



PBA

PACKAGING BUSINESS ADVISORS

Business Overview

September 2024



Overview

Mission

Packaging Business Advisors was established to provide expert business and technical guidance to entrepreneurs, business owners, and investors within the packaging industry, empowering them to achieve sustainable growth and operational excellence.

Vision

In today's dynamic packaging landscape, businesses and investors must navigate constant change while seizing new opportunities to unlock maximum value. From identifying growth strategies, expanding into new markets, and launching innovative products to ensuring operational efficiency, PBA delivers unmatched expertise. By uniting top-tier talent and extensive industry experience, PBA helps clients define and execute strategies that align with and achieve their strategic objectives.



The Team

"Your partner
in Packaging"



Peter T. Lennox brings over 35 years of expertise in building and leading businesses within the rigid and flexible packaging sectors. He has a proven track record in developing, acquiring, and seamlessly integrating companies, while also implementing industry best practices to drive excellence across both commercial and operational functions. His deep knowledge and hands-on experience made him a trusted leader in transforming packaging businesses for sustained growth and success.



Matthew A. Crider Senior Engineering Executive with 30+ years of global experience in product development, innovation, process optimization, and corporate strategy. Proven expertise in R&D, manufacturing engineering, and packaging solutions across cosmetics, fragrance, food & beverage, automotive, personal care and household products. Adept at driving revenue growth, managing large-scale operations, leading cross-functional teams, and developing sustainable, consumer-driven technologies. Extensive experience in building high-performance teams, IP management and acquisition integration. Strategic consultant for optimizing efficiency, productivity and market responsiveness.



Summary of Business Advisory Services

Packaging and adjacent Focus areas

We are focused on the Packaging Sector

Rigid Packaging

Injection Molding
Extrusion Blow Molding
Injection Blow Molding
Thermoforming

Flexible Packaging

Protective Packaging
Labels
Film & Sheet Manufacturing

Market Segments

Food & Beverage
Cosmetic and Personal Care
Household & Chemical
Ag Chem
Distribution

