



Global Packaging Project

Guidelines for Conducting a Pilot
April 2010

Executive Summary

These guidelines are designed to provide individual companies with direction on how to conduct a pilot study to test the feasibility of the Global Packaging Project (GPP) draft indicators and metrics. The pilot studies will validate the applicability and value of indicators and metrics for packaging in the context of sustainable development, thereby providing companies with a common language which can be used internally or jointly with industry partners, to shape discussion and promote action for improvement.

The principal aim of the GPP is to develop a common framework that enables individual companies to devise their own packaging strategies to minimise costs and total environmental impacts along the value chain whilst avoiding complexity, supply chain disruption and confusion to consumers.

More specifically, the GPP was chartered to address the need to:

- 1) Define packaging's role in sustainability;
- 2) Agree on common language/terminology to discuss packaging sustainability across the supply chain; and
- 3) Develop a standard set of metrics by which to measure packaging sustainability over its full life cycle.

Successfully implemented, the GPP will minimise inefficiencies and potential supply chain disruptions resulting from heretofore uncoordinated efforts to measure packaging sustainability. The project is designed to ensure that requests for data related to the sustainability of packaging will be made using a common set of indicators and metrics and that the requested data will be collected, normalised and delivered according to a common set of globally accepted standards and protocols affiliated with each indicator and metric.

Please note that the set of indicators and metrics, proposed by the GPP, are exclusively for use in measuring packaging-related impacts. Each member of the supply chain can choose to measure performance for the period in which they have control or ownership of packaging materials (raw or processed), packaging components or units of packaging (gate to gate), or along the value-chain by utilising "Life Cycle Industry" (LCI) and company data which is readily available. The LCI type data is particularly useful to brand owners and retailers measuring the full impact of their packaging up and down the value-chain.

The indicators and metrics will provide a common approach in terms of what to measure and how to collect and share the data, thereby increasing the likelihood that members of a value-chain are measuring the same packaging attributes and normalising the data in the same way.

The relevance of the indicators and metrics may vary from organisation to organisation and business question to business question, dependant on where the organisation is placed in the value-chain, and in which industry sector the organisation operates. The indicators and metrics are a set of guidelines and therefore, an organisation conducting a study should only utilise the indicators and metrics relevant to them.

New metrics might be added if they are relevant to evaluate the business question better. These metrics have to be aligned between the pilot partners and should be logged with the pilot steering group.

THANK YOU FOR VOLUNTEERING TO CONDUCT A PILOT!

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1. INTRODUCTION

Several factors drive the need to measure the sustainability of packaging systems. For example, packaging:

- is an essential and visible part of product delivery and marketing, having an intimate relationship with shoppers/consumers;
- is an area that brand owners (designers and engineers) control, however it has a significant impact on product cost;
- consumes a significant amount of resources and has a short lifespan, while having an impact on operational efficiencies along the value chain;
- is persistently perceived by consumers as waste.
- Is a broad concept and covers primary, secondary and tertiary packaging

As sustainably-minded organisations increasingly seek to understand and manage impacts on global, regional and local economic, environmental and social systems, there has been a proliferation of performance measurement systems such as scorecards and sustainability indices. The packaging sector is no exception. However, measurement systems are only effective if they are comprised of meaningful and relevant indicators and metrics. Indicators and metrics are only meaningful if they facilitate measurement toward well defined objectives that address the critical issues of concern and can facilitate collection of the required data without creating confusion in the marketplace or disruptions in the supply chain.

The understanding that there are so many different views and methodologies, exposed the need for single mindedness within the industry and the creation of a global understanding related to;

- the interdependency between the three pillars of sustainability (economic, social, environmental)
- the widely used terms “Sustainable Packaging” and “Packaging and Sustainability”
- recommended common principles and definitions related to the sustainability characteristics of packaging for the packaging/product value chain

The principal aim of the metrics is to enable packaging specifiers and other value-chain partners to compare the direct and indirect environmental, social and economic impacts of different packaging options for the same product being packaged. This also includes continuous improvement related to packaging design and process changes. These will enable the user to establish corporate packaging sustainability goals and monitor progress, while at the same time facilitate a common language to shape discussion and action for internal use or jointly with trading partners.

