kindly go through I&R Process SOP for more information.
- Approved form to be sent to I&R Manger for documentation & communication.

#### **(To be filled by I&R)**

##### Project Name

Click here to write the project name.

#### **(To be filled by Quality Assurance Manager)**

##### Developed Product Comparison with I&R Proposition

☐ Kindly check the box after if comparison (Quality Inspection Reports) have been attached

Kindly share information on major parameters which are inline or are different from what was proposed in Innovation & Renovation Proposal.

#### **(To be filled by Consumer Research Manager)**

##### Consumer Product Preference Study

☐ Kindly check the box after if the complete study report have been attached

Kindly brief the consumer product preference study here



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**(To be filled by I & R Manager)**

Trial Product Costing-Comparison with Targeted

☐ Kindly check the box after if Product Costing Sheets are attached.

Targeted Cost of Product (Product Feasibility)	PKR/Unit or Pack	Actual Cost of Product	PKR/Unit or Pack
Targeted Price	PKR/Unit of Pack	Actual Price Taken	PKR/Unit or Pack
		Actual Consumer Margin	% age

Approved By:

Signature:

Head of Marketing

Name:

Date:

Signature:

Head of Consumer Division

Name:

Date:



<b>PACKAGES LIMITED</b>			<b>Document type:</b> Innovation & Renovation Process Forms		
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To be filled by I&R Department	
I&R Project No	
Project Owner	
Date of Approval	

### Product Launch-Gate Approval Form

#### Notes:

- The form has been developed with Microsoft Word Forms. You can put in the information by clicking on the text written in grey.
- Information mentioned in grey is a guideline for the user to fill the form correctly. User can delete the text in grey while filling the information.
- Project Owner can use attachments in case it is important and required.
- All the information/attachments will be shared with I&R Manager first to verify. Once I&R manager has all the workings available, a meeting will be scheduled with stakeholders for gate approval in line with the process. Kindly go through I&R Process SOP for more information.
- Approved form to be sent to I&R Manger for documentation & communication.

#### (To be filled by I&R)

##### Project Name

Click here to write the project name.

##### Final Product Specifications

☐ Kindly check the box after if Final Product Specifications are attached.

##### Final Product Costing

☐ Kindly check the box after if Product Costing Sheets are attached.

Total Cost of Product	PKR/Unit or Pack
Final Price of Product	PKR/Unit of Pack
Consumer Margin % age	% age

#### (To be filled by Brand)

##### Marketing Plan

☒ Kindly check the box after if marketing plan is attached

How is the consumer being told about the product?

Click here to enter text.

How much we will be investing (PKR) in communication?

Click here to enter text.

What are the mediums of communication?

Click here to enter text.



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What will be the duration of communication?

Click here to enter text.

**To be filled by Trade Marketing**

What is the trade marketing plan?

Click here to enter text.

**To be filled by Sales Management**

☒ Kindly check the box after if sales plan (Complete) is attached

What are the priority channels and each channel universe size?

Click here to enter text.

How many shops are we targeting in each channel?

Click here to enter text.

What are the expected channel wise sales/shop?

**To be filled by Business Control**

Financial Implication

Kindly mention how much in total we are going spend on the product launch activities

Approved By:

**Signature:**

**Signature:**

**Signature:**

Head of Marketing

**Name:**

**Date:**

Head of Sales

**Name:**

**Date:**

Head of Consumer Division

**Name:**

**Date:**



PACKAGES LIMITED			Document type: Product Development Forms		
			Title: Trial Approval Form		
Developed By: Hassan Salman	Format Approved By: Shaheen Sadiq	Total Pages: 02	Revision: 01	Date: 28.11.19	Document #: I&R/Form/05

To be filled by I&R Department	
I&R Project No	
Trial No	
Project Owner	
Gate Approval Date	

### Product Development-Trial Approval Form

#### Notes:

- The form has been developed with Microsoft Word Forms. You can put in the information by clicking on the text written in grey.
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- User can use attachments in case it is important and required.
- Approved form to be sent to I&R Manger for documentation & communication.

#### (To be filled by I&R / Project Owner)

##### Project Name

Click here to write the project name.

##### Trial Statement

Click here to write information.

##### Trial Objective

Click here to write information about desired outcome and targeted product specifications.

#### (To be filled by Brand)

Will trial product be dispatched to market? Yes ☐ No ☐

In case yes, Kindly mention about how and where the product will be sent to. If no, it will be re-pulped.

#### (To be filled by Manufacturing)

##### Minimum Quantity of Trial

Click here to enter text.

##### Trial Timelines

Click here to enter text.

##### Any other Trial Specific Comments

Click here to enter text.



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***(To be filled by Conversion)***

Equivalence of Trial Tones into cases

Click here to enter text.

Minimum quantity to be converted into finished goods

Click here to enter text.

Any change in packaging to be considered

Click here to enter text.

