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L-DIH Talks Episode 3:
Adopting an agile organization for new products

What we do (normally) 1

We produce caps

15 billions caps produced per year
Produced by 30 plants around the world
in 5 continents
With the help of 4500 employees

We supply closures to many brands like these



What we do (normally) 2

Is there R&D to be done?

Yes

Is there R&D to be done?



What we do (normally) 3

In our R&D activity we continuously design new products with:

Anti counterfeiting features

New aesthetic features

New processes to save cost

Functional



aesthetical/
functional



Adopting an agile organization for new products development: **Our new challenge with the upcoming digital products**

The new **connected caps** are the new frontiers of our R&D as we :

We placed a **chip** inside our caps

Using **RFID technology** (Nfc integrated)

App-less readable with mobile phones

to connect caps to an **IOT platform**

In some cases we registered caps on the **BLOCKCHAIN**

To allow **BIG DATA** collection/analysis, improving **CMS** of brands

To allow **digital marketing**, **one to one marketing**, etc



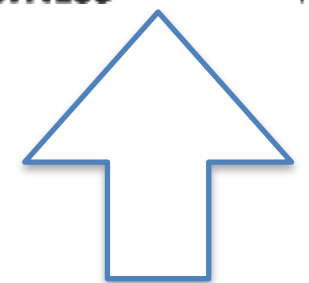
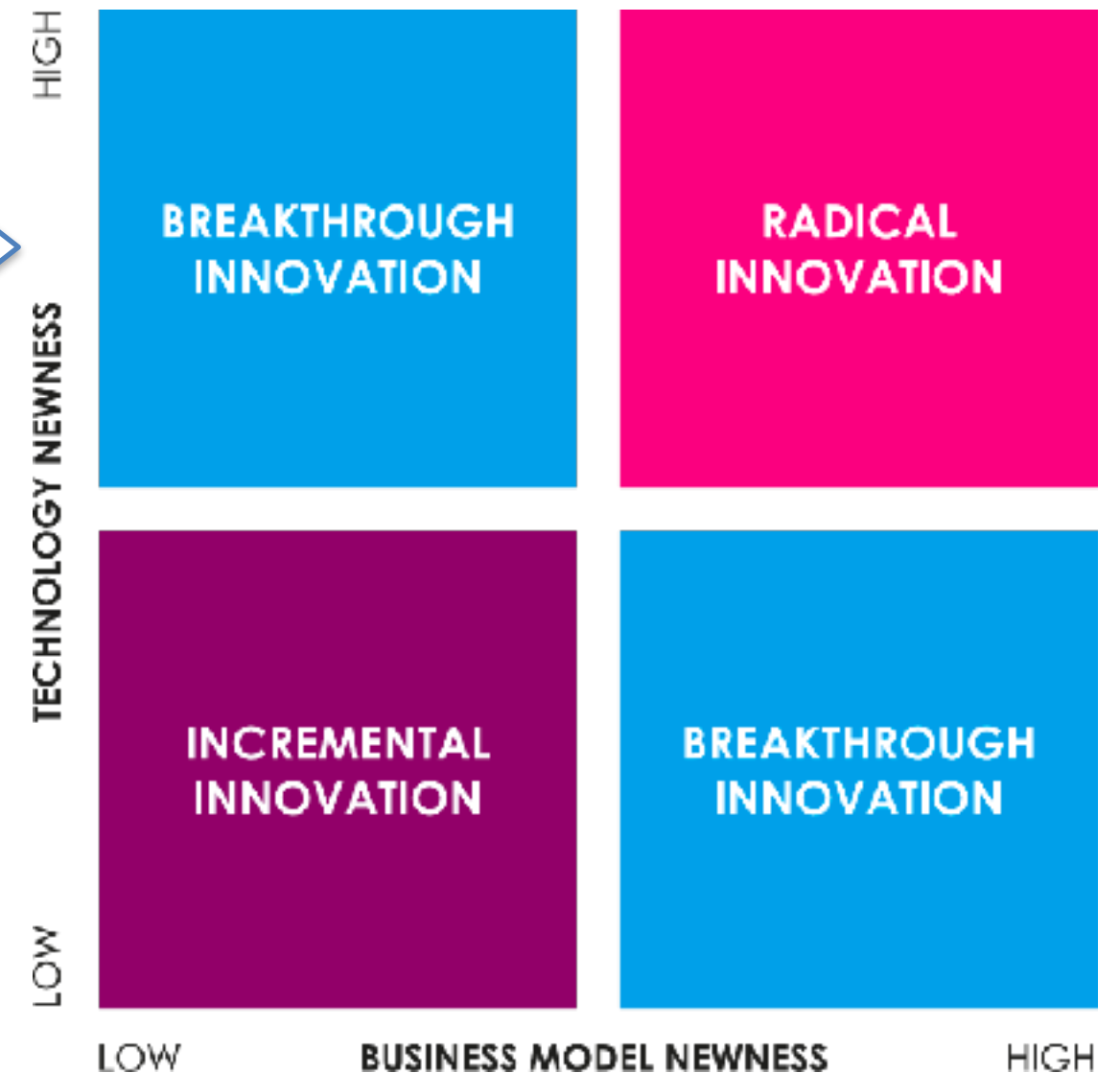
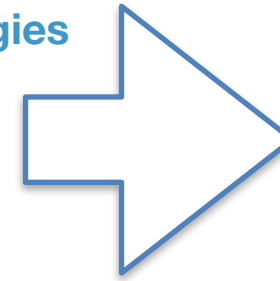
The new challenge with the upcoming digital products