Materials

PET / PVC /
PP / HDPE / LDPE
Paper Board / Newsprint
PLA / Cellulose / Additives

Sustainable Packaging Solutions

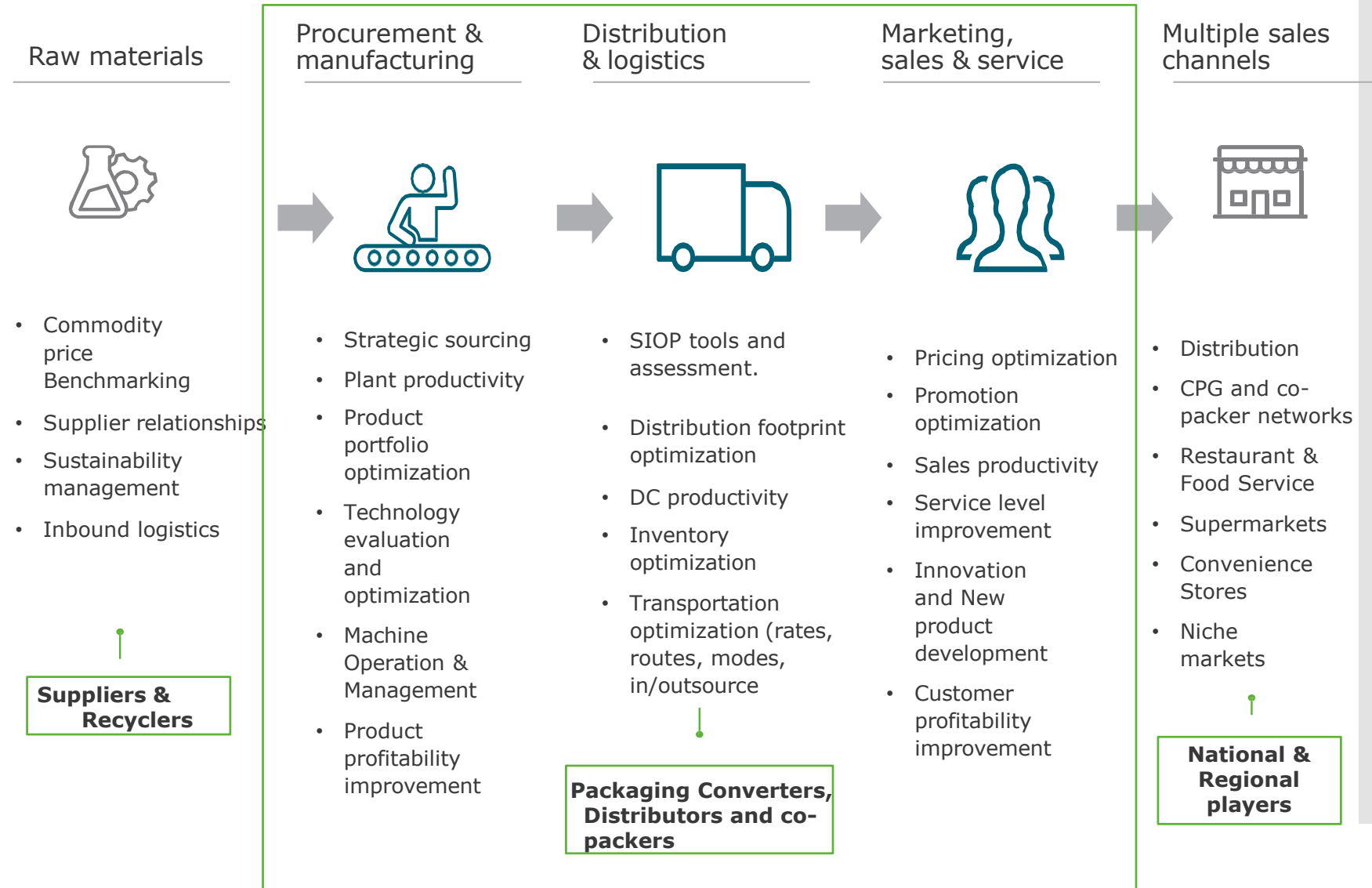
Mechanical Recycling

Cosmetic Filling Operations



Experience across Packaging Value Chain

Deep experience across Packaging value chain





Deep
experience
across
functional areas

We bring experience across multiple functional areas

1. G&A efficiency and effectiveness

- Redirect resources to support strategic plan and provide roadmap to change management
- Tools to evaluate effectiveness of resources and gap analysis

2. Logistics, planning and inventory

- Optimizing logistics including storage, transportation and planning, with a focus on optimizing cost, inventory, and service levels
- Strategic relationships in place with National freight carriers to leverage costs and improve service levels

3. Procurement

- Broad capabilities and tools across all direct material categories including indirect.
- Leveraging strong network of Procurement specialists with intimate market knowledge.

4. Technology and Capital

- Optimization capabilities leveraging state of the art technology from Product development tools to production equipment specific to Packaging industry
- Supplier network to support evaluation and execution of transformation strategies

5. Plant productivity

- Lean management toolbox as well as key process technology skills – labor management, scheduling, planning, maintenance and Process support
- Rapid cost savings implementation along with daily management tools to sustain improvements

6. Revenue and Growth

- Go to market strategic development and resource management
- Growth play books to focus commercial organization in right to win segments using best in class tools to improve performance.

7. Program Management Office (PMO)

- Professional Program managers to help manage integration or rapid improvement projects.
- Tracking tools that provide real time updates for all participants



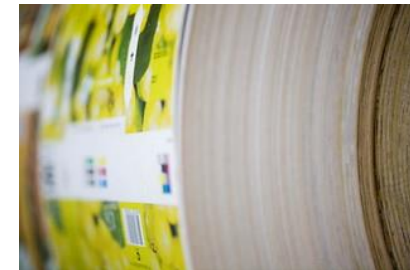
Summary of Business Advisory Services

Key Service Offerings:

Strategic Support Capabilities

Acquisition and Operational Capabilities

Packaging Engineering Services





Summary of Business Advisory Services

Strategic Support Capabilities



Strategic Support Capabilities

- **Market Assessment & Analysis** - PBA leverages a vast network of packaging professionals with deep expertise in specific market segments, providing precise insights and tailored analysis for informed decision-making.
- **Acquisition Target Identification & Outreach Support** - PBA leverages its extensive network of packaging industry connections to provide access to key acquisition opportunities and to develop tailored acquisition pipelines that align with strategic growth objectives.
- **Strategic Option Development & Execution Support** - PBA's resources are designed not only to evaluate various strategic options for businesses but also to create a clear, actionable roadmap for successful execution.
- **Strategic Acquisition & Integration Support** - With years of experience in executing and integrating businesses, PBA's team offers comprehensive support during the due diligence process and oversees the integration office, providing critical resources and guidance throughout.
- **Organizational Structure & Talent Assessment** - PBA conducts unbiased evaluations of an organization's structure and talent against new strategic objectives. By identifying gaps and areas for improvement, PBA's assessment process provides management with practical, actionable recommendations for driving necessary change, while mitigating the day-to-day challenges of business operations.



Summary of Business Advisory Services

Acquisition and Operational Capabilities



Acquisition and Operational Capabilities

- **Due Diligence Support**

PBA brings extensive experience in assessing business operations and commercial organizations within the packaging industry. Our team serves as a trusted partner, helping to bridge gaps in business understanding by conducting deep dives into critical and high-risk areas. PBA specializes in identifying and quantifying operational improvements, as well as outlining the necessary resources and capital required to implement these enhancements post-acquisition.

- **Operational Excellence Roadmap Development and Deployment**

PBA applies its operational expertise in packaging businesses to develop and deploy comprehensive roadmaps for achieving operational excellence. Using proven assessment tools and best-practice recommendations, we create actionable strategies that guide execution. From introducing Daily Management on the production floor to establishing a framework for strategic deployment across the entire organization, PBA collaborates with management to determine the most effective path for maximizing organizational performance.

- **Supply Chain Management**

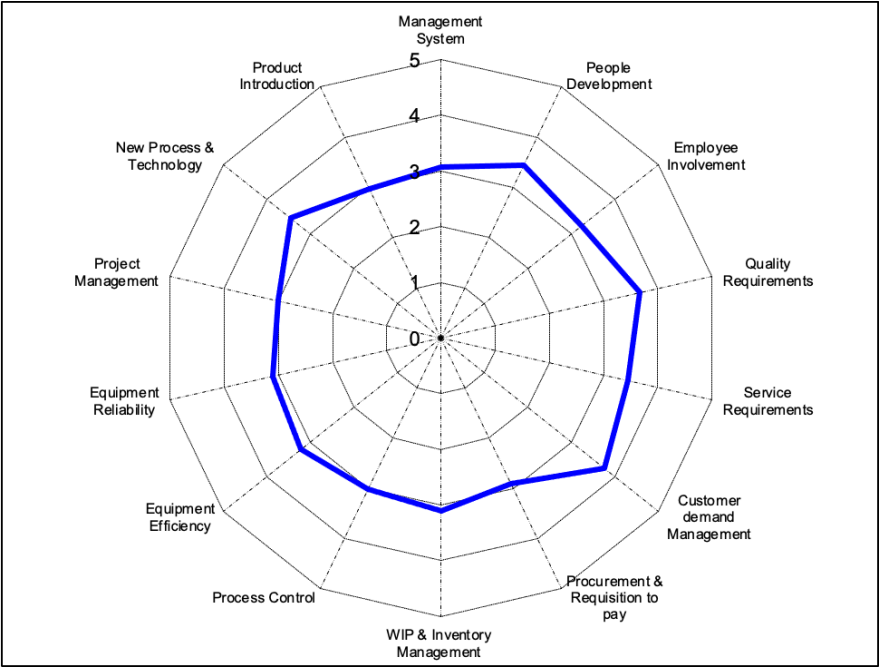
PBA leverages industry-leading SIOP (Sales, Inventory & Operations Planning) best practices to optimize supply chain performance, ensuring key metrics are in place to achieve high levels of customer satisfaction while maintaining optimal working capital utilization. Our supply chain experts bring a wealth of experience across both small-scale operations and large, complex manufacturing environments, ensuring tailored solutions that drive efficiency and performance at every level.