Step by step over-view guide

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2. OBJECTIVE

The objective of this initiative is to prove, through pilot projects, the applicability and value of the draft GPP indicators and metrics for packaging in the context of sustainable development. Ultimately the indicators and metrics need to provide companies with a common language that can be used internally or jointly with trading partners, to shape discussion and action designed to improve sustainability performance. The feedback from the pilots will be used to update and finalise the GPP indicators and metrics framework.

Further to this, the pilot projects are expected to highlight which data is readily available within the industry, what are the limiting factors in obtaining data and what processes should be developed to ensure data availability in the future.

Lastly, the pilots will show whether the framework established to facilitate the testing of metrics is in-fact useful.

3. PRINCIPLES FOR METRICS – A Life Cycle Approach

The GPP team has defined the following principles for metrics which need to be considered when carrying out the pilots:

1. Significant areas of concern must be defined by companies bearing in mind their relevance to company and societal needs.
2. A representative set of metrics must be selected in order to avoid unintended burden shifting and to reflect defined areas of concern within the full value chain.
3. The collection and quality assurance process related to the data supporting the metrics must fulfil the requirements of relevant ISO and other international standards.
4. The development, use and communication of metrics must comply with ISO and other international standards and, in the absence of such standards, with commonly accepted scientific approaches and methodologies to ensure transparency and consistency.

4. PILOT SUCCESS FACTORS

There are several areas of interest to the pilot groups and to the wider Consumer Goods Forum community which would indicate whether the draft indicators and metrics are in fact feasible and suited for use throughout the entire value chain.

Applicability

The first of these areas concerns the applicability and value of the indicators and metrics. It is anticipated that if run correctly, the pilot studies should highlight any indicators or metrics which are inappropriate or unsuitable for use within the value-chain. The question of value is related to business sense. If the amount of work required to get a figure for a metric is significant, but the usefulness of the figure is negligible in the greater scheme of things, then it would be fair to assume that the metric may not be considered for further use. It must, however, be remembered that the proposed metrics are for a wide-range of industry organisations. Depending on which industry the pilot-testing company is in and/or where the company is placed in the value chain, it may only find certain metrics applicable.

Baselines

The next indicator of a pilot success is if it is able to assist an organisation in creating a baseline figure. A baseline is a validated measurement of where an organisation is in a point of time, and is established in accordance with indicators and metrics chosen due to their relevance to that organisation. The baseline figure/s should allow an organisation to pin-point areas for improvement and embark on a meaningful program of change. Baselines also enable organisations to make comparisons and track changes over time.

Repeatability

Repeatability is very important for two reasons; first, it proves that the process is reliable and accurate, and secondly, it enables an organisation to select various metrics and use them as key performance indicators (KPIs). KPIs can be used to measure improvements over a period of time against the original baseline measurement, and against various product lines.

Resource allocation

A successful pilot study, will also help an organisation to understand what type of resources are required to conduct the various studies, and how best to utilise available resources.

Common Language

The pilot study will facilitate the creation of a common language in the value chain, through accepted definitions, shared understanding of requirements up and down the value-chain and deliver a standardised method of reporting, easily transferable up and down the value-chain.

Defines Best Practices

Finally, successful pilot studies will facilitate better discussions within the industry sectors on how to improve the methodology, tools or processes; thus making the task of completing a baseline study seem less daunting and; thereby making discussions with key-stakeholders to gain buy-in more appealing. Furthermore, dialogues with NGOs, the media and regulators would become more focussed and grounded in tangible results

5. GUIDELINES ON HOW TO RUN A PILOT PROJECT

Each pilot project is divided into three distinct phases:

Pre-pilot preparation:

- Step 1 – Define the business question
- Step 2 – Determine the scope of the pilot project
- Step 3 – Set the boundary
- Step 4 – Choose the appropriate metrics
- Step 5 – Submit the pilot study proposal

Pilot execution:

- Step 6 – Conduct the pilot study

Post pilot assessment:

- Step 7 – Finalise the report card

Each phase is composed of particular steps that need to be carefully followed in order to run a successful pilot study.

