



# Company Presentation

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# Content

- Introduction
- Package Product Development and Innovation
  - Consumer-centric structured innovation
  - Structured consumer innovation tools for package development
  - How do you get more out of your R&D?
  - Pipeline and portfolio management systems and tools
  - Ethnographic research, formative & in-context testing, shopper research
- Marketing and Sales Services
  - PriceMap: Delivering value in today's world
  - Market introduction of new products globally
  - Branding, promotion strategy, channel strategy
  - Sales and Marketing workshops and training
- Business Management
  - Strategy, turnaround management, M&A
  - Lean / Six-Sigma
  - Resource management

# Who We Are

- **MAAK Solutions, LLC** is a consulting firm registered in the USA (Wyoming) with offices in Chicago, Dallas, and Frankfurt.
- Planned expansion into Asia in 2015.
- We provide services only to the packaging industry.
- All of our employees and affiliates are packaging industry veterans.
- Our consultants are typically senior packaging professionals with considerable experience.
- Our clients range from start-ups all the way up to large corporations.
- We do large and small projects. Local, regional or global.

# Managing Partners



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**MAAK Solutions** co-founder Andreas Mader is an international executive with experience in chemical and packaging industries. He has held executive positions in business management, finance, sales, marketing, manufacturing, and R&D.

Andreas started his career at Dow Chemicals, and spent 15 years in different management and executive roles in Germany, the US, and Switzerland. He worked in plastics and paper for packaging, and in strategic planning for many Dow businesses. After Dow, he was with ICI/National Starch starting as a Director and rising to President in charge of their packaging and electronics adhesive businesses. Following an acquisition of the business by Henkel after 6 years, Andreas served as their Sr.VP in the US. In 2009, Andreas returned to Europe as President and General Manager for Performance Fibers, covering PET products. In his most recent role, Andreas was with SIG-Combibloc as President and Executive Board Member.

Andreas studied processing engineering in Germany and finance in the US. He also participated in various executive education programs at IMD (Lausanne, Switzerland) and Princeton (US).

Andreas has strong experience in packaging, paper, latex, adhesives, plastics and elastomers as well as a wealth of management expertise in lean/six-sigma and pricing. He also has experience as an executive consultant having worked with Alix Partners, Simon & Kucher, and Celerant/Hitachi Consulting in-between executive roles.



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**MAAK Solutions** co-founder Ali Kaylan has over 25 years of broad innovation and product development experience in automotive (GM), appliance (Whirlpool), and packaging industries (Tetra Pak). Previous to his consulting career, Ali was the Director of Consumer Concepts at Tetra Pak, leading 20 professionals in consumer-centric packaging innovation. He also has a decade of experience in product strategy, in both appliance and packaging industries.

Ali led many projects globally in North and South America, Asia, and Europe. In addition to his 20+ year experience in the U.S., Ali worked as an ex-pat in Italy for 5 years.

Ali holds a BS degree in Mechanical Engineering from Boğaziçi University in Istanbul, an MS degree in Industrial Engineering from Penn State, and an MBA from the University of Chicago.

Ali has multiple patents.

# How We Work

- We staff projects with 1-3 packaging professionals from our side, *process-partnering* with team members from our client's staff. That keeps costs in check, and ensures a good knowledge transfer, minimizing *handshake* losses.
- We take pride in our work, and in your success. We don't see a project as a destination, but instead as the start of a journey, and our services as part of your future success.
- Using typical, off-the-shelf, standardized solutions will lead to **average** outcome. We instead believe every project is *unique*. Our experienced professionals recognize and value each client as who they are. Our customized tools and processes also reflect this. **We don't do average.**

# Our Range

- **MAAK Solutions** has a unique set up with packaging experts from the industry with deep functional knowledge and consulting experience
- We cover:
  - Innovation
  - Marketing and sales
  - Business management
- Our functional capabilities:
  - Cost and price analysis
  - Lean/Six-Sigma implementation
  - Business turnaround, M&A and growth projects
  - Market entry, channel management, product and package selections
  - Ethnographic research, formative and in-context testing, and shopper studies

