Trusted Experts in Serialisation Labeling and Artwork

We have received lots of great customer feedback about our newsletter to include some past articles and more industry news. Therefore, along with our current Be4ward posts, we have also included a Be4ward Executive Briefing, 'Top 10 Tips for Developing a Serialisation Strategy' compiled from previous posts. We have also selected some Top News Picks from the industry that we think are worth reading.

Click the links to go to the articles, or scroll down to find them below.

We hope you will find this Be4ward industry newsletter interesting and we would welcome any feedback.

Kind regards,
The team at Be4ward

Go to Featured Artwork Posts

Go to Featured Serialisation Posts

Go to Executive Briefing

Go to Top News Picks

Featured Artwork Posts

by Andrew Love

Packaging Complexity Management: Part 3

Stock Keeping unit (SKU) and packaging component portfolio control is a critical activity for organisations. Ensuring the correct balance between a commercially advantageous portfolio, whilst minimising unnecessary pack and component variants is a challenge faced by many healthcare product companies as they grow their product range and expand into new markets. Therefore ensuring there are decision making processes in the organisation to manage required levels of complexity is a key aspect of effective pack management.

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Featured Serialisation Posts

by Stephen McIndoe

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10 Tips to Accelerate your EU FMD Serialisation Strategy: Part 3

Tip 8: Define and agree some governing principles for EU FMD

The next tip addresses developing and agreeing the key principles required to govern the life cycle of the serialisation capability. These principles should provide guidance for teams on what is permissible or not and would be approved and managed via the governance team. Examples of principles could include:

- A single serialisation enterprise management system will be implemented and used by all supply chain nodes for transmission and receipt of serialisation numbers.
- A single serialisation issue investigation capability will be established with a physical presence in each geographic region.
- Supply nodes must ensure they have competent local capability to support installed on-line printing and verification equipment.

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10 Tips to Accelerate your EU FMD Serialisation Strategy: Part 2

Tip 4: Understand the immature and evolving solution supply base and select appropriate implementation partners for EU FMD

Serialisation legislation is relatively new to the pharmaceutical industry and therefore the solutions available from the supply base are correspondingly immature and in many cases evolving. Supplier selection will often be the start of a very long relationship, as solutions that are initially implemented will need to be supported and adapted to new requirements over time. There have already been several examples of suppliers that have come and gone as legislation has evolved or been delayed. Understanding the supply base and choosing the most appropriate suppliers will be critical to long term success.

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Executive Briefing

Top 10 Tips for Developing a Serialisation Strategy

Serialisation legislation will require new capabilities to be implemented across many different functions of a typical company.

The most obvious include:

• Regulatory and legislative management and government affairs who will have to understand new emerging requirements and represent the company in external influencing and governance bodies.

• Packaging operations, where serialisation will have to be applied to the product packaging at one or more lines.

• Distribution operations, where the more complex serialisation models, this operational impact will extend into these operations in central and/or local

markets, where information on individual sale and shipment transactions needs to be gathered and added to the serialisation information.

• IT, particularly for the more complex track and trace models, where significant IT capabilities will be required to manage serial numbers and tracking information related to the product and its movement.

The serialisation strategy of a company and the resultant serialisation service that delivers and maintains the capabilities required, needs to ensure that the requirements of legislation are thoroughly understood and that appropriate capabilities are defined to meet those needs. These capabilities must then be implemented effectively in a timely manner to ensure product supply is maintained. Once serialisation capabilities become available, companies can then look to leverage them for product security and other benefits that are not directly driven by legislation. The following is a series of tips for developing and implementing your serialisation strategy.

Tip 1 Identify and interpret the emerging and evolving legislation
Tip 2 Understand the full impact of these multiple pieces of legislation on the company and product supply chain
Tip 3 Define solutions and implementation plans which strike the optimal balance between ensuring product supply and the caution that is prudent with this evolving legislation
Tip 4 Understand the immature and evolving solution supply base and select appropriate implementation partners
Tip 5 Resource implementation projects with sufficient serialisation specific knowledge to minimise the risk of wasted resources, delays and implementation failure
Tip 6 Understand global versus local
Tip 7 The need for flexibility
Tip 8 Define and agree some governing principles
Tip 9 Implement effective cross-functional governance
Tip 10 Understand where to start

Learn more and read the Executive Briefing

Top 3 News Picks

We share some of our latest news picks, on all topics related to Serialisation, Artwork, Proofreading, Packaging and Supply Chain Optimization. Here are three links from the many recently shared articles in the industry that we think are worth your time.

