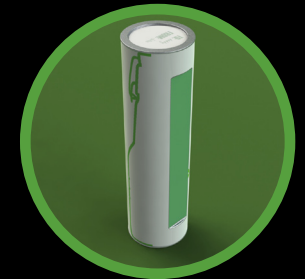
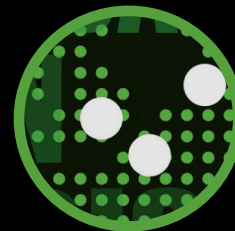


# DESIGNING GIFTPACKS:

a worldwide celebration of Grolsch' swingtop bottle

Royal Grolsch  
Judith Boonstra  
s0172723  
Bachelorthesis  
2011





## Project: Think Grolsch

Designing giftpacks: a worldwide celebration of Grolsch' swingtop bottle

*- Because of confidentiality, some parts of the report have been deleted -*

Judith Boonstra – s0172723  
Industrial design engineering  
Bachelorthesis

Date: 18-10-2011

University of Twente  
Industrial Design  
P.O. Box 217  
7500 AE Enschede  
+31 (0) 53 489 9111

Royal Grolsch  
Global Brand Team  
P.O. Box 55  
7500 AB Enschede  
+31 (0) 53 483 3333

Supervisor University of Twente: Nienke Peeters

Supervisor Royal Grolsch/SAB Miller: Dorien de Boer

No. of copies: 6





## ABSTRACT

A giftpack is a package for special occasions: for the moment a friend got that new job, or because it is father's day. Currently Grolsch has some giftpacks in the market, and they are looking for the new generation giftpacks for the swingtop bottle. Grolsch is one of SABMiller's global brands, and the giftpack is developed for Grolsch' Global Brand Team. Therefore, the target consumer will be men all over the world. Goals to achieve with the giftpack are: 1) create a giftable giftpack, 2) stimulate trial and 3) renew interest.

Because of the variety and size of the group target consumers, a corresponding element was needed to reach every target consumer. This corresponding element was found to be Grolsch itself. The brand's character, internationality, looks, feel, bonding elements, and last but not least: the unique refreshing 'plop' were inspiration for a broad set of concepts.

The set of concepts was presented during a workshop. Through discussions and a brainstorm, a selection was made. This selection was checked on feasibility and was discussed. This resulted in two concepts. These were believed to be the concepts with the highest potential. The first one is part of the international premium beers, the second one is 100% Grolsch.

The result consists of two optional giftpacks, both are satisfying Grolsch' goals. The first one, the international premium 'Box', will contain 2, 3 or 4 swingtop bottles (0,45L) with a gadget. The second one, the 100% Grolsch 'Tube', will contain a Magnum swingtop bottle (1,5L) and the possibility to personalize the pack with a message. Both options are debriefed for optimization.

## SAMENVATTING

Giftpacks zijn verpakkingen voor speciale gelegenheden: om te vieren dat een vriend die nieuwe baan heeft binnengesleept, of omdat het vaderdag is. Momenteel heeft Grolsch giftpacks op de markt, maar ze zijn op zoek naar de nieuwe generatie voor de beugel. Grolsch is één van SABMiller's 'global brands' en de te ontwerpen giftpack wordt gemaakt in opdracht van het Global Brand Team. De doelgroep bestaat dan ook uit mannen van over de hele wereld. Doelen die met een giftpack bereikt kunnen worden zijn: 1) een geefbare giftpack creëren, 2) trial stimuleren en 3) interesse opnieuw wekken.

Omdat dit een grote en gevarieerde groep consumenten is, is er een overeenkomst nodig om elke consument te bereiken. Deze overeenkomst bleek Grolsch zelf te zijn. Het karakter, internationaliteit, uiterlijk, gevoel, willen delen en natuurlijk de unieke 'plop' van de beugelfles van Grolsch waren inspiratie voor een breed scala aan concepten.

Deze concepten zijn gepresenteerd tijdens een workshop. Met behulp van een brainstorm en discussies is er een selectie gemaakt. Deze selectie is beoordeeld op maakbaarheid en opnieuw bediscussieerd. Het resultaat bestaat uit twee concepten. Deze twee zijn de twee met de meeste potentie. De eerste maakt deel uit van de internationale premium bier markt, de tweede is 100% Grolsch.