If at any time during a pilot study, a participant is unsure of what to do, that participant has two options available to them for sourcing information:

1. Firstly, there is a Frequently Asked Questions (FAQs) document posted on the GPP Pilots Web-site: <http://globalpackaging.mycqforum.com/>. This will be updated regularly during the duration of the study.
2. Alternatively, they can contact the Helpdesk on email: globalpackaging@thecqforum.com .

5.1 Pre-pilot preparation activities

5.1.1. Step 1 – Define the business question(s)

The first step is driven by the necessity to establish a business context and formulate a business question which needs to be answered by the pilot, with reference only to those indicators and metrics that are relevant to the business question. The quality of the business question is critical to determining the scope of the pilot study. The quality of the question can be enhanced by having established the performance requirements prior to considering the business question. These performance requirements will allow the Project Manager (PM) to contextualise the business question.

The question can be extremely simple or rather complex, dependant on the business requirement and could focus on an internal question i.e. organisation specific, or it can focus on external factors, e.g. answering a question related to two or more value-chain partners.

An example of a starting position to form the business question is:

“Cosmetic products in the European Union are mostly distributed in channels such as drugstores and department stores who do not request that the secondary packaging be changed from the current American box to shelf-ready packaging (SRP)”.

Using this starting position, the business question could be:

“Does the SRP requested from a particular retailer lead to a higher or lower level of sustainability across the entire value chain?”.

Step 1 SET THE BUSINESS QUESTION - This is the responsibility of the Project Manager (PM)

5.1.2. Step 2 – Determine the scope of the pilot project.

A well defined business question will dictate the scope of the pilot, as it should relate to a packaging stock keeping unit (SKU), material type, or category. It should also highlight whether it is an internal assessment or requires collaboration with other industry partners.

When scoping a pilot study, clearly identify what the pilot will cover, for example a category, a country, a site, a machine or a range of materials? Be specific. A converter for example could set the boundary as broad as a material type produced on several machines, or as specific as a material produced on a specific machine.

Using the business question example in the previous step, we can determine the scope of the pilot study.

- *The study will be collaboration between the Brand Owner (BO) and the Retailer who requested the change.*
- *The study will be conducted within the European Union, and across the entire value-chain, which means it covers every step from the brand owner's (BO) manufacturing facility through the entire process to the retailer.*

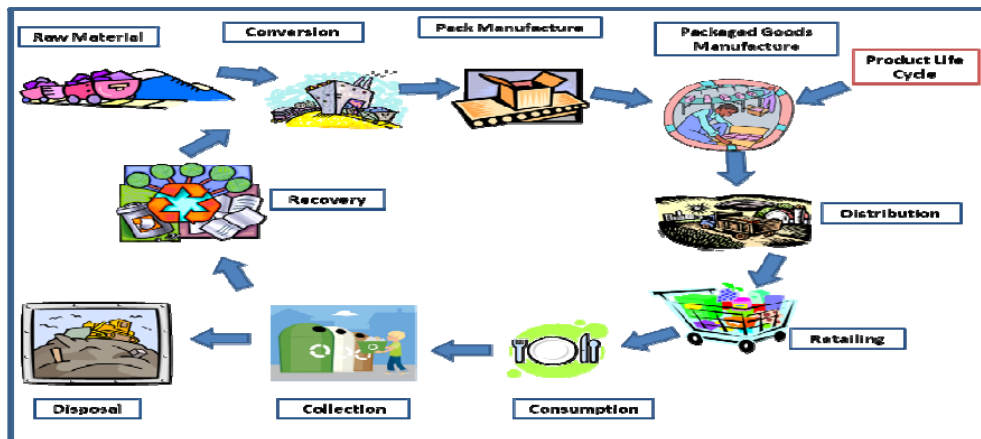


Figure 1: An example of a value-chain

- *The request would have been made by the retailer for a category or various categories, so a category for the study must be chosen.*
- *Within the chosen category, a product SKU which would give a fair representation of the category, should be chosen to be used within the pilot study. (More than 1 SKU could be included into a study if so required).*

Step 2 – Determine the scope of the Pilot Project - This is the responsibility of the Project Manager (PM) and the other value-chain partners involved in the pilot study.