Due Diligence

Assessment Process

Assessment Process and Tools



Plants	Management System	People Development	Employee Involvement	Quality Requirements	Service Requirements	Customer demand Management	Procurement & Requisition to pay	WIP & Inventory Management	Process Control	Equipment Efficiency	Equipment Reliability	Project Management	New Process & Technology	Product Introduction
Location 1	3.4	3.7	3.0	4.0	3.0	3.5	3.6	3.2	3.0	3.7	3.5	3.4	3.8	3.3
Location 2	3.4	4.0	3.3	4.0	4.0	4.0	3.0	3.3	3.5	4.0	3.5	3.0	4.0	3.3
Location 3	2.6	3.0	2.7	3.3	3.7	3.7	2.0	3.0	2.8	2.3	2.5	3.0	3.0	2.7
Location 4	3.0	3.0	2.7	3.3	3.7	3.7	2.6	3.3	3.0	2.3	2.5	3.0	3.3	2.7
Location 5	2.8	3.0	3.7	3.7	3.0	3.7	3.0	2.5	2.3	3.3	3.1	2.6	2.6	2.5
Location 6	3.2	4.0	4.0	3.7	3.3	4.0	3.2	3.3	3.5	3.7	3.5	3.0	4.0	3.3
Total	3.1	3.5	3.2	3.7	3.5	3.8	2.9	3.1	3.0	3.2	3.1	3.0	3.5	3.0

Leveraging an established playbook PBA provides assessment across all Key Management areas in a business providing the basis both Due Diligence and Operational Excellence output.

Supply Chain Assessment

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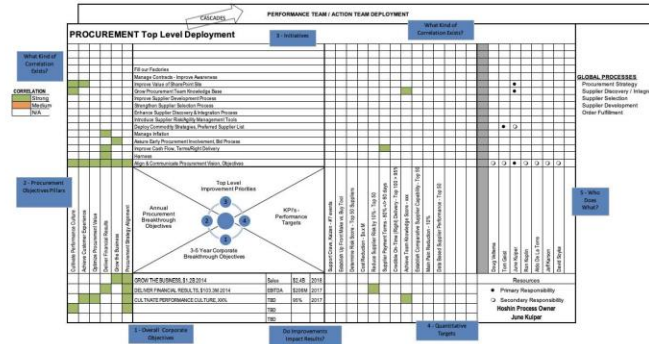
Operational Excellence Roadmap Development and Deployment

Tools for managing and tracking performance

Deployment using Best in Class Lean Tools (Danaher and Milliken)

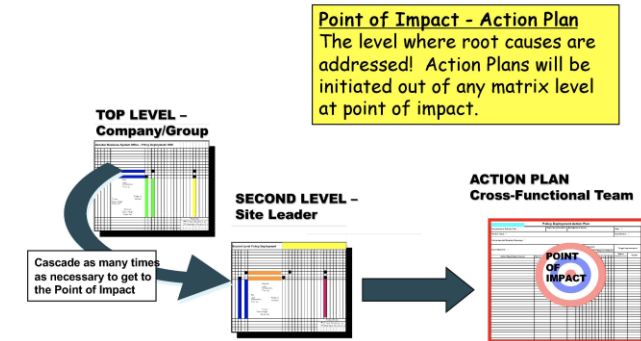
TOP LEVEL STRATEGIC DEPLOYMENT

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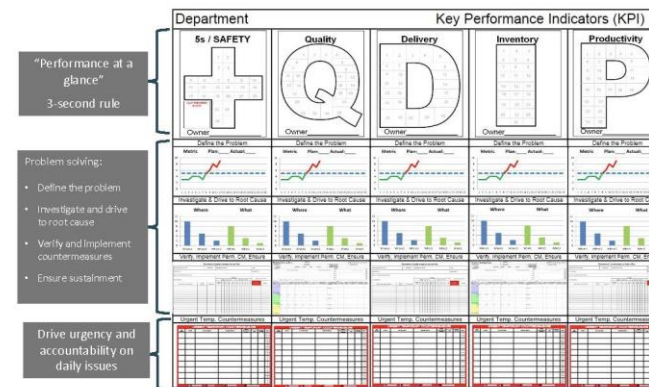
IMPROVEMENT PRIORITIES CASCADE TO THE POINT OF IMPACT