Het resultaat bestaat uit twee giftpack oplossingen, beiden voldoen aan Grolsch' doelen. De eerste oplossing, de internationale premium 'Box', bevat 2, 3 of 4 beugelflessen (0,45L) met een gadget. De tweede, de 100% Grolsch 'Tube', bevat een Magnum beugelfles (1,5L) en de mogelijkheid om een persoonlijke boodschap toe te voegen. Voor beide opties zijn aanbevelingen gedaan voor optimalisatie.



## DEFINITIONS

**GBT:** Global Brand Team. In this report GBT refers to the international marketing team of Grolsch reporting directly to SABMiller.

**Global brand:** brand which has high growth potential globally. SABMiller has four: Peroni, Miller, Pilsner Urquell and Grolsch.

**Partnermarket:** market with high growth potential.

**Servicemarket:** other markets, with less growth potential. They 'follow' the partnermarkets.

**Swingtop:** distinctive bottle of Grolsch, also known as 'beugel'.

**Crowncork:** regular beer bottle.

**On trade:** catering industry, pubs etc.

**Off trade:** supermarkets, liquor stores etc.

**CBE:** Create, Build, Expand.

**SKU:** Stock Keeping Unit. It is a measure to count the different types of products; in this case every product is another product if it is stored differently.

**POS:** Point Of Sale: material at places where the customer can buy products.

**HL:** Hectolitre; 100 litres.



# TABLE OF CONTENTS

Abstract	5	3.4.1 Evaluation	52
Samenvatting	5	3.5 Conclusion	52
Definitions	7	<b>4 Selected designs</b>	55
Preface	11	4.1 Box	57
<b>1 Introduction to the project</b>	13	4.1.1 3D design	57
1.1 Assignment	15	4.1.2 Production	58
1.2 Goals	15	4.1.3 2D design	60
1.3 Deliverables	15	4.1.4 Costs	61
1.4 Scope	15	4.1.5 Evaluation	61
1.5 Actors analysis	15	4.2 Tube	63
1.6 Approach	16	4.2.1 3D design	63
<b>2 Analysis</b>	19	4.2.2 Production	63
2.1 SAB Miller	21	4.2.3 2D design	63
2.2 Grolsch	21	4.2.4 Costs	64
2.2.1 Brand	22	4.2.5 Evaluation	64
2.2.2 Brand identity	24	4.3 Specification of requirements	66
2.2.3 Swingtop	24	<b>5 Debriefing</b>	69
2.3 Target consumer	25	5.1 Recommendations	71
2.4 Giftpacks	27	5.1.1 Box	71
2.4.1 The reason for giftpacks	27	5.1.2 Tube	71
2.4.2 Current giftpacks	28	5.2 Further timings	72
2.4.3 Icons and inspiration	28	Conclusions	73
2.5 Conclusion	30	References	75
<b>3 Set of concepts</b>	33		
3.1 Concept statements	36		
3.2 Concepts	42		
3.3 Workshop	48		
3.4 Decision process	48		



Figure 1. London, workshops & the office

## PREFACE

**Beer is one of the most popular drinks in the world. And apparently beer has a very strong social function. Especially guys seem to bond when they drink a good refreshing beer. Deep conversation, anecdotes, beer is often relaxing. A fresh beer makes everyone feel relaxed, and sometimes that moment already starts with the sound of removing the swingtop from the bottle.**

Nothing new though, there once was even a time people drank more beer than water. The result: many breweries all over the world, and even more brands. The world of beer is huge, which leaves the challenge to make sure your brand is different from the others and has appealing unique selling points. Your brand needs the distinctive purple cow [1] people will notice between all the normal black and white ones. Your brand needs to stand out.

It may be clear designing a new package in this area is not an easy job. It is a challenging one, certainly because the content is a true purple cow: the Grolsch swingtop. Having the opportunity to design a giftpack for this product has been fantastic. Challenging questions were: How on earth is it possible to design one package for every maverick man between the age of 24-30 around the world (except the Netherlands)? What is a SKU and what does POS mean? And how

do you plan a meeting when every other week your colleagues are flying to London, South-Africa, Russia, Canada or Poland?