Track-and-Trace

Short read

Report Projects Dynamic Track-and-Trace Market Growth

Should anyone think the serialization market might slow down once the Nov. 26, 2018 enforcement deadline to provide unit-level product identifiers on drug packages passes, it may be time to reconsider.

Click here to read the article

Global Serialisation

Mid read

Johnson & Johnson Supply Chain (JJSC) Employs Global Serialization Strategy

With a heritage of 130+ years of helping people live longer lives, JJSC's serialization/traceability efforts focus on safely delivering medicines to healthcare providers and patients worldwide.

Click here to read the article

Global Serialisation

Long read

The Clock is Ticking: How to Speed Up Efforts to Meet Traceability Deadlines

Digitization will require significant investment but will pay off in protection from counterfeits, cheaper recalls and improved production and inventory management

Click here to read the article

Featured Serialisation Posts

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- A single serialisation issue investigation capability will be established with a physical presence in each geographic region.
- Supply nodes must ensure they have competent local capability to support installed on-line printing and verification equipment.

The benefit of such principles is that they clearly define the ‘rules of the game’ to all parties, thus providing a boundary and a decision-making framework for the development of solutions. If anyone would wish to go outside of or change a principle, they would have to gain permission from the governance team.

Tip 9: Implement effective cross-functional governance for EU FMD

Given the cross-functional and cross-organisational nature of the serialisation capabilities, establishing the right inclusive leadership and governance is key to the long-term success of the activity. All stakeholder groups involved in the delivery of the serialisation capability need to contribute effectively or the entire process is at risk of failure. Therefore, all parties must buy into their roles in the processes and actively contribute to them. This will rarely happen if they are simply passive bystanders in the design of the capabilities or the delivery of the resulting activities.

A cross-function governance team should therefore be established to steer the definition, establishment, ongoing delivery and development of the overall serialisation service across the multiple stakeholder groups involved. This governance body should include membership from all of these stakeholder groups involved in the processes, including where appropriate, external service providers. Typical activities that would be included in the role of your EU FMD Serialisation Governance Team include ensuring:

- A clear vision and strategy is defined and communicated.
- Decision making is taken with all impacted parties, at the right levels in each of the organisations involved.
- A ‘Target Response’ is defined that specifies what the organisation must achieve and by when, given the current state of legislation and the organisation’s considered view of how and when capabilities are required.

- Changes to the target response are carefully managed and cascaded to all impacted groups.
- Appropriate approval serialisation capability designs.
- The performance of the serialisation service is meeting business needs.
- The programme of legislative responses and improvement activities are prioritised and approved.
- Resources are in place for the serialisation service and improvement activity.
- Stakeholder group conflicts are effectively resolved.

Tip 10: Understand how to start planning your EU FMD serialisation strategy

As a place to start the planning your EU FMD serialisation strategy, I would recommend a small focussed piece of work which has the following objectives:

- Understand the issue as it relates to your business.
- Understand the likely impact across your organisation.
- Identify, educate and mobilise an effective cross-functional governance team.
- Establish an effective legislative monitoring capability.
- Define an initial ‘Target Response’.
- Define a plan of action.
- Identify any initiatives that are currently underway and define how they should proceed.
- Understand the high level budgetary implications.

From here, a programme of activity can be implemented to effectively manage the EU FMD legislative risk and oversee subsequent capability deployment.

Summary

I hope you found these 10 tips on accelerating your EU FMD serialisation strategy both useful and helpful. Here are some key learnings that should be borne in mind when defining your EU FMD serialisation strategy:

- Recognise the significant supply risk and manage it accordingly, establishing senior cross functional governance early.
- Mobilise your regulatory, legal and technical teams to establish effective access to, and interpretation of, the emerging legislative and technical standards.
- Actively interpret the evolving requirements and standards for the organisation using tools such as the ‘Target Response’.
- Establish a programme of activity to build organisational and extended supply chain capability.
- Be realistic about the emerging nature of these capabilities and build in adequate time and resource to effectively test and iterate solutions.
- Design serialisation activities to closely couple related actions to minimise the possibility for errors due to abnormal events.
- Design both the normal processes and the regularly occurring non-standard events to avoid product supply quickly grinding to a halt.
- Ensure cross-functional teams are established to carefully design the interfaces between departmental and organisational boundaries.
- Ensure adequate time is allowed for packaging design changes to be made to accommodate serialisation features required.

- Be cautious about suppliers who have little practical experience in this area.