STRICTLY CONFIDENTIAL



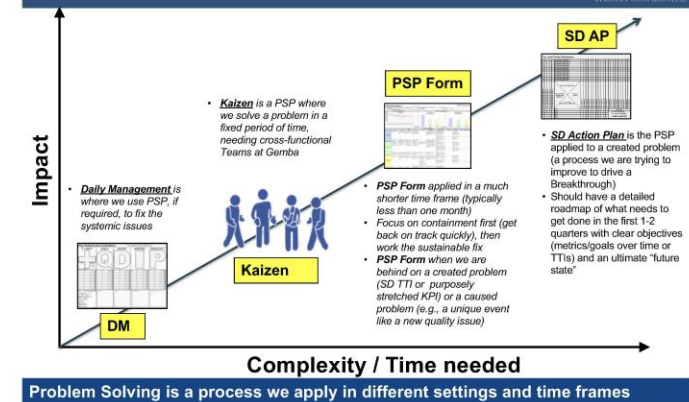
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DIFFERENT LEVELS OF PROBLEM SOLVING

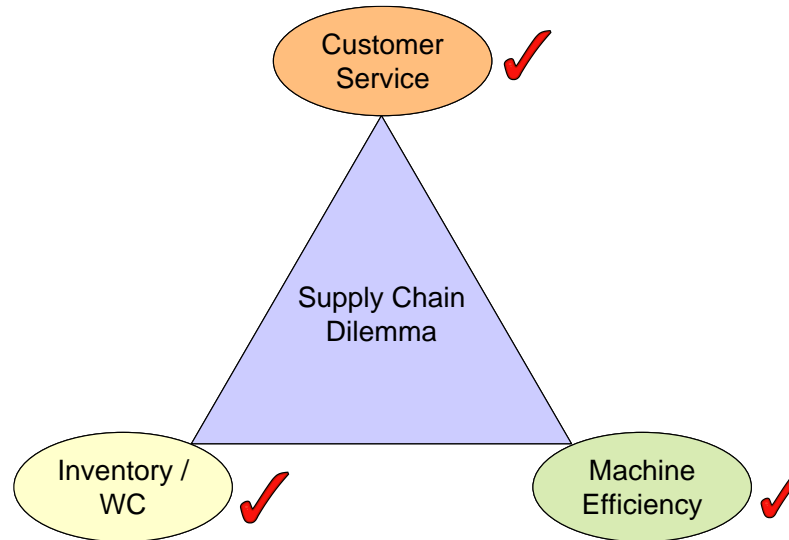
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Supply Chain Management

Procurement and SIOP

Sales, Inventory and Operations Planning Optimization



Goal:

- 100% Service Level (On-Time-In-Full)
- Maximize Machine Efficiency
- Optimize Working Capital

- Value Stream Mapping
- Schedule Execution
- Super Market Inventory Strategy (A, B, C's)
- Level Schedule
- Kanban & PFEP for Raw Materials



Supply Chain Management

Procurement and SIOP

Warehousing and Logistics

- Complete Warehouse and Logistics Assessment
 - Safety, Receiving, Optimization, Inventory accuracy, Inventory processes, Obsolete inventory, Dunnage management, Inbound / Outbound shipping, and Logistics management and optimization.
- Establish KPI's against best-in-class benchmarks and define warehousing standards and expectations:
 - Coverage and service level expectations,
 - Staging and loading time management
 - Housekeeping
 - Incoming and outgoing quality expectations/ standards
 - Planning and shipping performance tracking against expectations.



Summary of Business Advisory Services

Packaging Engineering

Packaging Engineering Services

- **New Product Development**

PBA New Product Development (NPD) services are designed to bring innovative concepts to market efficiently and effectively. We partner with businesses across industries, providing a comprehensive suite of solutions to streamline the product development process from idea inception to market launch.

- **R&D Management and Leadership Development**

PBA R&D Management and Leadership Development services are designed to empower organizations with the tools, strategies, and leadership skills needed to drive innovation, improve efficiency, and foster growth within R&D teams. We offer a comprehensive approach to building high-performing teams and developing future leaders in research and development.

