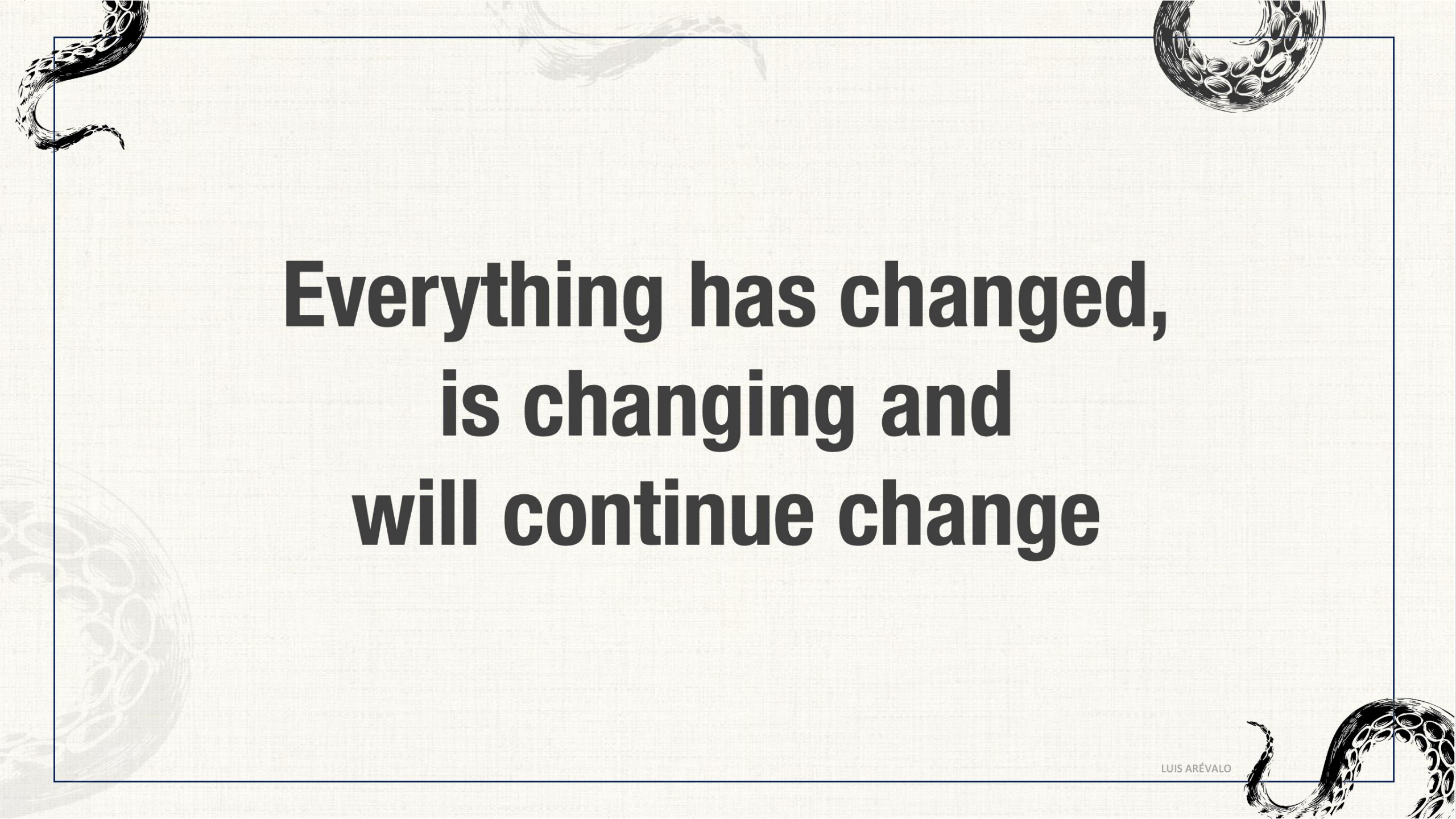


# **INNOVATION** **AGAINST THE BUREAUCRATIC** **OCTOPUS<sup>®</sup>**

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The Global Packaged Summit  
**BRUSSELS**  
**MAY · 23 · 22022**



**Everything has changed,  
is changing and  
will continue change**









AL HOTEL  
PORFAVOR!