5.1.3. Step 3 – Set the boundary

A boundary helps to determine what to include and not include in the pilot project. There are two types of boundaries to consider; organisational boundaries and operational boundaries.

- Organisational boundaries refer to the facility and functions that an organisation owns and controls and for which it has direct responsibility.
- Operational boundaries refer to functions that an organisation relies upon but are owned and controlled by another organisation and for which the original organisation has only indirect responsibility.

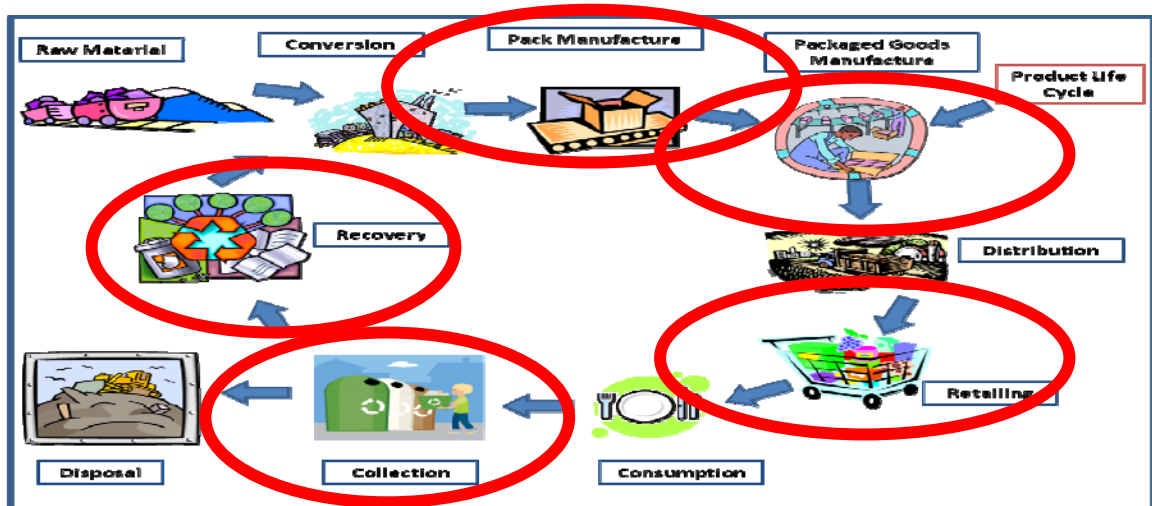


Figure 2: Plotting the hot-spots

The Pilot team can set the boundaries as open (full supply chain) or closed ('gate-to-gate') as appropriate. Continuing with the example, both direct and indirect aspects covering the full life cycle need to be addressed. Then, a simple way to determine the boundaries of the pilot project would be to graphically illustrate the value-chain and mark out the participating elements (hot-spots) of the pilot study, as shown in the illustration above.

Step 3 – Setting the boundary - This is the responsibility of the Project Manager (PM) and the other value-chain partners involved in the pilot study.

5.1.4. Step 4 – Choose the appropriate metrics

The pilot proposal must identify which indicators and metrics are to be piloted. Use the “GPP Packaging Sustainability Indicators and Metrics Framework V1.0” (attached) to help you select the relevant and appropriate metrics to answer your business question.

An indicator stands as a quantitative or qualitative proxy for an issue or characteristic an organisation wants or needs to measure. As such, an indicator provides conceptual cues and a way to express movement — whether positive or negative — towards a goal. Generally, an indicator focuses on a piece of a system that can provide a sense of the bigger picture. For example, in terms of packaging, the indicator “climate change” provides information about packaging’s potential impact through GHG emissions.

A metric is the method used to express an indicator. A metric is used to gauge the issue or characteristic - represented by the indicator - that an organisation wants or needs to assess. Metrics are often computational or quantitative, but can also be a qualitative assessment of an indicator.

Metrics are typically expressed as a numerator and a denominator. For example, a metric to quantify the indicator “greenhouse gas emissions” could be expressed as “kilograms of GHG per kilograms of packaging.”