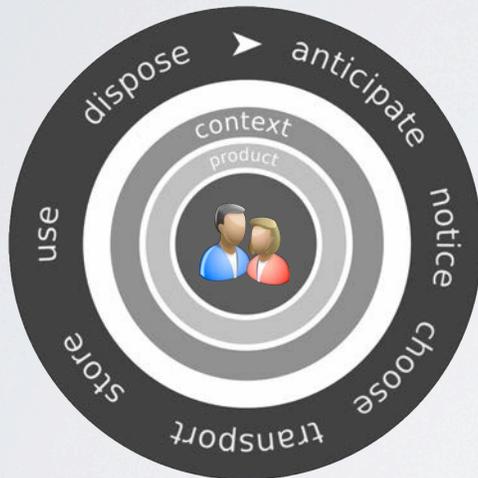
# Consumer Centric Innovation

We can:

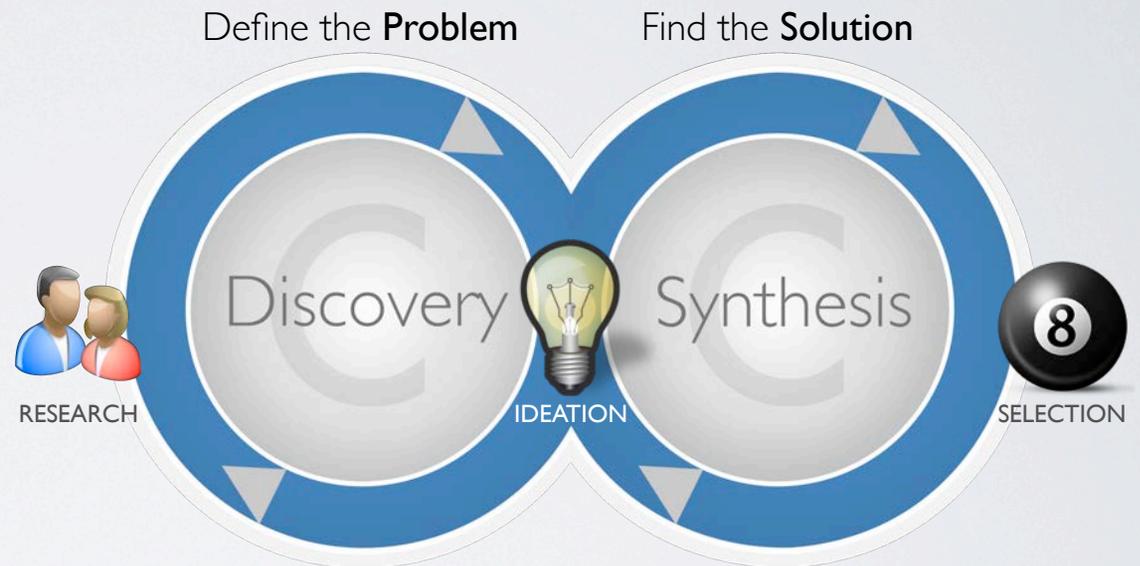
- manage and run your entire package / product innovation project from beginning to end.
- provide you with the **best** and **proven** innovation process & tools in packaging.
- run ethnographic studies for your future package needs and discover *articulated* and *unarticulated* consumer needs in packaging and opening / closure development.
- provide consumer-innovation services such as *formative* and *in-context* consumer testing for your package and opening / closure concepts.
- manufacture your *food-safe* prototypes.
- develop your concepts and mock-ups.
- run your *domaining* and *ideation* sessions.
- provide you with tools that you can embed into your organization to *institutionalize* innovation.

***uninvolved*** consumer products such as ***packaging*** require ***specific tools*** and ***processes*** for innovation.