Choose a doll that's  
*truly me* 





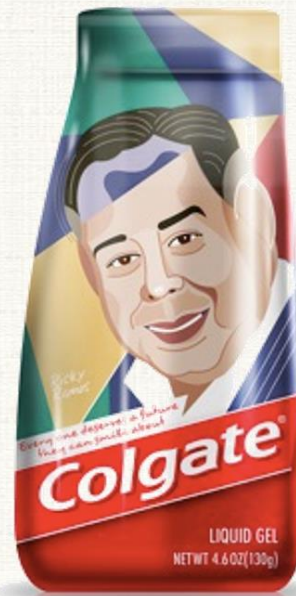
*dress me!* ☆



*the  
end*









LUIS ARÉVALO



LUIS ARÉVALO





LUIS ARÉVALO





LUIS ARÉVALO

Barbie™



#1 DOLL  
IN THE  
WORLD

Mattel 2017 | Confidential Information | May Include Trade Secrets | For Internal Use Only

YOU CAN BE  
ANYTHING

Barbie™

## Empower girls & moms for a better future

+30 different professions

Diversity – inclusion & identification



- ✓ Living session with Mattel
- ✓ Fast sensing & prototyping w/ girls



**1 sku: +50** designs  
Professions + Diversity



## Digital

Video – Barbie teaching how to brush teeth w/ Colgate



MATTEL SITES  
VIEWS

Vs Mattel  
objective

 736K **+56%**


 820K **+46%**

NO CP INVESTMENT NEEDED



## Shopper





**Everybody has a plan,  
until they get a punched  
in the face**

**Myke Tyson**

# BUREAUCRATIC OCTOPUS

PLANNING

QUALITY

SUPPLY  
CHAIN

FINANCE

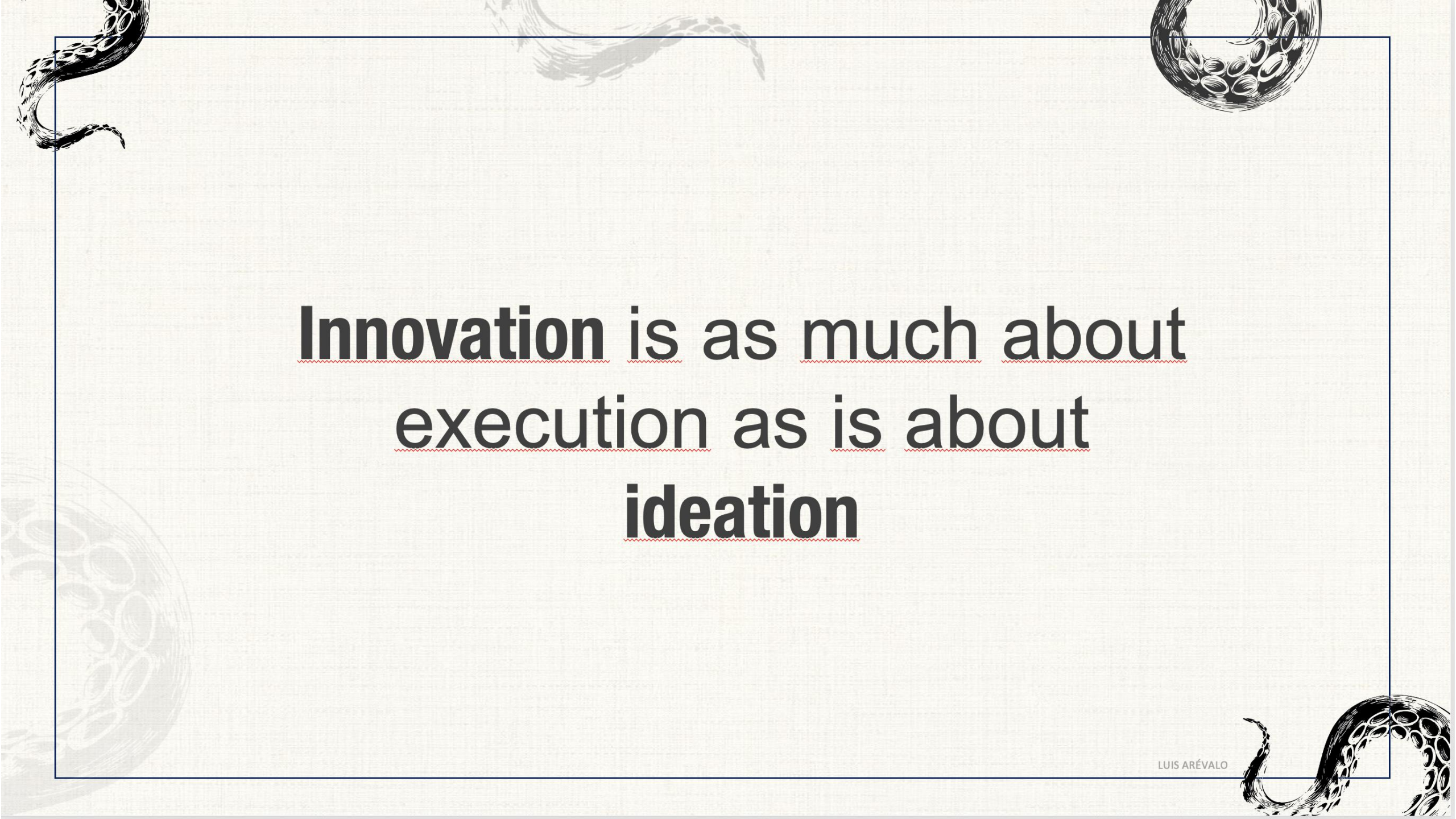
PROCUREMENT

NETWORK  
OPERATIONS

MARKETING

DESIGN





**Innovation is as much about  
execution as is about  
ideation**







The goal is not only  
Innovate  
but to **innovate faster**