Indicators and metrics are used for many purposes and by most public and private sector entities. Frequently, two or more organisations or two or more departments within an organisation will use the same indicator and metric for different purposes. Sometimes, two or more organisations or two or more departments within an organisation will use the same indicator but choose different metrics if their reason for tracking the indicator differs. Therefore, three of the most important considerations when defining the metric to be used are:

- the intended use of the measurement,
- the intended recipient of the data,
- how the data will be normalised.

The project manager should clearly articulate their objective in choosing the particular indicator(s) and accompanying metrics to be pilot tested. After all, the over-riding principle of the indicators and metrics is that they should allow an organisation to better understand itself and utilise the data generated to build progressive plans, while adding value to its up and down-stream value chain partners with the same data.

The scope of measurement should consider the packaging-to-product relationship to avoid making “sustainable” packaging choices that do not adequately protect the product. For the most part, the economic, environmental and social impacts of products are much higher than packaging. Packaging-related product loss, damage or spoilage will result in loss (wastage) of both packaging-related and product-related resources (materials and energy).

The “Pilot Reporting File” will be used throughout the pilot study, first, to submit a proposal of the pilot with your selection of metrics to the pilot steering team (PST), thereafter to report progress and finally to report the results from the study. When choosing the metrics to be measured during the pilot study, the following points need to be taken into account:

- Start with the full list of metrics on the “PROPOSAL” tab.
- Choose the most relevant metrics to your business question striving for a well balanced representation of environmental, social and economic metrics.
- Eliminate the metrics which you will not use with a clear explanation on why you are eliminating the metric e.g. no data, N/A, no resource, etc. Use the comments column for your explanations so we can determine whether the metric may have been required by the business question, but the data was unobtainable.
- Should you wish to use metrics which are not part of the standard list, there is space provided at the bottom of the report card to add in the metrics.

Step 4 – Choosing the metrics - This is the responsibility of the Project Manager (PM) and the other value-chain partners involved in the pilot study.

5.1.5. Step 5 – Submit the proposal to the Pilot Steering Team.

Once the project manager has determined all the parameters of the proposed pilot study, the data is entered into the “Pilot Reporting File” (excel file) on the “PROPOSAL” tab. This step will ensure pilots are not unnecessarily duplicated and that gaps can be addressed by the Pilot Steering Team (PST).

Participants of each individual pilot and their respective business questions will remain anonymous unless otherwise authorised by the participants. Each Pilot will be assigned a number to maintain this

confidentiality but also allow information relevant to the progress of the pilot programme to be statistically examined and reported.

The PROPOSAL tab requests information about the pilot study such as:

- the title of the pilot
- the business question
- general information about the proposal – companies involved, project leader contact details, participants
- the actual project scope – SKU's, categories, geographies etc.
- the metrics which have been selected to be evaluated - indicated through the “yes / no” drop down menu
- a list of value-chain partners are then entered onto the proposal and key timings are confirmed
- any anticipated challenges

The proposal should be submitted to the Pilot Steering Team (PST) **by the 1st of March 2010** on email: globalpackaging@thecgforum.com . for acknowledgement. It is the responsibility of the PST to evaluate the pilot and advise on potential adaptations to ensure the entire framework of indicators and metrics is tested between the different pilots. The PST will compare all the pilot proposals and identify any gaps which may exist in metrics which have not been covered off. They may then revert back to the pilot proposal project managers and suggest that additional metrics or other scenarios may be considered during the project to ensure a robust study.

Step 5 – Submitting the proposal to the Pilot Steering Team (PST) - This is the responsibility of the Project Manager (PM).

5.2 Pilot Execution

Step 6 – Pilot project execution

The pilot project manager, normally the brand owner, is responsible for managing the pilot project in which they are participating, starting with the pre-pilot preparation activities already discussed above i.e. identifying and gaining commitment from pilot project participants and constructing a pilot plan in collaboration with the pilot project participants, and ending with the delivery of the completed pilot project report form.

It is the responsibility of the pilot project manager to set-up a kickoff meeting with the pilot project participants to ensure that there is absolute clarity on the scope of the pilot project. Use the meeting to begin building a project plan, identifying potential issues and any assistance required from the Pilot Steering Team.