It is crucial that your company has a comprehensive, robust and realistic plan in place to deliver EU FMD serialisation and avoid product supply issues. If you don't have such a plan in place, act now – contact Be4ward to understand how we can help deliver your strategy and plan quickly, with minimal impact to your team. Should you have any questions about the EU FMD legislation, or would simply like to request a copy of any of our serialisation booklets, please don't hesitate to contact me at Stephen.McIndoe@be4ward.com

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Tip 4: Understand the immature and evolving solution supply base and select appropriate implementation partners for EU FMD

Serialisation legislation is relatively new to the pharmaceutical industry and therefore the solutions available from the supply base are correspondingly immature and in many cases evolving. Supplier selection will often be the start of a very long relationship, as solutions that are initially implemented will need to be supported and adapted to new requirements over time. There have already been several examples of suppliers that have come and gone as legislation has evolved or been delayed. Understanding the supply base and choosing the most appropriate suppliers will be critical to long term success.

Defining complete requirements covering all aspects of the solution's lifecycle and then realistically judging the supplier's ability to meet these requirements also presents challenges.

Tip 5: Resource implementation projects with sufficient serialisation specific knowledge to minimise the risk of wasted resources, delays and implementation failure of EU FMD

The specific challenge during the design, build, test and implementation phases of solution projects is to resource them with sufficient serialisation subject matter skills and knowledge to avoid common pitfalls, reduce wasted effort and the risks of delay and solution failure.

Organisations need to plan for these resource requirements, build sufficient capabilities internally and secure access to sufficient external resources where appropriate.

Tip 6: Compare your global and local requirements for EU FMD

The question of global versus local needs to be considered on several different dimensions.

Firstly, there is a need to consider what is being standardised. There are some elements of the strategy and resultant solutions that need to be defined, built and operated at a global level so that all supply chain nodes can be supported. Other capabilities may need to have globally defined standards, but the build and implementation can be addressed locally. In other cases, it may be appropriate to direct all of the activity to local teams if there is no network-wide impact from locally generated solutions. Typical topics where the degree of standardisation needs to be considered include:

- Policy
- Requirements
- Solution Selection
- Design
- Build

- Test/Validate
- Implement
- Operate
- Support

The second consideration is where serialisation activities are to be undertaken. Again, there will be a mix of global, regional or functional or local answers to where you are doing things. For example it may not be appropriate for all supply chain nodes to be individually tracking emerging legislation, but also packing operations are likely to stay at local supply chain nodes.

The final consideration is to what degree is the resultant capability global or local. Maintaining the number management systems is likely a global capability whereas maintaining the on-line printing and verification systems is more likely to be local.

In order to ensure that the capabilities required are appropriately specified and managed through their lifecycle understanding and agreeing what is done globally, regionally or functionally and locally is a key success factor in your EU FMD serialisation strategy.

Tip 7: The need for flexibility beyond EU FMD implementation

Serialisation legislation and responses are emerging across the globe from multiple different parties. Whilst often based off standard building blocks, the detail of the requirements shows significant variation. Whilst this is frustrating and a global set of common standards and solutions may be more cost effective, it is the reality of the situation and companies need to develop solutions to cope with it. Therefore, many companies have held back from progressing their EU FMD serialisation projects for fear of developing the wrong solutions or backing the wrong technologies.

Furthermore, capabilities required to deliver additional benefits from serialisation capabilities installed initially to meet legislative requirements also need to be considered.

Therefore, when developing your EU FMD serialisation strategy, you need to be thinking of, not just known, but also emerging and likely requirements. Solutions designed need to have a sufficient degree of flexibility to be able to cope with these requirements. This is not easy, but is a key challenge that must be made aware to solution design teams.

It is crucial that your company has a comprehensive, robust and realistic plan in place to deliver EU FMD serialisation and avoid product supply issues. If you don't have such a plan in place, act now – contact Be4ward to understand how we can help deliver your strategy and plan quickly, with minimal impact to your team. Should you have any questions about the EU FMD legislation, or would simply like to request a copy of any of our serialisation booklets, please don't hesitate to contact me at Stephen.McIndoe@be4ward.com

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Featured Artwork Posts

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companies as they grow their product range and expand into new markets. Therefore ensuring there are decision making processes in the organisation to manage required levels of complexity is a key aspect of effective pack management.

In this blog series I will describe key features of a complexity management capability in an easy to digest format. I hope you find this information useful. We are always searching for ways to improve our work, so if you have any feedback, please do not hesitate to contact me at Andrew.Love@be4ward.com.