Digital caps brought us to **“radical innovation”**

To be **strongly justified against the product price increase**

Radical innovation cannot follow the usual channels/methods

new technologies
NFC RFID
IOT
BLOCKCHAIN
BIG DATA



new business models
DIGITAL MARKETING
CONSUMER ENGAGEMENT
...Track and tracing
...BOTTLING systems support
...

The new challenge with the upcoming digital products

To manage and sell “radical innovation”
In completely new fields
requires **a new type of dialogue!**



Traditional innovation channel

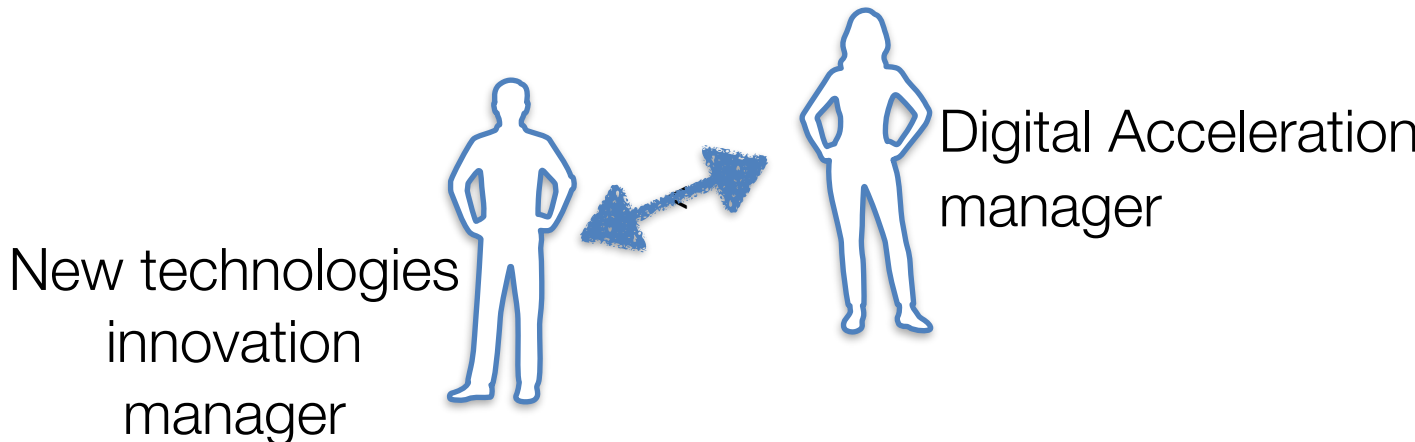


The NEW challenge with the upcoming digital products:

New/different stakeholders

Gualaclosures

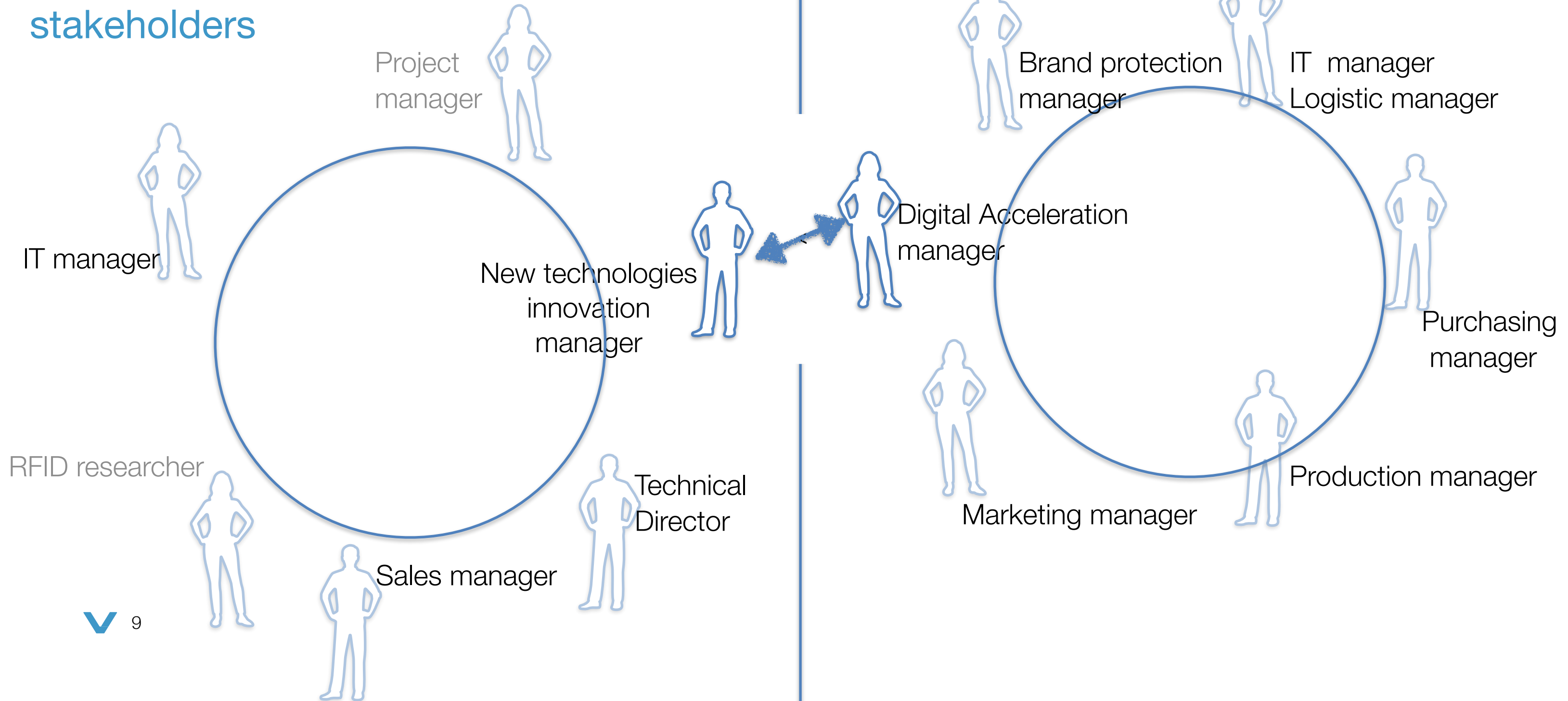
**The client
Spirit brand**



The new challenge with the upcoming digital products:
New and multiple stakeholders