During the pilot project it is recommended that participant meetings be held in order to track progress, address any concerns which may have developed along the way and report progress by the stipulated dates.

At the completion of the data gathering stage, the project manager must assemble (physically or virtually) the participants to discuss any issues that still remain unresolved, to document any assumptions that were made i.e. hypothesised due to limited data, and to ensure that all participants complete the required fields in the project report form.

As part of the project management responsibilities, the project manager should ensure all data collected by the participants:

- is easily understandable and not misleading,
- is harmonised and verifiable data,
- allows for like-to-like comparison,

- allows measurement of improvements,
- could have a universal application and ongoing future use.
- focuses on the areas of greatest impact (80/20 principle)

Pilot project timing

The project manager is responsible for ensuring that the timings specified below are adhered to:

Project kick-off meeting	week commencing 12 April 2010 – conference call with PST
1 st Progress report	no later than 15 th of May 2010
2 nd Progress report	no later than 15 th of July 2010
Draft project report	no later than 15 th of August 2010
Final report & project completion	no later than 1 st September 2010

Please note that the progress reports are very basic traffic light reporting on the status of each metric.

Pilot Reporting

The main format to be used for progress reporting is the Pilot Reporting Form (see figure 3 below). As previously stated, this form is used for the initial pilot project proposal; thereafter it is used as a reporting mechanism during the various stages of reporting. The pilot manager will be responsible for collating and submitting the regular reports from each participant in the pilot i.e. the converter, the raw material manufacturer etc. as appropriate.

		First Report 15-May-10	COMMENTS	Second Report 15-Jul-10	COMMENTS	Final Report 01-Sep-10	COMMENTS
Metric							
Attributes	1	Packaging weight	Not attempted		Not attempted		Not attempted
	2	Total material input	Not attempted		Not attempted		Not attempted
	3	Packaging weight reduction	Not attempted		Not attempted		Not attempted
	4	Packaging to product weight ratio	Not attempted		Not attempted		Not attempted
	5	Material waste	Not attempted		Not attempted		Not attempted
	6	Virgin material content	Not attempted		Not attempted		Not attempted
	7	Recycled Content	Not attempted		Not attempted		Not attempted
	8	Renewable Content	Not attempted		Not attempted		Not attempted
	9	Chain of Custody	Not attempted		Not attempted		Not attempted
	10	Toxicants concentration	Not attempted		Not attempted		Not attempted
	11	Water Used from Stressed Sources	Not attempted		Not attempted		Not attempted
	12	EMS Use	Not attempted		Not attempted		Not attempted
	13	Energy Audits	Not attempted		Not attempted		Not attempted
	14	Packaging Recycling Rate	Not attempted		Not attempted		Not attempted
	15	Selling Unit Cube Efficiency	Not attempted		Not attempted		Not attempted
	16	Transport packaging cube efficiency	Not attempted		Not attempted		Not attempted
	17	Packaging Composting Rate	Not attempted		Not attempted		Not attempted
	Life Cycle Inventory Indicators	18	Packaging Reuse Rate	Not attempted		Not attempted	
19		Packaging Energy Recovery Rate	Not attempted		Not attempted		Not attempted
20		Packaging Landfill rate	Not attempted		Not attempted		Not attempted
21		Cumulative Energy Demand: Non-renewable	Not attempted		Not attempted		Not attempted
22		Cumulative Energy Demand: Renewable	Not attempted		Not attempted		Not attempted
23		Water Consumption	Not attempted		Not attempted		Not attempted
24		Land occupation	Not attempted		Not attempted		Not attempted
25		Climate change	Not attempted		Not attempted		Not attempted
26		Ozone depletion	Not attempted		Not attempted		Not attempted

Figure 3: Pilot Reporting File

This reporting file seeks to evaluate the quality, source, usefulness and ease of getting the data required for the various metrics. It does NOT require one to submit the actual confidential data of the various products being tested.