Packaging Complexity Management Tip 6: Control platform sizes

Do you define and maintain a set of standard platform sizes?

Components can come in multiple sizes and shapes and the challenge is how these can be controlled to an optimum number. Your approach to this will be heavily impacted by your supply chain design.

- If you have a few global or regional factories, rationalisation can be targeted at a local level.
- If you have a high number of factories supplying multiple dose forms to many markets, you will be presented with a significant number of inter-dependencies making rationalisation more challenging.
- If you purchase finished products from 3rd parties, you may be restricted to each supplier's standards.

Many companies will have combinations of all of the above, so you approach may be global, regional or by product/supply chain.

For printed packaging components, the challenge is to reduce the range down to the smallest practical number of profiles. This gives less profiles to manage and will aid line change-overs. It is also a pre-requisite for most types of late customisation.

Platform sizes are normally driven by the size of primary components and so it is often best to start with a rationalisation of primary component sizes and shapes to reach an optimum range of platforms.

For other components, such as spoons and measuring cups, try to rationalise to the minimum number of variants.

Packaging Complexity Management Tip 7: Standardise artwork templates and layouts

Are there standard templates and layouts for artworks?
Standardising the brand image, packaging artwork design and component sizes, permits the use of standard artwork templates and layouts.

In this approach, global or regional templates can be created including all of the standard design content. Areas for specific market or regional content can be provided on the artwork and these can be populated when specific local variants are required, either creating market specific artworks or as part of an on-line printing activity with semi-finished components.

This saves having to create a completely new artwork every time, which has obvious compliance benefits. It also ensures that areas such as overprint areas are always in the correct locations.

Furthermore it facilitates using tools to automatically add content to the template and automatically create the artwork.

Packaging Complexity Management Tip 8: Minimise fonts, illustrations and graphical elements

Are there defined standard fonts, illustrations, and graphical elements?
Artwork content such as fonts, illustrations and other graphical content can provide hidden sources of complexity. It is common for companies to build large ranges of content that needs to be stored, maintained and updated.

Proliferation of fonts may not seem significant, but licenses need to be managed and fonts need to be assured to ensure accurate replication across different platforms and machines. It also results in dilution of the brand image.

To control fonts, a defined house style set of fonts should be mandated within the corporate and brand guidelines with clear processes for the introduction of new fonts.

Similarly, illustrations and graphical elements should be held in controlled libraries with standard images for particular uses.

This is the third of a series of 7 blogs giving a view of methods to deal with packaging complexity. Should you have any questions about this or any of my other blogs, or would simply like to request a copy of my booklets, please don't hesitate to contact me directly on my email.

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I presented a mini-workshop on *How to Identify the Steps to Provide a Comprehensive Artwork, Labelling & Packaging Service*. In the workshop I explored the impact of portfolio growth and complexity on artwork, packaging and labelling teams. I focused on what capabilities you might introduce to meet the challenges of growing product portfolios. I also looked at how to

engage your organisation to make necessary enhancements compelling. Finally, I explored how to ensure you deliver successful outcomes.

I also hosted an interactive round table discussion, *Global Regulatory Deep Dive – Identifying Similarities and Differences Across Key Market Requirements*. I focused on analysing the global regulatory landscape – how black market trade and product counterfeiting threatens the supply of pharmaceuticals across borders. I also looked at how to ensure market compliance by identifying key international areas of regulatory similarity to exploit and differences to prepare for ISO 21296 – looking towards the new international standard on Tamper Verification techniques.

Other presentations from the event included:

GS1 Standards – A Toolkit for Fighting Against Pharmaceutical Counterfeiting
Tania Snioch, Director Healthcare, GS1 Global Office

Tania introduced the role of GS1 and how GS1 standards underpin serialisation and traceability. Tania explained how GS1 works with partner organisations through the Joint Initiative Council.

Tania also discussed the impact of counterfeit drugs in developing countries. Tania also highlighted the benefits of standardisation to hospitals and their supply chains. Finally, Tania outlined the regulatory requirements for serialisation and traceability across a number of countries that are legislating solutions.

Let's Dream Big! Clearly and Quickly Connect with Patients and Consumers Through Packaging and Labelling Artwork
Simon Cavanagh, Account Executive Brand Solutions, and Steven Brookes, Pre-Sales Solution Architect Brand Solutions, Esko

Simon and Steven talked about the digitalisation of packaging tools and packaging design, and how this will change the approach to packaging design in the future. Simon and Steven also gave an overview of Esko's

tools, the enhancements that Esko have been working on, and how they address the growing challenges brought on by digitalisation.