Any product parameters suggested to PM9 to improve run ability

Click here to enter text.

Timeline for Trial & Other comments

Click here to enter text.

***(To be filled by Business Control)***

In case of Trial Failure, Cost of Re-Pulping & Impact on Machine Efficiency

Click here to enter text.

Cost of Finished Goods to be discarded

Click here to enter text.

Any other trial specific comments

Click here to enter text.

Verified By:

Signature:

Innovation & Renovation Manager

Name:

Date:

Approved By:

Signature:

Head of Sales

Name:

Date:

Signature:

Head of Consumer Division

Name:

Date:



<b>PACKAGES LIMITED</b>			<b>Document type:</b> Product Development Forms		
			<b>Title:</b> Trial Result Form		
<b>Developed By:</b> Hassan Salman	<b>Format Approved By:</b> Shaheen Sadiq	<b>Total Pages:</b> 02	<b>Revision:</b> 01	<b>Date:</b> 28.11.19	<b>Document #:</b> I&R/Form/06

To be filled by I&R Department	
I&R Project No	
Trial No	
Project Owner	

### Product Development-Trial Result Form

#### Notes:

- The form has been developed with Microsoft Word Forms. You can put in the information by clicking on the text written in grey.
- Information mentioned in grey is a guideline for the user to fill the form correctly. User can delete the text in grey while filling the information.
- Project Owner can use attachments in case it is important and required.
- This form will be sent to Project Initiator & I&R for documentation & Communication.
- Approved form to be sent to I&R Manger for documentation & communication. This form will be sent to Business Control for Costing

### *(To be filled by Manufacturing / Conversion)*

#### Project Name

Click here to write the project name.

#### Department Name

Conversion ☐ Manufacturing ☐

#### Trial Date

Click here to enter text.

#### Machine

*(Mention all Packing Machines as well)*

Click here to enter text.

#### Trial Conducted By

Click here to enter text.

#### Machine Run ability Parameters

Kindly mention speed in machine measurement unit and packing unit as well i.e. 2000 Cartons/Hr

Kindly mention the wastage %age to be taken for costing which should be in line with trial run.

For PM9, Kindly mention Machine run ability measures required for costing

Kindly also mention if there are any other setting details which are necessary to be documented



<b>PACKAGES LIMITED</b>			<b>Document type:</b> Product Development Forms		
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Trial Product Specifications

☐ Kindly check the box after if (Quality Inspection Reports) have been attached

Kindly share important comparison point between targeted and produced products

Do we need more Trials?

Yes: ☐ No: ☐

Kindly share the information why we need to do another trial.

Any other trial specific comments

Click here to enter text.

Verified By:

Signature:

Conversion/Manufacturing Manager

Name:

Date:



<b>PACKAGES LIMITED</b>			<b>Document type:</b> Innovation & Renovation Process Forms		
			<b>Title:</b> Packaging Material & Size Change		
<b>Developed By:</b> Hassan Salman	<b>Approved By:</b> Shaheen Sadiq	<b>Total Pages:</b> 01	<b>Revision:</b> 01	<b>Date:</b> 28.11.19	<b>Document #:</b> I&R/SOP/02

1. **Purpose:** This document is developed to give guidelines for BUCP as to how they can change packaging material and sizes for our current SKU's in both AFH & Retail Business
2. **Scope:** Scope of this document is only limited and applicable on all current SKUs of Retail and AFH Business. This will include the following change
  - Change in Primary Packaging material
  - Change in Primary Packaging sizes
  - Change in Tertiary Packaging (CWC) Material Configuration & Size
  - Change in Tertiary Packaging Configuration in CWC

### 3. Standard Operating Procedure (Steps)

For any change in packaging, reference to scope, will require following steps to be taken:

**Step No 1:** Communicate to QA in cc about the need to change in packaging specifications via email.

**Step No 2:** Plan following parameters/activities in order to change the packing specifications:

- For change in CWC
  - Ask supplier about CWC Size, Strength & Stack Height recommendations depending upon the packed material weight, type and sizes.
  - Order the material based on recommendations from supplier and mentioned below:
    - CWC sizes are calculated to ensure tight packing of material & no vacant spaces inside it
  - Conduct a the following trials with QA inspection points mentioned
    - Pallet Test (No bulging & CWC Damage due to strength issues for 15 days)
    - Transportation Test to Karachi & Islamabad for one pallet
  - Get the cost impact due to change in CWC
  - Communicate to marketing and get approval through email
- For change in primary packing size and material
  - Conduct the trial
  - Get the product tested from QA for sealing and any other observation
  - Get the cost impact due to change in material or size
  - Communicate to Marketing about the trial about and get approval on the product sample & email

**Step No 3:** Communicate to QA about new specifications for packing so that they can change the specification document

Approved By:

Signature:

Position: Head of Consumer Division

Name:

Date: 28.11.2019