Gualaclosures

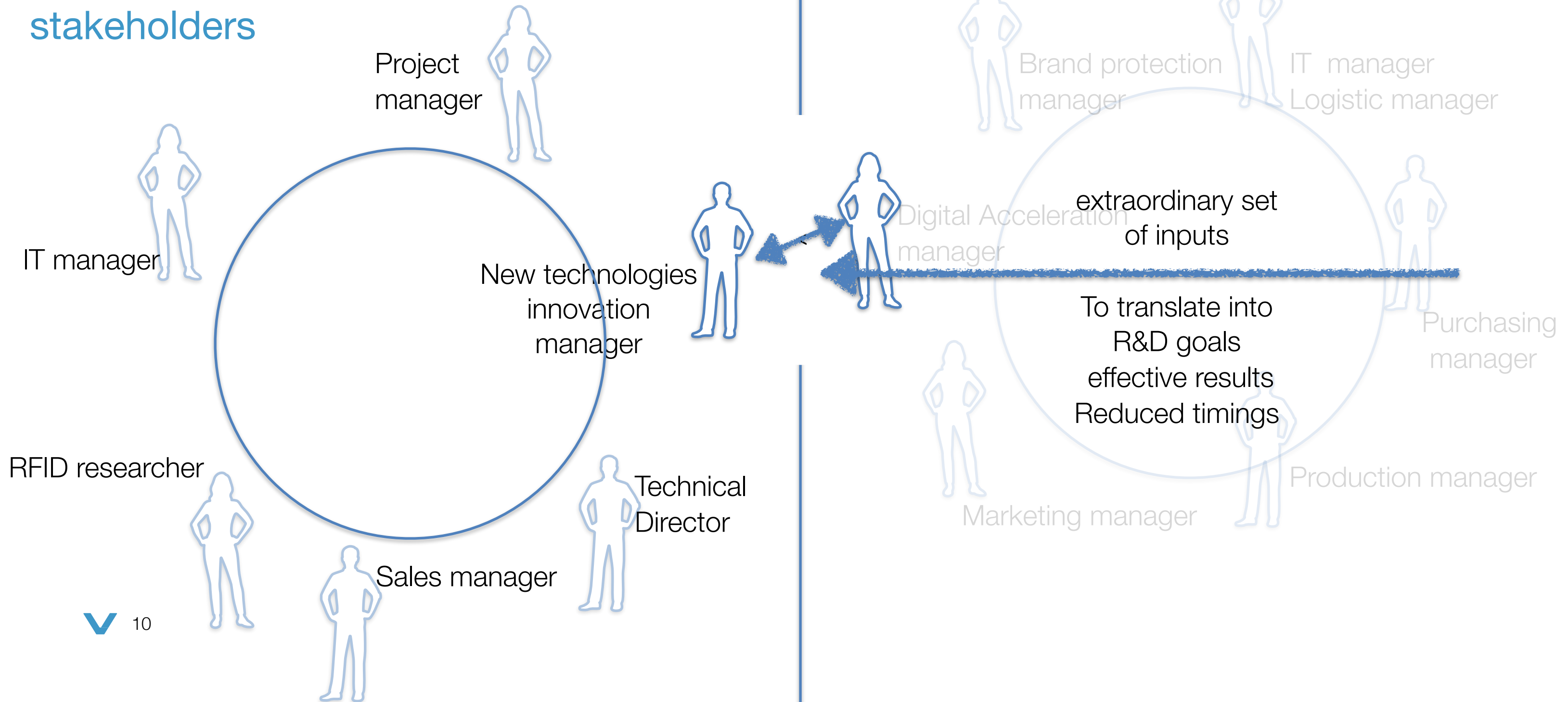
The client Spirit brand



The new challenge with the upcoming digital products:
New and multiple stakeholders

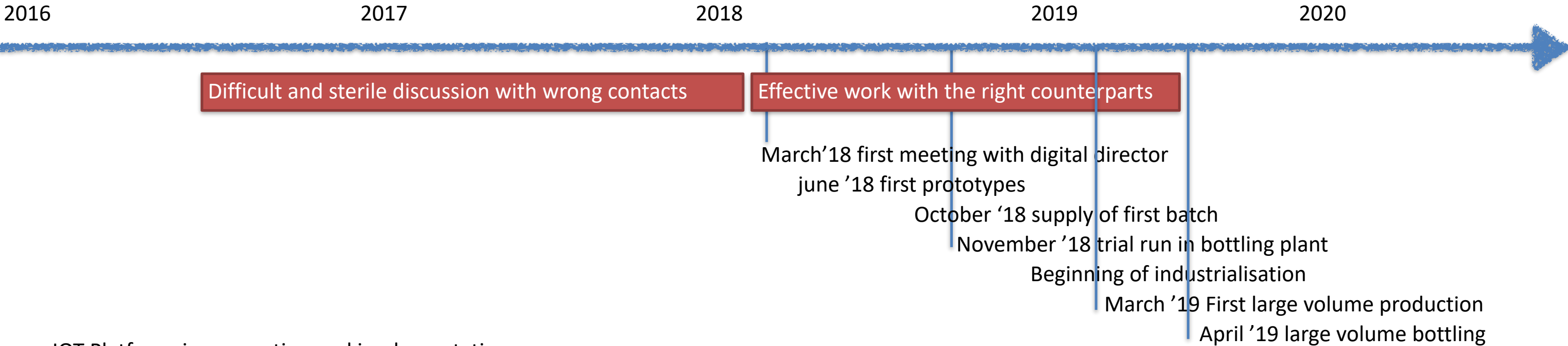
Gualaclosures

The client Spirit brand

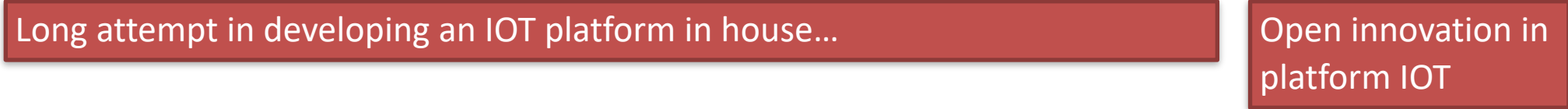


One positive outcome in term of R&D and industrialisation timing

Product in conception and industrialisation



IOT Platform in conception and implementation



Outsourcing (buy vs make)

Lesson learned

To manage “radical innovation”
In completely new fields
requires a new type of dialogue



And the new dialogue **involve new counterparts** in the client organisation

New type of skills



Are needed for sales force
that must be trained specifically
Sometimes R&D representatives **should help sales forces to sell**

R&D managers enabled to keep a
direct dialogue with client
counterpart



Can get **extraordinary inputs to manage R&D in the right directions**

Buy vs make



outsourcing what is not core competence can reduce all risks