# Embedding Innovation



develop and optimize products for the entire consumption circle, not just for selective, or *convenient* areas



**Diverge:**

Collect articulated and unarticulated consumer problems and needs

**Converge:**

'Domain' this input into actionable areas

**Diverge:**

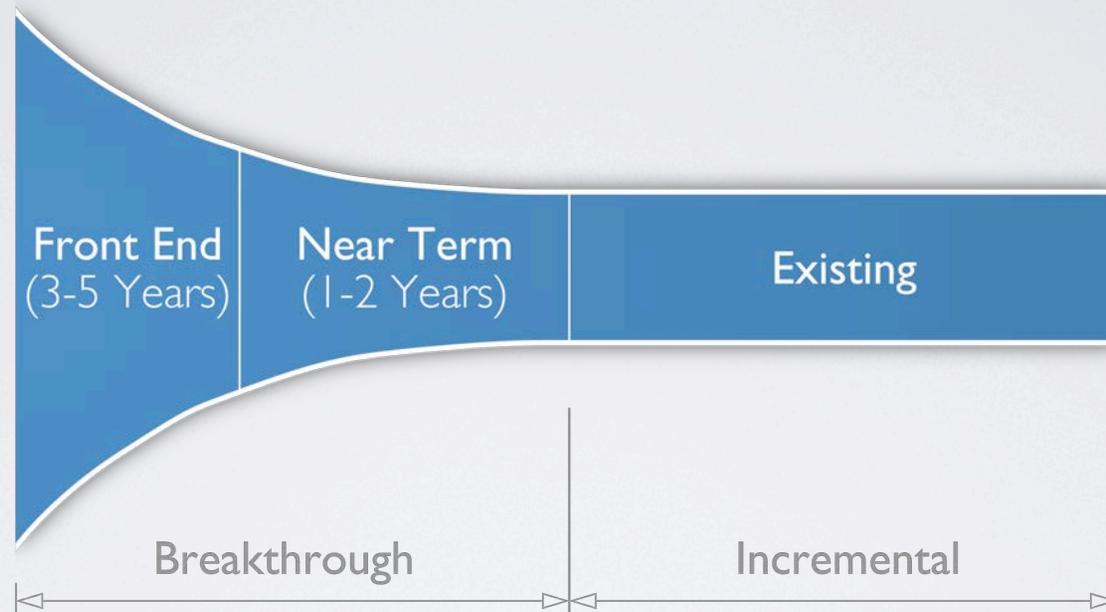
Create a variety of concepts and solutions

**Converge:**

Combine and refine the best concepts through reiterative in-context and formative testing

*fail-a-lot* and *fail early*, when *failing* is cheap, so you can succeed.

# Pipeline Management



- We can help you measure the size of your product innovation pipeline
- We can implement **leading** measures that provide feedback on the health of your pipeline, as well as metrics for annual measures.
- We know how to **roadmap** your package and opening / closure product innovation pipeline.