**YOU CAN BE ANYTHING**

*Barbie*

Project / Change :	Annual (Tons/Units)	Sourcing Plant(s)	Formulas	Sizes	Incremental Tons	Incremental Net Sales (\$) / Savings (\$)
<b>BASIC INFO</b>						
<b>ASSESSMENT</b>	<b>Issues / Concerns</b>		<b>Impact</b>		<b>Actions</b>	
<b>Materials:</b> Any new materials/new suppliers? Single or other risk suppliers? Any capacity / MOQ / Leadtime concerns? Special handling or storage conditions?						
<b>Manufacturing:</b> New Mixer formula? Batch Size & BCT ? Unique processing steps? Can it be post added? Any special C&S considerations? New Pkg configuration? Big impact to KPIs? (losses, AU/UDPT, etc.)						
<b>Capacity:</b> Any capacity erosion? Making, Filling, etc? How much? And what is 3 yr projection?						
<b>Service Flexibility:</b> Any differences from current planning strategy? Any limitations to lines can run on? Any special FGs shipping / handling? Inventory Impacts?						
<b>Investment needs:</b> For capacity? For changeparts? For material handling / storage? For components?						
<b>Quality / Micro:</b> More or less micro-sensitive? Any special quality watchouts?						
<b>Sourcing:</b> Any change/impact to sourcing strategy?						



