



PACKAGING BAROMETER 2022

Key insights on Digitalization in the Packaging Industry for the Finance Function

May 2022



MANAGEMENT SUMMARY

KEY INSIGHTS ON THE FINANCE FUNCTION:

- In our view, digitalization of internal processes has a potential of up to **20% SGA OPEX savings** for packaging companies
- Digitalization measures to **optimize internal processes** have so far been implemented or specifically planned by less than half of packaging companies surveyed
- The ones that have started are **very happy with the results**
- However **not all technologies perform as expected** (e.g. process mining)
- Overall **employee engagement with scope for improvement**

CONCRETE STEPS TO JUMPSTART YOUR EFFORTS

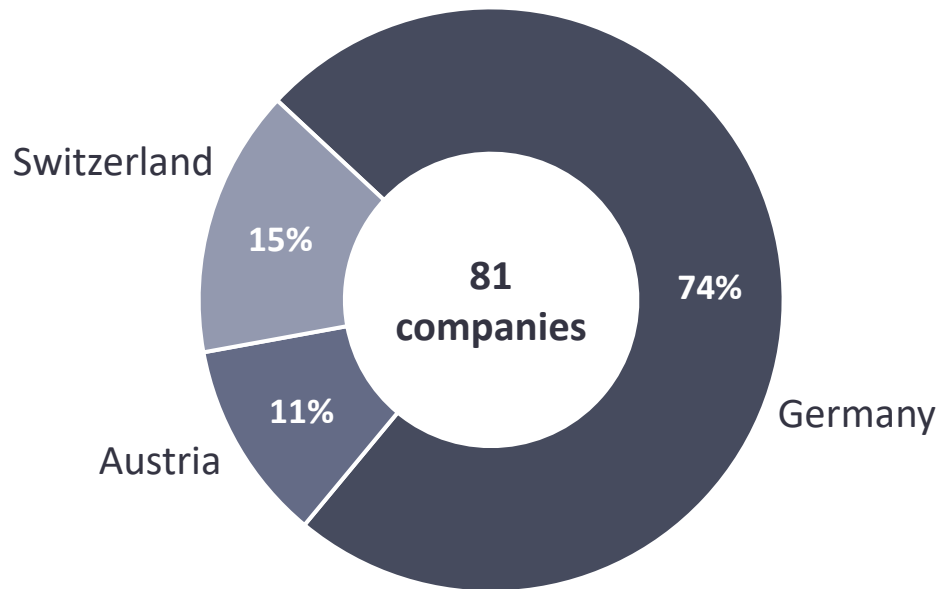
01 Conduct **internal process digitalization maturity 360 health check**

02 Develop **internal process improvement roadmap**

03 Build **staff involvement and change momentum**

ABOUT THIS STUDY

On behalf of TTE Strategy, the Institut für Demoskopie Allensbach surveyed 81 **companies from the packaging industry including CFOs** in Germany, Austria, and Switzerland **at management level** concerning their degree of digitalization.



CONDUCTED BY



together with:

IfD Allensbach
Institut für Demoskopie Allensbach

dfv Mediengruppe

TTE STRATEGY STANDS OUT WITH ITS PACKAGING EXPERTISE

About TTE Strategy



Strategy, Digitalization, Commercial Excellence, and Industry 4.0



Mutual problem-solving through consistent involvement of client teams



Packaging expertise in strategy, digitalization, operations, planning



Founded 2015. Today, 3 offices: Hamburg, Munich, Zug with 25 consultants



Hidden Champion study winner 2022/23 in strategy, and Best Of Consulting winner 2020 (1st place, strategy)

Result of Prof. Fink Study 2022/2023

(published in CAPITAL 01/2022)