# Creating Value Through Pricing

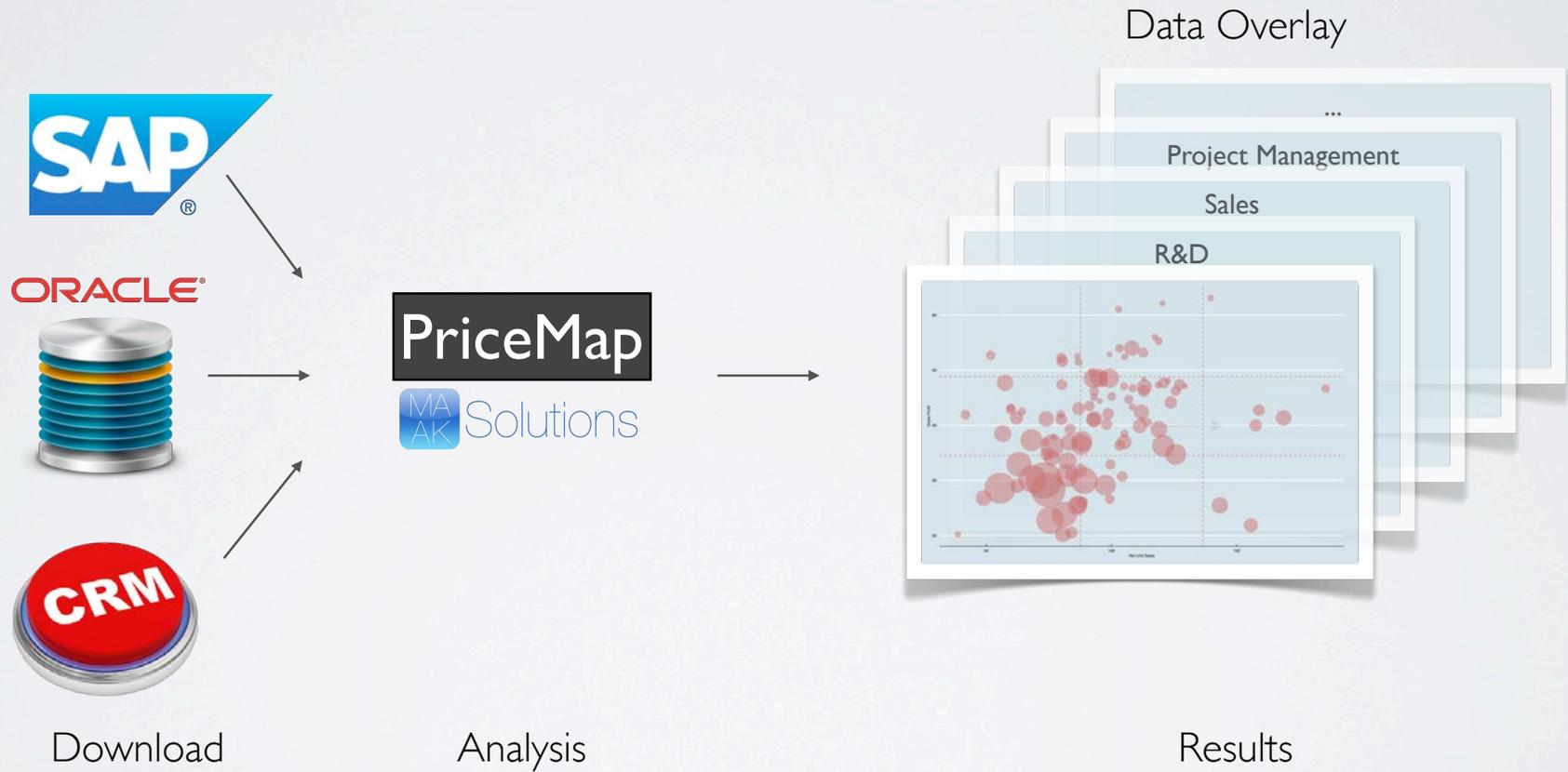
- Increasing raw material prices?
  - Supplier pressure?
  - Cost pressure from rising labor, energy, and transportation cost?
  - Erratic competitor behavior?
  - Customer pooling, customer pressure?
- 
- ▶ Understand your customer's position
  - ▶ Understand your own position
  - ▶ Understand what actions you can take to improve your top-line

**PriceMap** is a tool designed to improve your specific situation.

# How Does PriceMap Work?

- **PriceMap** is a tool that transfers your customer data (net unit price, revenue, units sold, margin, etc) into three dimensional charts.
- These charts provide an overview about where you stand with your customers. Grouping into 9 boxes will quickly reveal necessary actions to improve your top-line.
- At the next step, these charts will be overlaid with similar charts of your R&D map (projects by customer groups), your sales personnel allocation to the customers, etc. This will display where and how you spend your time, resources, and money. And most importantly, whether you get the corresponding return where you invest with most of your resources.
- Lastly, **PriceMap** will help visualize your improvement plan and will pave a path, so you can repeat the process in a reasonable timeframe (3 - 9 months) - depending on your business, your position in the market, and your actions.