The various tabs in this form are explained below:

PROPOSAL	Use this form to submit your proposal for a pilot to the Pilot Steering Team for approval. Please use the options 1, 2, 3 etc. to list details of each SKU scenario being studied. Feel free to add lines as necessary. This form is due back 1 st March 2010 and you will receive a confirmation from the PST of your pilot once the proposal has been reviewed within 2-3 weeks.
PROGRESS REPORTING FORM	Use this form to report progress on the pilot on 15 th May, 15 th July and 1 st Sept 2010. This is a simple form and the PM must ensure that each relevant participant in the value chain completes one separately e.g. converter, raw material supplier. This information will enable the PST to better evaluate the data flows.
FINAL DATA REPORTING FORM	Use this form to report your final findings on about the ease of data collection and usefulness of the metrics tested. This needs to be completed only once for the final reporting due 1 st Sept 2010. It is recommended that you review this form regularly and update it as you proceed with the pilot.
FINAL DATA REPORT INSTRUCTIONS	Use this form to get a detailed explanation of the various columns in the “Final Data Reporting Form” tab.
DROP DOWNS	Kindly ignore these.

All data related to collection of information, computation and analysis can be done within any format determined by the project manager. As this is confidential internal information it will not be shared with the Global Packaging Project (GPP) participants.

Bear in mind that data collected and analysed should bear the following criteria to assist in the completion of the Pilot Project Form;

- Indicators & metrics measured
- Scope of measurement, e.g. machine or gate to gate (whole production process)
- Unit of measure used (uom)
- Source of data provided (if received as an input)
- Data Recipient (if it was passed to another value chain partner)
- Indicate if the data is organisational or industry-average data
- Availability, or ease of obtaining the date
- Relevance / usefulness of the metric

Tip: Communication of metrics should be made in compliance with ISO standards (e.g. ISO 14044 & 14021) wherever applicable. In particular, the communicating information about the metrics must reflect the scope of the underlying assessment. In addition, the assessment procedure, methodology and criteria applied in generating the metrics must be available to all interested parties upon request.

Confidentiality

Due to the nature of the pilot studies, information will need to be exchanged between participants in an agreed pilot study, and although no actual figures will be entered into the reporting forms to the PST, a non-disclosure agreement will need to be signed between the organisations taking part in a pilot study. The agreement should be one already existing within the Project Manager’s organisation as this is not a responsibility of the PST.

Training and support

A FAQ sheet will be available on <http://globalpackaging.mycgforum.com/> and will several questions and answers which have been collated prior to the pilot studies.

Should a participant have any further questions which they need clarification on, they should contact the helpdesk on email: globalpackaging@thecgforum.com through the project manager.

The PST will support pilot project teams by way of qualified responses to posed questions through the helpdesk.

It is the responsibility of the pilot project manager to ensure that a suitable mix of participants are included into the project team and that the pilot project participants will already have a basic knowledge of sustainability and its principles.

Below are some tips on conducting a successful pilot study;

- The business question should be clearly articulated and should be a closed question.
- Establish a cross-functional team with functional and operational experts.
- The key account manager on manufacturer side as well as the buyer on retailer side should be part of the team.
- The pilot team should be led by the functional or operational expert who is as close as possible to the running business, this ensures operational solutions.

Step 6 – Pilot project execution - it is the responsibility of the project manager to assemble the pilot project participants, develop a project plan, complete the necessary documentation and regularly hold meetings to track progress and address any issues arising.

5.3 Post-pilot assessment

Step 7 - Finalising the pilot scorecards and consolidating the results.

Each participant in the pilot project has the responsibility of completing the Pilot Reporting Form (separate excel file) for their part of the pilot study. The form should be completed with as much relevant data as possible, and where the participant has measured different items, i.e., two or more different product groups, separate report cards should be completed.

It is important to remember that when completing the final report, reference must be made to whether the metrics were relevant & useful, as well as giving information of how the entire framework delivered.

The final report on each pilot study must be submitted to the pilot steering group by the 1st of September 2010. It will then be the responsibility of the pilot steering team to consolidate all the results and publish the findings from the pilot studies, along with their recommendations for the next step in the journey, to all the participants in the GPP.

Step 7 – Finalising the pilot project report; It is the responsibility of the project manager to gather information, collate the information into the report and gain approval from the full project team before submitting the final report within the stipulated time frame.