COST PER CASE	New variant		INDEX
	Variable Cost Comparison		
(USD / Cs)	Base Line 500ml	Proposal 500ml	
SKU	FBR17943A Mouthwash COLG LUMINOUS WHITE 500ML	BRXXXXXX TOTAL MW OM + Zinc	
Formula			
<b>Formula cost per ton</b>			#DIV/0!
Packaging			
<i>Bottle / Pouch</i>			
<i>Cap</i>			
<i>Labels</i>			
<i>CCC</i>			
<i>Others</i>			
Conversion			
Logistics			
<b>Variable Cost</b>	-	-	
<b>Specific Gravity</b>	1.00	1.00	
<b>Case Count</b>	12	12	



### Does the original SCOPE change?

**Project Name:**

**Expected Launch Date:**

**Annual volume:**

Sizes	cases	pieces	tons
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Deliverables:**

**Formula**  **Formula Reference:**

**Packaging**  **Packaging Reference:**

**Artworks**

Diameter	Cap	Web	Folding Carton	Shipper	Case count	Inners	Exhibition
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Customer(s):**

<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

**IMAGE/CONCEPT**

**Additional comments:**

1.-

2.-

3.-

Project Approved by CMS



Task	Crashed scenario	Risk
<b>Engineering</b>		
Equipment delivery and installation	Dec 30th, 2014	Christmas Holidays!!
Equipment validation	Jan 15th, 2015	Christmas Holidays!!
<b>Tech Transfer</b>		
Materials for EMO	Jan 14th, 2015	Airfreight cost= 25K
EMO Readiness	Jan 15th, 2015	
EMO Samples shipped to GTC	Feb 1st, 2015	
EMO + Aging	May 15th, 2015	
EMO results + report	May 15th, 2015	
<b>Tech Transfer</b>		
Formula in SAP	May 8th, 2015	Quality Approval
<b>Design</b>		
D2L process	Jan 4th, 2015	
AW delivery to printer	Feb 1st, 2015	Final launch PR from Canada
<b>Planning</b>		
Sku completion	Jun 1st, 2015	
Reflect Demand into the System	Jun 2nd, 2015	GT System
Place Purchase Order	Feb 1st, 2015	Senior Management Approval <b>Product Request</b>
Material Delivery	May 15th, 2015	Inventory \$165K Coverage raw: 3.5months packaging:6months web:10months
<b>Planning &amp; Operations</b>		
Start up	Jun 2nd, 2015	
Quarantee/ Shipment	Jun 17th, 2015	
Product Arrival	Jul 15th, 2015	
Local Quality Release	Jul 29th, 2015	
Copacking	Aug 12th, 2015	

CA

\* Milestones from timetable (Critical path varies for each project)



### RISK ASSESSMENT

Description	Potential Impact			Responsible	Due date	Date resolved	Status
	Cost	Time	Quality				