# PriceMap Process



# When Do You Need PriceMap?

- You want to get a handle on what Sales and Marketing are doing
- You cannot squeeze any more cost out, but need to improve results
- You start losing customers
- You believe you are underserving some of your customers while you are over-serving others
- You do not have customer service level agreements
- You want to deploy your sales force to where it matters
- You cannot match your R&D projects with your customers' needs

# Marketing & Sales Services

- Branding, promotion strategy, channel strategy
  - How to sell your products better
  - How to establish strong brands and complement them with better packaging
  - How to distribute your products to those markets which matter
  - How to reach the most valuable customers
- PriceMap
  - Our proprietary tool helping you understand what's going on in your markets, with your customers, your sales force, your pricing, and how to improve
- Market introduction of new products in existing or new geography
  - We can help with how you should price new products, how to package them, and linking them to innovation, how to develop exactly the right product to sell
- Sales and Marketing workshops, and training
  - We not only offer training on our tools and processes, but also general training on all sales and marketing topics in workshop or general training methods

# Business Management Services - I

- Strategy
  - We have run numerous **business strategy projects**, most of them linked to either updated pricing, product or innovation strategies which are connected to an updated overall business strategy
  - We cover VBM, EVA, Porter's 5-forces and most other processes. We apply what makes sense and what you need, and not cater to other priorities.
- Turnaround management
  - We have been involved in turnaround projects with an outstanding track record. Most turnarounds start with a combination of price improvement, R&D revitalization, and operations downsizing to address a changed product or a changed customer mix. For turnaround management, we have our own proprietary tools and processes. We know what works and we keep it simple.
- M&A
  - We have a *huge* network, and credentials with many of the leading investment firms. We have served as consultants to many, and we can assist in finding the right investors, and in searching for new M&A targets.

# Business Management Services - II

- Operations, Lean, Six-Sigma, Safety
  - We have led many successful Lean/Six-Sigma implementations either as stand-alone, or connected with other organizational changes like new strategy, downsizing, radical growth, etc.
  - We put great emphasis on safety on the shop-floor, as product and food-safety, and in general. Some of our employees and affiliates are DuPont or Dow Chemical veterans, and know what works and what doesn't.
- Project Management
  - As the nature of our work requires, we are project oriented and experienced in successful project management processes and tools. We can build a new way of doing projects for your company, supported by methodologies such as PMI, Prince and tools like MS Project, DataServ and others.
- HR services
  - Our network reaches out to more than 2,000 managers and executives in the packaging industry. While we are not in the *head-hunting* business, we can however help you find the right people as an integral part of our project work. If desired by the client, we can also carry out capability assessments.

# Case Presentations

Examples of Projects to Illustrate Our Work

# Case Presentation I

- Situation:** European dairy producer, shrinking top-line, margin pressure
- Project:** Conversion of Oracle Sales Data (revenue, unit price, units sold, Sales person names, ship to location all by product name into excel master file. Combine with unit production cost and allocated G&A to achieve gross margin by product by customer.
- Outcome:** 20 out of the 63 customers were in the lower left box, receiving a blanket 8.5% price increase. Loss of 1 customer accounting for 0.2% of total sales. 75% of all sales people worked for customers in the lower left sextant, leading to a reallocation of personnel.
- ROI:** Project cost of €110,000 - duration 2 months
- First year benefit of €750,000 top line improvement, not included were headcount savings and product portfolio optimization which had been addressed in a different project.

# Case Presentation II

- Situation:** Adhesive producer, margin pressure, empty R&D pipeline
- Project:** The company observed compressed margins through new competitor entry and over the last two years, a reduction of products out of R&D. PriceMap installation and overlay with R&D projects by customer. InnovationMap developed with number of people per project, estimated time and cost to completion, expected sales and margin.
- Outcome:** 39% of all 820 customer were in the lower left box. 55% of all R&D projects were executed in this space. InnovationMap showed degrading number of people per project and increased project timelines. Sales and R&D people reallocation, 25% cut of R&D projects.
- ROI:** Project cost of €220,000 - duration 4 months
- First year benefit of €1,350,000 top line improvement, 8% R&D cost savings, 12% headcount cost savings over 2 years.