- **Process Optimization & Manufacturing Engineering**

PBA Process Optimization and Manufacturing Engineering services are designed to enhance operational efficiency, reduce costs, and improve product quality. We provide expertise in streamlining manufacturing processes, implementing best practices, and integrating innovative technologies to achieve sustainable growth and productivity.

- **Sustainable Product Development**

PBA Sustainable Product Development services are focused on creating eco-friendly, innovative solutions that meet consumer demands while minimizing environmental impact. We help organizations develop products with sustainability at the core, from material selection to end-of-life considerations, ensuring that they meet regulatory standards and contribute to corporate social responsibility (CSR) goals.



Summary of Business Advisory Services

Packaging Engineering Services continued

- **CSR process mapping and Implementation support**

PBA Corporate Social Responsibility (CSR) process mapping and implementation support services are designed to help organizations effectively integrate sustainability and social responsibility into their business operations. By providing a structured approach, we assist companies in aligning their CSR goals with overall business strategies to drive long-term impact and compliance with industry standards.

- **IP Strategy & Management**

PBA Intellectual Property (IP) Strategy & Management services are designed to protect, leverage, and maximize the value of your organization's innovations. We provide comprehensive support to help you secure IP rights, manage IP portfolios, and align intellectual property strategies with your business goals, ensuring competitive advantage and risk mitigation



Packaging Engineering Services





New Product Development (NPD) Services

This service underscores how PBA's NPD expertise assists businesses in driving innovation, optimizing product development processes, and ensuring successful product launches.

New Product Development Offerings:

1. Ideation & Concept Development:

- Collaborate with cross-functional teams to identify consumer needs, market trends, and product opportunities.
- Conduct feasibility studies and concept validation to ensure alignment with business objectives.

2. Design & Prototyping:

- Develop product designs, 3D models, and prototypes using cutting-edge technologies.
- Optimize designs for functionality, aesthetics, and manufacturability.

3. Process Development & Testing:

- Establish scalable manufacturing processes that meet quality and cost-efficiency goals.
- Perform rigorous testing and validation to ensure product performance and regulatory compliance.

4. Project Management & Stage Gate Implementation:

- Manage the entire NPD lifecycle using a structured stage gate process to track milestones and minimize risks.
- Coordinate R&D, manufacturing, and marketing teams to ensure timely product launches.

5. Packaging Innovation & Sustainability:

- Design and implement packaging solutions that are innovative, cost-effective, and sustainable.
- Ensure packaging aligns with consumer preferences and environmental goals.

6. Market Launch & Commercialization:

- Develop go-to-market strategies, including product positioning, pricing, and launch plans.
- Support pilot production, test markets, and full-scale manufacturing to ensure successful market entry.



R&D Management and Leadership Development

This service highlights how PBA R&D Management and Leadership Development services help organizations optimize their R&D functions and build leadership capabilities that drive innovation and long-term success.

R&D Management & Leadership Offerings:

1. Strategic R&D Management:

- Develop and implement R&D strategies aligned with business objectives and market trends.
- Streamline R&D processes to enhance productivity, reduce time-to-market, and optimize resource allocation.

2. Innovation Pipeline Development:

- Build and manage a robust innovation pipeline by identifying new product opportunities and technological advancements.
- Facilitate cross-functional collaboration to integrate market needs into R&D projects and accelerate product development.

3. Leadership Development Programs:

- Design and deliver customized leadership development programs to cultivate future R&D leaders.
- Equip managers with the skills to lead high-performing teams, drive innovation, and manage complex projects.

4. Cross-functional Team Leadership:

- Train R&D leaders to effectively manage cross-functional teams, fostering collaboration across engineering, manufacturing, marketing, and product development.
- Enhance decision-making capabilities and ensure alignment of R&D initiatives with business goals.

5. Talent Development & Coaching:

- Provide personalized coaching and mentoring for R&D professionals to nurture talent and promote leadership growth.
- Identify high-potential employees and create tailored development plans that align with organizational needs.

6. Change Management in R&D:

- Guide teams through organizational change, helping them adapt to new technologies, processes, or business strategies.
- Implement frameworks to manage and sustain innovation-driven change within R&D departments.