6. DEFINITIONS

Core Indicator	A core indicator is a quantifiable or qualitative representation of a measurable attribute or condition considered to be of interest to most stakeholders. In aggregate, core indicators provide a robust evaluation of the big picture.
Correlating Indicator	A correlating indicator is a quantifiable or qualitative representation of a measurable attribute or condition considered to be of significant importance but that may not be of interest to all stakeholders or that does not apply to all business questions. Correlating indicators provide additional information relative to, but outside the scope of the core and supplemental indicators.
Cradle-to-gate	This is information which includes data collected from raw material growth, extraction or harvesting (cradle) through some designated point in the manufacturing or production process (gate), e.g., through the hand off from the substrate manufacturing to the packaging converter.
Gate-to-gate	Organisation specific performance data related to physical and functional attributes and conditions during which an organisation has the ownership or control of the packaging materials (raw or processed), packaging components or units of packaging.
GPP Pilot Steering Team (PST)	Support team from the GPP, available for training and consultation.
Indicator	The International Standards Organisation (ISO) describes an indicator as a quantifiable representation of performance.
Metric	A metric is the computational method used to measure an indicator. Metrics are used to gauge some quantifiable or qualitative attribute or condition that an organisation wants or needs to measure.
Pilot Team:	Key stakeholders within the value chain and customers of the pilot project that will provide data.
Project Manager:	Main contact point for the pilot and driver of the project, normally the brand owner
Sponsor:	Lead senior member of the business who will sponsor this pilot
Supplemental Indicator	A supplemental indicator is a quantifiable or qualitative representation of an attribute or condition, which augments core indicator data by providing a more specific or detailed measure of an aspect of the core indicator.

7. APPENDICES AND SUPPORTING DOCUMENTS

Appendix A Brief overview of GPP indicators and metrics (table)

Supporting documents:

GPP Packaging Sustainability Indicators and Metrics Framework V 1.0

This draft document provides a detailed list of all the GPP Indicators and Metrics with definitions and relevant applicable standards. The pilot feedback will be used to update and finalise the framework.

Pilot Reporting File Excel worksheet with several tabs to be used for initial pilot proposal, reporting progress and delivering final report

Frequently Asked Questions A regularly updated version will be available on
<http://globalpackaging.mycgforum.com/>

Pilot Helpdesk - please mail: globalpackaging@thecgforum.com .

GPP Indicator and Metrics Overview (details in the full document)

GPP Environmental Indicator Overview			
Attributes		Life Cycle Indicators	
		Inventory Indicators	Impact Category Indicators
Packaging weight	EMS Use	Cumulative Energy Demand: Non-renewable	Climate change
Total material input	Energy Audits	Cumulative Energy Demand: Renewable	Ozone depletion
Packaging weight reduction	Packaging Recycling Rate	Water Consumption	Toxicity, cancer
Packaging to product weight ratio	Selling Unit Cube Efficiency	Land occupation	Toxicity, non cancer
Material waste	Transport packaging cube efficiency		Particulate emissions
Virgin material content	Packaging Composting Rate		Ionizing radiation (human)
Recycled Content	Packaging Reuse Rate		Photochemical ozone creation potential
Renewable Content	Packaging Energy Recovery Rate		Acidification potential
Chain of Custody	Packaging landfill rate		Eutrophication potential
Toxicants concentration			Freshwater ecotoxicity potential
Water Used from Stressed Sources			Resource depletion
GPP Economic Indicator Overview			
Attributes		Life Cycle Indicators	
		Inventory Indicators	Impact Category Indicators
Total Cost of Packaging	Life Cycle Embodied Energy Protection	Not Applicable	
Packaged Product Wastage	Packaging Service Value		
GPP Social Indicator Overview			
Attributes		Life Cycle Indicators	
		Inventory Indicators	Impact Category Indicators
Product Safety	Discrimination	Not Applicable	
Packaged Product Shelf-Life	Excessive Working Hours		
End-of-life Communications	Remuneration		
Community Investment	Occupational Health		
Child Labor	Safety Performance		
Forced or Compulsory Labor	Responsible Workplace Practices		
Freedom of Associations and/or Collective Bargaining			