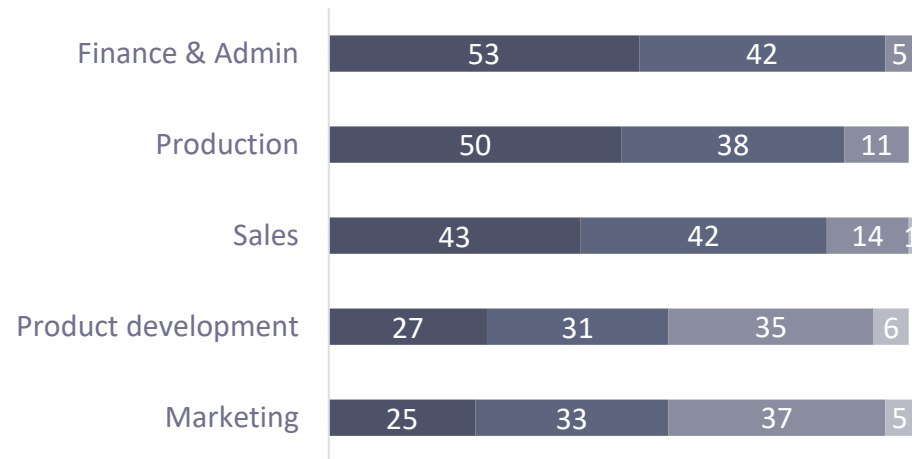
Top-5 strategic consultancies

Ranking	Consultancy	Score
1	TTE Strategy	419
2	Boston Consulting Group	417
3	McKinsey & Company	403
4	Bain & Company	395
5	Roland Berger	353
6	...	342
7	...	336

DACH PACKAGING COMPANIES CFOs SEE A LOT OF POTENTIAL FOR DIGITALIZATION IN INTERNAL PROCESSES

BIGGEST POTENTIAL IMPACT OF DIGITALIZATION IN FINANCE & ADMIN

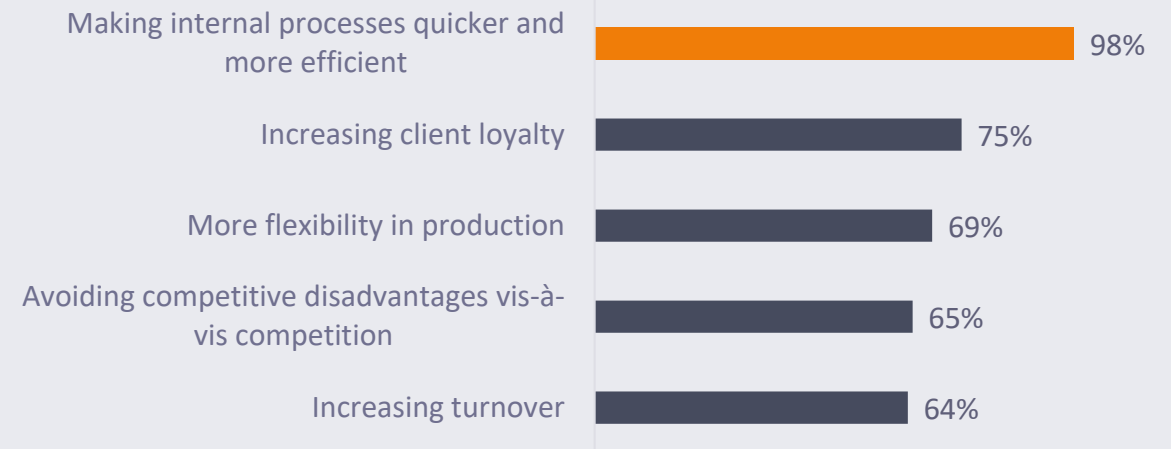
Where does Digitalization have the biggest impact:



Very important
 Less important
 Important
 Hardly or not at all important

IN PARTICULAR IN INTERNAL PROCESSES

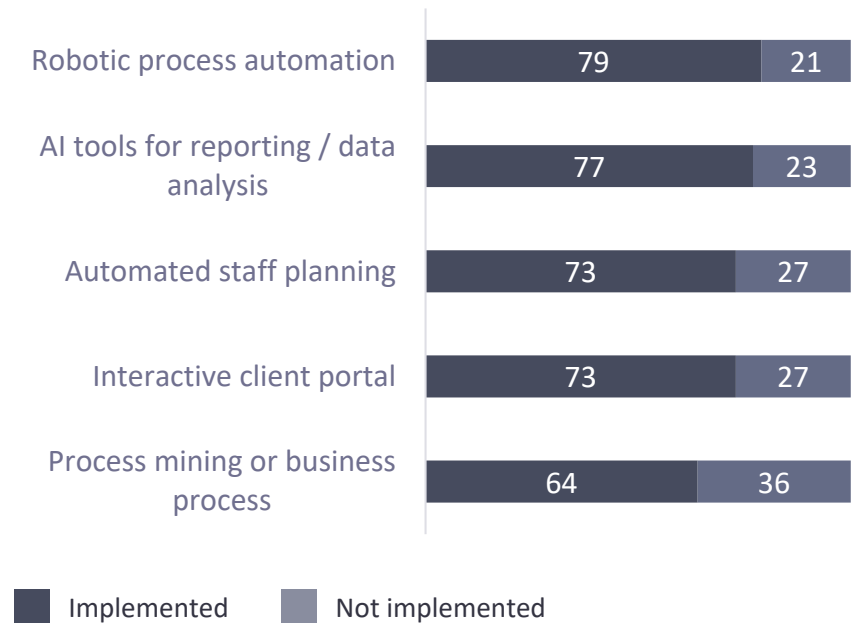
What are the main reasons for digitalization efforts:



FEW CFOS ALREADY FULLY LEVERAGE AVAILABLE TECHNOLOGIES

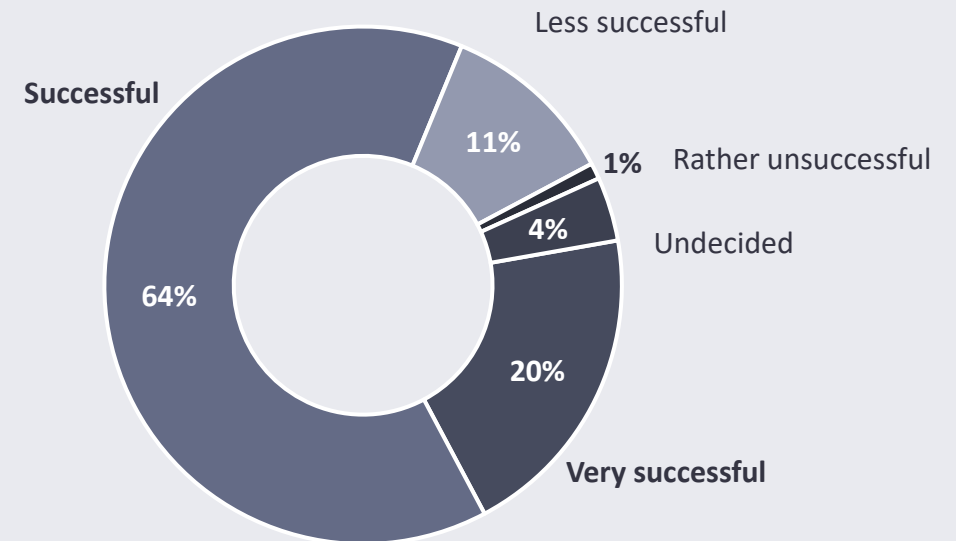
DACH PACKING COMPANIES HAVE IMPLEMENTED A LIMITED SCOPE OF TECHNOLOGIES

Have you implemented the following technology:



THE INITIATIVES IMPLEMENTED ARE PERCEIVED AS SUCCESSFUL

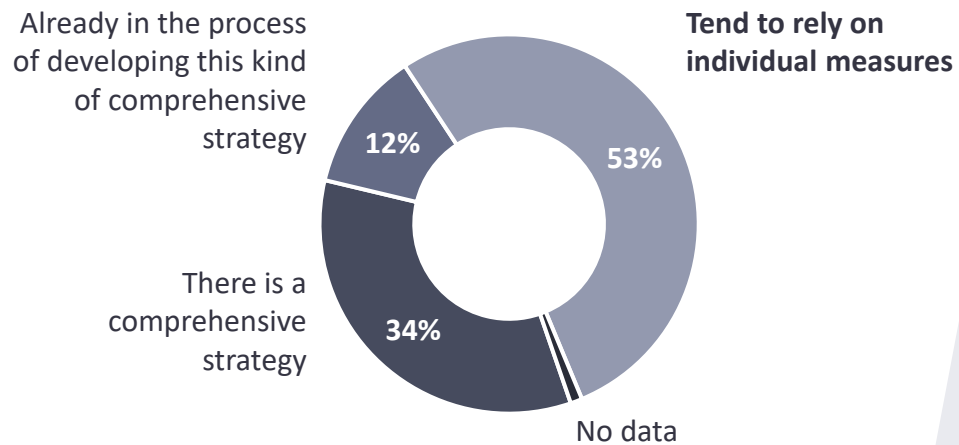
How successful was the implementation of the technology:



SCOPE FOR IMPROVEMENT FOR DIGITALIZATION EFFORTS IN LINKAGE TO STRATEGY AND EMPLOYEE ENGAGEMENT

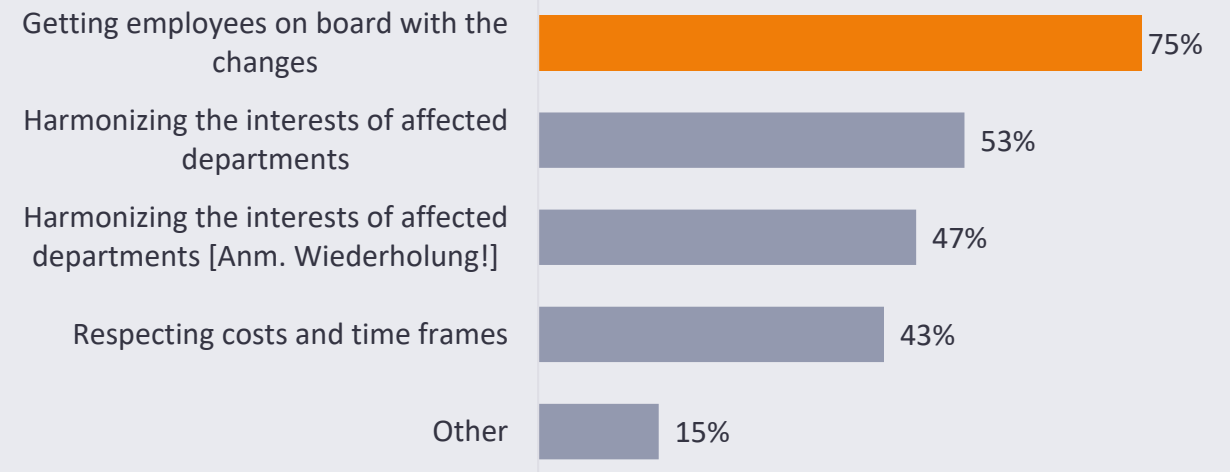
HOLISTIC DIGITALIZATION STRATEGY MISSING

Based on what do you implement digitalization measures:



AND EMPLOYEE ENGAGEMENT REMAINS CHALLENGING

What is your biggest challenge in implementing digitalization measures*:



*Several responses possible

WHAT NEEDS TO BE DONE NOW IN ORDER TO REAP BENEFITS OF UP TO 20% SGA OPEX SAVINGS



Conduct **internal process digitalization maturity 360 health check**

- Assess current setup (overall strategy, technology, capabilities, governance)
- Review ongoing initiatives across finance functions including use case pipeline including value creation
- Derive view on maturity



Develop **internal process improvement roadmap**

- Identify drivers for value creation in finance function
- Potentially identify high value use cases
- Put together internal processes implementation roadmap



Build **staff involvement and change momentum**

- Review and update comms approach
- Leverage successes to build positive momentum among staff

WE LOOK FORWARD TO HEARING FROM YOU!



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