7. Global R&D Team Building:

- Support the development and integration of global R&D teams, fostering collaboration across regions and cultures.
- Implement best practices for managing geographically diverse teams and aligning global R&D efforts.



Process Optimization & Manufacturing Engineering Services

This service highlights PBA commitment to improving manufacturing efficiency and product quality through process optimization, innovative technologies, and sustainable practices.

Process Optimization & Manufacturing Engineering Offerings:

1. Lean Manufacturing Implementation:

- Introduce Lean principles to eliminate waste, reduce lead times, and enhance production efficiency.
- Conduct value stream mapping and Kaizen events to continuously improve processes and workflows.

2. Six Sigma Process Optimization:

- Apply Six Sigma methodologies to identify and eliminate defects, reducing variability and ensuring consistent quality.
- Implement data-driven decision-making to optimize production processes and drive continuous improvement.

3. Automation & Advanced Manufacturing Technologies:

- Integrate automation, robotics, and IoT technologies to streamline production and improve accuracy.
- Support the transition to Industry 4.0 through smart manufacturing solutions and real-time data analytics.

4. Capacity Planning & Resource Optimization:

- Analyze production capacities to ensure alignment with demand, minimizing bottlenecks and optimizing resource allocation.
- Develop forecasting models to support proactive decision-making and efficient utilization of assets.

5. Cost Reduction & Value Engineering:

- Conduct value engineering projects to identify cost-saving opportunities without compromising quality or performance.
- Implement cost control measures across the supply chain to improve profitability and competitiveness.

6. Sustainability & Eco-efficient Manufacturing:

- Develop and implement sustainable manufacturing practices, reducing energy consumption, waste, and carbon emissions.
- Optimize processes for eco-friendly production, supporting corporate social responsibility (CSR) goals.

7. Manufacturing Quality & Compliance:

- Establish robust quality control systems that ensure compliance with industry standards and regulations.
- Conduct audits and implement corrective actions to maintain high-quality standards throughout production.



Sustainable Product Development Services

This service emphasizes PBA commitment to driving sustainability throughout the product development process, helping companies create eco-conscious products that align with both market demand and environmental responsibility

Sustainable Product Development Offerings:

1. Eco-Friendly Product Design:

- Develop products using sustainable materials, focusing on reducing carbon footprint and resource consumption.
- Implement cradle-to-cradle design strategies that ensure products are easily recyclable or biodegradable.

2. Sustainable Packaging Solutions:

- Design and implement sustainable packaging strategies, including the use of recycled, compostable, or lightweight materials.
- Minimize packaging waste while maintaining functionality and consumer appeal.

3. Lifecycle Assessment (LCA):

- Conduct thorough lifecycle assessments to evaluate environmental impacts at each stage of the product lifecycle.
- Identify areas for improvement and innovation, from raw material sourcing to manufacturing, distribution, and disposal.

4. Sustainable Supply Chain Management:

- Integrate sustainability practices throughout the supply chain, from raw material sourcing to logistics.
- Collaborate with suppliers to ensure sustainable practices and compliance with environmental regulations.

5. Product Certifications & Compliance:

- Ensure products meet environmental certifications and standards such as ISO 14021, FSC, and Ecovadis.
- Guide clients through the process of obtaining certifications that validate their commitment to sustainability.

6. Circular Economy Integration:

- Design products for the circular economy, focusing on reusability, recyclability, and reducing waste generation.
- Implement take-back programs and closed-loop systems to maximize product lifecycle and resource efficiency.

7. Carbon Footprint Reduction:

- Develop strategies to reduce the carbon footprint of products through energy-efficient manufacturing processes and sustainable material selection.
- Measure and monitor carbon emissions to track progress toward sustainability goals.

8. Sustainable Innovation & R&D:

- Foster innovation in sustainable product design, leveraging emerging technologies and consumer trends.
- Collaborate with R&D teams to create breakthrough products that are environmentally friendly and commercially viable.



CSR Process Mapping and Implementation Support

This service ensures that CSR initiatives are mapped effectively, embedded into core operations, and supported through consistent engagement, tracking, and reporting, helping organizations make meaningful contributions to society and the environment.