YOU CAN BE  
ANYTHING

Barbie



**We buy millions of  
pieces, not thousands**



YOU CAN BE  
ANYTHING

Barbie



**Our goal is to buy as cheap  
as possible, and this  
technology is very expensive**

YOU CAN BE  
ANYTHING  
*Barbie*



YOU CAN BE  
ANYTHING

Barbie



# New Supplier

YOU CAN BE  
ANYTHING

Barbie



**This Technology does not  
pass our quality standards**

YOU CAN BE  
ANYTHING  
*Barbie*




YOU CAN BE ANYTHING  
*Barbie*



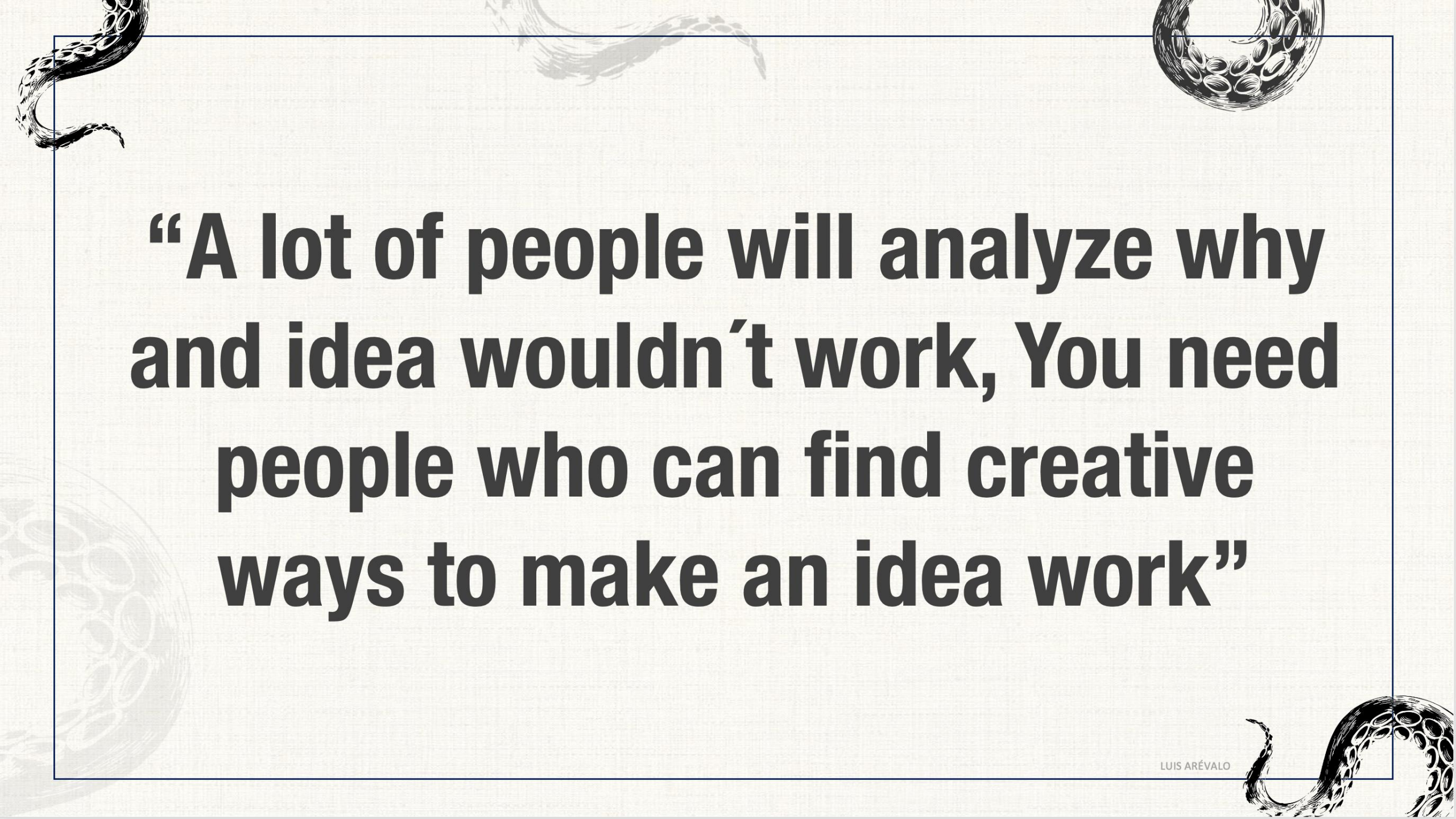
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**“How are we going to do the  
incoming inspection for the  
production, there are many  
designs”**





**“A lot of people will analyze why and idea wouldn't work, You need people who can find creative ways to make an idea work”**