# Case Presentation III

- Situation:** Turnaround of a PET producer
- Project:** The company became unprofitable the last 3 years prior to the project. 1 out of 4 factories had been closed, customers attrition occurred. PriceMap implementation overlay with number of products per customer. Develop and implement service level and better offerings to regain customers.
- Outcome:** PriceMap showed that lowest value customers had most products and were over-served. 3 categories of service levels implemented leading to increase focus on more profitable customers. Product mix alignment towards higher value customers resulted in one more factory closure, reshaping of R&D focus resulted in lesser number of projects increasing project deployment speed.
- ROI:** Project cost of \$455,000 - 6 months
- First year benefit of \$950,000 top-line improvement from price increase, 11% mfg. cost savings out of plant closure, 3% higher sales from regained customers in the mid to higher profit range, 3% profit margin increase.

# Case Presentation IV

**Situation:** R&D portfolio optimization for a beverage carton producer

**Project:** Company lacked R&D output in comparison to competition. Implement a project management and stage-gate system, improve output.

**Outcome:** Improved stage-gate by assigning customer facing employees as gate-keepers. Removed decision making from top to mid company level in order to speed-up decision making. Created review system based on value metrics like expected NPV per invested \$, NPV per head, heads per project. Implemented a six-sigma based project management system with baseline and scope creep capturing. Established quarterly ideation sessions with participation outside R&D function.

**ROI:** Project cost of \$245,000 - duration 4 months

Second year benefit of \$800,000 R&D budget savings, 3% headcount savings. NPV output raised by 20% per year, average project completion time reduced by 25%

# Case Presentation V

- Situation:** Ideation workshop for a machinery producer to boost R&D pipeline
- Project:** The company has seen over the year a reducing input for projects. Ideation workshop was conducted to find new ways of idea scouting and to reload the pipeline.
- Outcome:** Root cause analysis showed that most ideas came from R&D only staff. Sales ideas were not considered, as they were deemed not technical enough. No connection to real customer needs.  
The circle of participants was widened, tools and techniques for getting deeper into the possible machine features were implemented. Regular customer feedback forms developed. Appraisal and award system implemented to recognize number and quality of ideas.
- ROI:** Project cost of €55,000 - duration 4 months
- The measured 3 year benefit of R&D projects went up by 40%, pipeline input doubled in year 1 and increased a further 25% in year 2.

# Case Presentation VI

- Situation:** Sales training workshop at a PP/PE film producer
- Project:** Despite implementing new tools like [salesforce.com](https://www.salesforce.com), the company didn't see sales go up. Root cause analysis project in connection with a Sales training workshop was carried out.
- Outcome:** Root cause process applied at day 1 of the workshop. Solution finding with all participants. The lead generation system was changed, sales people incentives modified to also reward new customers, new application areas for existing products defined with focused staffing. A [salesforce.com](https://www.salesforce.com) blitz training was included to refresh knowledge.
- ROI:** Project cost of \$65,000 - duration 4 days phase 1, 6 months later 2 day refresh workshop
- Sales from new customers/new business went up in year 1 from 6% to over 20%. Top-line increased by \$1,200,000.

# Case Presentation VII

- Situation:** New bottle cap design for new energy drink for a large juice producer
- Project:** Company wanted to introduce a new energy drink, needed new cap design. Leading cap producer declined project because of too high initial investment cost.
- Outcome:** Formative testing and pre-selection from our database of over 1,600 designs to reach first cap candidates list. Development of test caps, consumer test in selected test geographies. Presentation of two final candidates including design and mold criteria. Company decided on final cap design.
- ROI:** Project cost of €455,000 - duration 6 months  
Sales of > €15m for the new products within 15 months.



## Contact information

Feel free to contact us with any questions at any of our locations, or reach us at our info line:

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**WE MAAK IT HAPPEN.**

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