CSR Process Mapping and Implementation Offerings:

1. CSR Strategy Development:

- Develop a customized CSR strategy that aligns with organizational values, stakeholder expectations, and regulatory requirements.
- Define clear goals and KPIs for environmental, social, and governance (ESG) objectives.

2. Process Mapping & Gap Analysis:

- Conduct a thorough analysis of current CSR processes to identify gaps and areas for improvement.
- Create detailed process maps that outline steps, responsibilities, and milestones for implementing CSR initiatives across departments.

3. Stakeholder Engagement:

- Facilitate engagement with key stakeholders, including employees, customers, investors, and community groups, to ensure alignment and buy-in for CSR initiatives.
- Develop communication strategies that highlight the organization's commitment to CSR.

4. CSR Policy Implementation:

- Guide the implementation of CSR policies across the organization, ensuring compliance with sustainability goals, human rights standards, and ethical business practices.
- Integrate CSR policies into everyday operations, from procurement to product development and employee management.

5. Monitoring & Reporting:

- Develop mechanisms for monitoring the progress of CSR initiatives through data collection, analysis, and reporting.
- Assist with the creation of sustainability and CSR reports that meet international standards such as GRI (Global Reporting Initiative) or SASB (Sustainability Accounting Standards Board).

6. Employee Training & Change Management:

- Provide training and resources to employees at all levels to ensure they understand and can contribute to the company's CSR efforts.
- Support change management initiatives that foster a culture of social responsibility and sustainable practices throughout the organization.

7. Third-Party Certifications & Compliance:

- Assist in obtaining certifications such as B Corp, Fair Trade, or ISO 26000, demonstrating the organization's commitment to CSR.
- Ensure adherence to regulatory frameworks and voluntary CSR standards that support social and environmental accountability.

8. Risk Management & Impact Assessment:

- Identify potential risks related to CSR initiatives and provide strategies for mitigating them.
- Conduct social and environmental impact assessments to understand the broader effects of the company's CSR efforts on society and the planet.



IP Strategy & Management Services

This comprehensive suite of services ensures that your intellectual property is strategically managed, fully protected, and aligned with your long-term business objectives. We help organizations safeguard innovations, maximize asset value, and navigate the complexities of global IP landscapes

IP Strategy & Management Offerings:

1. IP Portfolio Strategy:

- Develop and implement a tailored IP strategy that aligns with your organization's innovation roadmap and market position.
- Identify key opportunities for patent, trademark, copyright, and trade secret protections to maximize competitive advantage.

2. Patent & Trademark Filing:

- Guide the entire process of patent and trademark applications across multiple jurisdictions.
- Manage filings, renewals, and compliance with local and international IP laws to ensure broad protection and coverage for innovations.

3. IP Audits & Portfolio Management:

- Conduct comprehensive IP audits to evaluate the strength and scope of your existing portfolio.
- Optimize IP assets through regular portfolio reviews, ensuring they support business objectives and potential licensing or partnership opportunities.

4. IP Risk Management:

- Identify and mitigate potential risks related to infringement, counterfeiting, and patent trolls.
- Establish IP enforcement strategies, including litigation support, to protect against unauthorized use and infringement.

5. Licensing & Monetization:

- Develop IP licensing strategies to generate revenue and partnerships from underutilized assets.
- Provide guidance on technology transfer, IP commercialization, and royalty management.

6. Patent Analytics & Competitive Intelligence:

- Leverage patent analytics and market intelligence to assess competitor IP activities and trends.
- Help identify white spaces in the market for innovation and strategic development.

7. IP Valuation & Due Diligence:

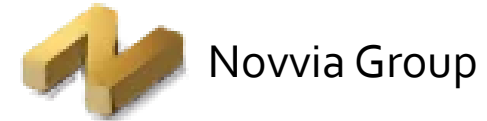
- Offer IP valuation services to understand the financial worth of patents, trademarks, and other IP assets.
- Conduct due diligence for mergers, acquisitions, and joint ventures to assess the strength and potential of target IP portfolios.

8. Training & Education:

- Provide training for employees on IP best practices, trade secrets protection, and IP rights.
- Support R&D and innovation teams in identifying patentable ideas early in the development cycle.



Sampling of Customers



INVERNESS GRAHAM



Global Plastics, Inc.