Solutions to Optimise your End-to-End Artwork Process
Suzanne Ivory, Global Quality Director, Perigord

Suzanne talked about how artwork fits into the overall end-to-end labelling process. Suzanne discussed key drivers for change that are impacting labelling and artwork including product proliferation, data security and an increased focus on pharmacovigilance. Suzanne distilled this down to the key challenges to artwork and the solutions required to meet them. These included the need for a quality management system, an artwork management system and carefully selected long-term partners.

Anti-Counterfeiting Requirements with a Focus on Non-EU Areas
Horst Kastrup, Senior Regulatory Advisor, MEDA Pharma (retired)

Horst presented on anti-counterfeiting requirements, particularly outside of the EU. Horst highlighted the magnitude of counterfeit products in low to medium income countries, particularly antimalarials, with estimates of 1 million deaths per year due to counterfeit products.

Horst discussed several case studies across a number of products and countries. Horst also outlined the various regulatory requirements that have been introduced to address this.

Implementing Child Resistant Packaging Without the Tantrum
Stephen Wilkins, Chairman, Child-Safe Packaging Group

Stephen presented on the requirements for child resistant packaging and the background reasons for these requirements. Stephen provided an overview of the various regulations and standards. Stephen showed a number of failure modes and some examples of good practice.

Stephen also discussed the impact of packaging design on the elderly, which can be detrimentally impacted by child resistant features.

Purchasing for Patient Safety – Payer's Influence on Assessment of Packaging & Labelling for UK NHS Hospital Formularies

Omar Ali, Formulary Development Pharmacist, QIPP Advisor Payer Network and Former Formulary Advisor, UK National Health Service (NHS)

Omar's presentation covered the role of packaging in patient safety. Omar talked about the environment of medication errors and the impact on patients and healthcare professionals. Omar showed the impact of similar product names and discussed potential systems solutions e.g. electronic prescribing tools.

Omar then looked at labelling issues and what was needed to resolve them. Referring to the NPSA guide to packaging design, he showed how layout and colour can be used to help highlight specific product issues.

Overview of the FMD Challenges and Opportunities for Hospital Pharmacies

Robert Moss, Board Member & Director of Professional Development, European Association of Hospital Pharmacists

Robert discussed the implications of FMD on hospital pharmacies. Robert looked at the hospital supply chain and the issue of when the product should be authenticated within the hospital. This is a complex issue for many hospitals where they are integrated with other healthcare facilities.

Robert then discussed the other issues presented by FMD on hospital pharmacies. This included the impact on pharmacist capacity and workload, processes for product rejection and return, and impacts on cold chain product.

BfArM Pharmacovigilance Inspection – Case study from a labelling point of view

Hannah Hähl, Regulatory Affairs Manager (Labelling), Grunenthal

Hannah presented on the learnings and improvements made to Grunenthal's labelling process following inspection observations. Hannah gave an overview of the inspection process and activities. Hannah then discussed the need for more end-to-end oversight of safety variations and the introduction of a tracking tool and other process improvements they have undertaken. Hannah highlighted that regulators are increasingly looking for end-to-end oversight that safety changes are implemented in a timely manner, but that inside a company, implementation can mean different things.

Case Study – Improving Artwork Process Efficiency on a Global Scale
Russell Collins, Director, Packaging Strategy and Global Labelling Business Process, AstraZeneca and Paul Goldberg, Vice President of Product Strategy, Loftware

Russell and Paul presented on the improvements that AstraZeneca have been undertaking and the implementation of Loftware's artwork management system. Paul gave an overview of Loftware, the acquisition of Gap Systems and how their product offering will evolve. Russell explained AstraZeneca's process maturity development model and how their capability improvements have been prioritised. They are now at the stage of considering how the labelling and artwork process will be seamlessly integrated into the overall company process architecture.

Russell showed how the improvements they are making are aligned to the company's goals and the benefits these improvements will deliver. Russell emphasised the need to focus on improvements that clearly support business requirements.

The Trials and Tribulations of a Labelling Professional
Keith Howard, Former Senior Labelling Manager, Vertex Pharmaceuticals

Keith discussed the issues faced by Regulatory and Labelling professionals. Keith walked through the life of a typical change, highlighting the issues that can arise in execution. This showed the amount of variability that can arise in

the process due to different problems that can occur. Keith also emphasised the need for collaboration across and outside of the company. Regardless of the application of artwork management systems, there are still a high degree of people involved and many issues arise due to differences in opinion. Someone needs to be accountable to resolve these issues and ensure changes are delivered on time.