**“Innovation is everyone’s job,  
not just R&D”**



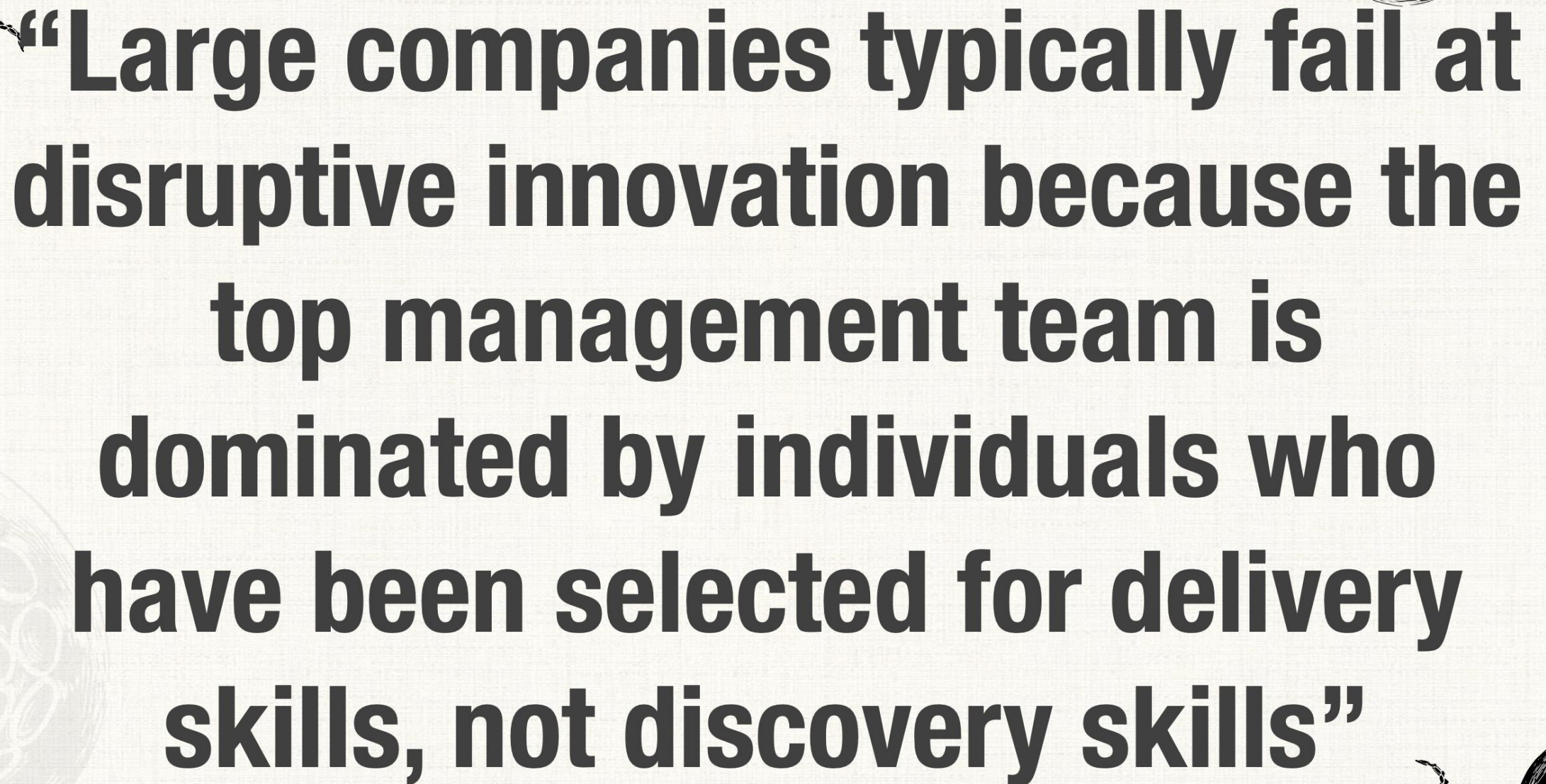




**“Innovation is not complete  
until it shows up in the  
financial results ”**

# Sales Increased at 220%





**“Large companies typically fail at disruptive innovation because the top management team is dominated by individuals who have been selected for delivery skills, not discovery skills”**



The **GOAL** is no longer  
creating what people  
think is **COOL** but  
creating what the  
customer **can not live**  
**Without !!**



EXPERIENCES

NEWS


SPEAKER

INNOVATION



Luis Arévalo

INNOVATION-DESIGN-SUSTAINABILITY-PACKAGING



**INNOVATION**  
**AGAINST THE BUREAUCRATIC**  
**OCTOPUS<sup>®</sup>**

**LUIS ARÉVALO**