Increasing therapy adherence through packaging: Designing packaging that improves patient's lives
Ger Standhardt, Executive Director, HCPC Europe

Ger presented on how packaging can improve the life of patients. Ger explained the remit of HCPC Europe and the purpose of packaging. Using examples of HCPC Europe Columbus award winners, he highlighted features on packaging that improve patient adherence. These include; calendarisation, portability and discreteness, child resistance, ergonomics and provision of usage information.

How to Prepare For Delivery Of The FMD On Time And Final Considerations To Be Made
Johan Verhaeghe, National Policy Liaison, Medicines for Europe

Johan discussed the FMD regulation deployment. Johan outlined; the FMD regulations, explained the European Stakeholder model, the European Hub and national systems, and the roles of the different participants. Johan then explained that deadlines are imminent and there is still much work to do in many organisations. Country preparations are progressing but there is a concern that some may be late.

Be4ward is a niche consultancy company helping pharmaceutical, biotech and medical device companies and their supply base improve their serialisation, labelling and artwork capabilities. We help clients define the most efficient business processes, organisation design and, being completely independent, help them select and implement the most appropriate service providers and IT systems to meet their needs. Be4ward

helps these companies improve patient safety and drive additional value from their product range.

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For more information on artwork, go to our free download section.

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Packaging Complexity Management Tip 3: Clear approval and control processes for portfolio changest

Do you have clear approval and control procedures for adding and removing SKUs from your portfolio?

Firstly, do you have the appropriate cross-functional governance to ensure that all relevant impacted parties are engaged in the decision making and

represented appropriately at a senior level? Failure to have a balanced governance will likely result in sub-optimal decisions and low levels of buy-in.

Secondly, do you have a clear set of principles endorsed by the senior governance team to manage the portfolio? These define the ‘rules of the game’ and set the criteria that decisions should be made against.

Thirdly, do you have rules and processes in place for adding or deleting SKUs and components. These processes need to ensure that the decision making hierarchy aligns with the complexity of change occurring. Processes should also include routine reviews of the portfolio (see Tip 4).

Finally do your processes ensure that the costs for change are considered in decision making and preferably charged to the groups in the organisation driving those changes, for example charging the cost of artwork change to the originator?

Packaging Complexity Management Tip 4: Prune the portfolio regularly

Is there a regular process to review the portfolio and prune unnecessary or non-performing SKUs?

The performance of the portfolio is dynamic, changing due to many environmental and lifecycle factors. Therefore a review process should ideally be performed on a routine and repeating basis to maximise the effectiveness of the portfolio. The review should be designed to categorise the portfolio. One way we would suggest is these three groupings:

Capitalise: the best performing SKUs, contributing the majority of revenue, where sales effort should be focussed to maximise return.

Control: SKUs that should be maintained in the portfolio, either because; volumes are growing, but not yet providing revenue to get to the next category; volumes are in decline, but not yet critical; or they provide portfolio support to other Capitalise SKUs. These SKUs should be monitored to ensure on-going viability.

Challenge: SKUs with low volumes and/or low revenue. These SKUs should be subject to challenge to remain on the portfolio, either being discontinued, substituted or shared with other markets.

Two things to consider carefully:

- When substituting SKUs, ensure the financial benefit exceeds any potential lost sales.
- Small incremental reductions in the portfolio can have little effect on complexity at supplying sites. Savings are often only generated when lines or facilities are rationalised or eliminated.

Packaging Complexity Management Tip 5: Control brand variation

Do you have a process to control the brand image and prevent unnecessary or undesirable proliferation of brand designs?
It is not uncommon for companies to have a range of brand images that have arisen historically:

- Locally generated brand names and brand images.
- Response to local market regulations requiring unique local naming or branding.
- Legacy brand images from acquired companies who once marketed the product in a specific country.
- 2nd brands or co-marketed products.

If standard brand images and packaging artwork designs can be maintained, it presents the opportunity to take a template approach to artwork, improving efficiency and reducing risk or error. This is discussed further in Tip 7.

Many companies now exercise strict control over brand images and packaging designs at a global or regional level, to ensure they present a common identity to consumers.

It is extremely difficult to rationalise brand images after the event due to regulatory constraint and consumer resistance and therefore clearly defined and mandated brand guidelines are an important tool in controlling brand variation up front.

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London, W1B 5AW
United Kingdom