Okay, this sounds complicated, if not impossible. But only after a few weeks, I felt right at home with Gera and Ivanka, loved the lunches with stories about Rob's chickenwings and Dorien dancing with Gordon, went with David to Mc Donalds to get a burger (and prepared some proper grilling), realized marketing jargon is sometimes not compatible with design jargon, watched photos of Thomas' newborn Nynke, got great advice from Jan about men and I will never forget how serious Ronald watched his action painting or how Dorien told me that, being a student, I could only drink the large beers. And after a few more weeks, POS and SKU did not scare me of at all; I made a trip on my own to the UK and had a great time!

Therefore, I would like to thank a number of people. Thanks to Anton Boonstra for introducing me to Ronald van Amerongen. Thanks to Nienke for our e-mail conversations, support, and for rescheduling almost all our meetings. Thanks to Sven from FLEX, Lonneke, Laurie, Gaston from Cartils and Mat, Mitch, Katie, Melissa from the Bank. Thanks to Jaap, Helen, Annejet, Margreet, Tinka, Koert, Rob for all the lunches, and thanks to Hans, Erik, Zeno, Jos for all your help. Special thanks to Gert for being my support and personal helpdesk. Many thanks to Ivanka and Gera for the

lovely time in the office, and...sorry for turning the room into a designers office. Jan, Thomas and David: thanks for all our conversations about marketing and branding, but also thanks for your advice. Thanks to Ronald for giving me this opportunity and also for all your help and feedback. Last but not least: many thanks to Dorien for being my supervisor; certainly learned some important lessons ;).







# 1. INTRODUCTION TO THE PROJECT

**Assignment - Goals - Deliverables - Scope - Actors analysis - Approach**

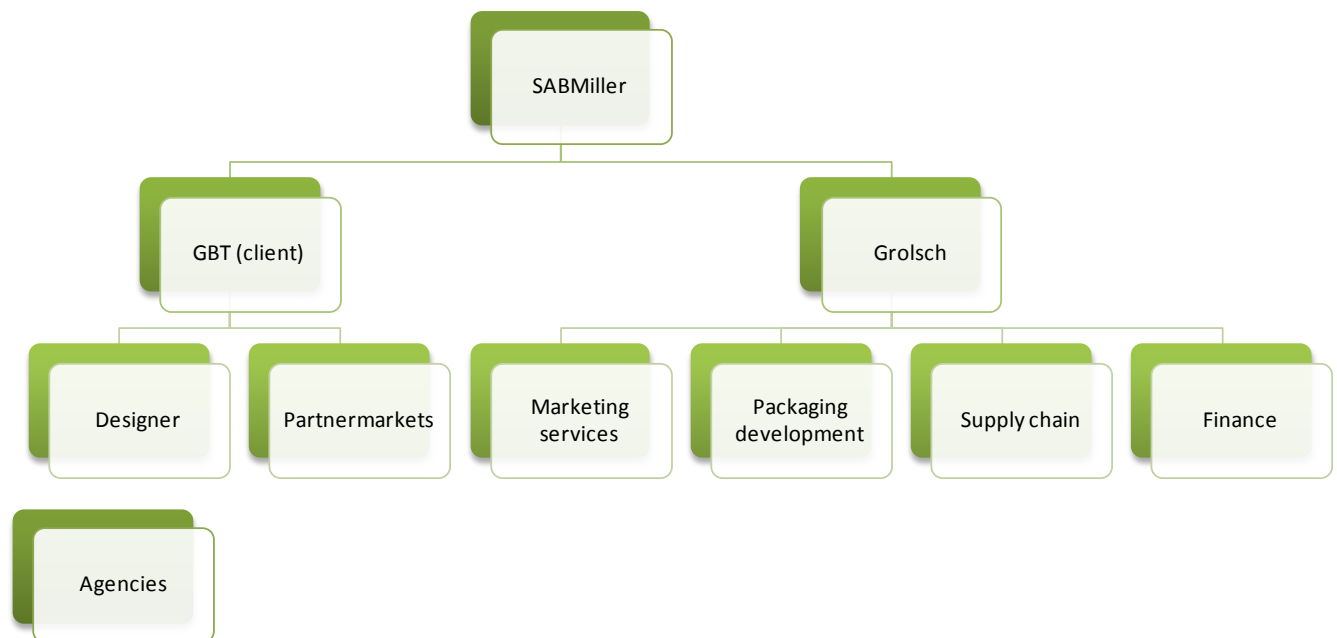


Figure 1.1 Organization chart

## 1.1 Assignment

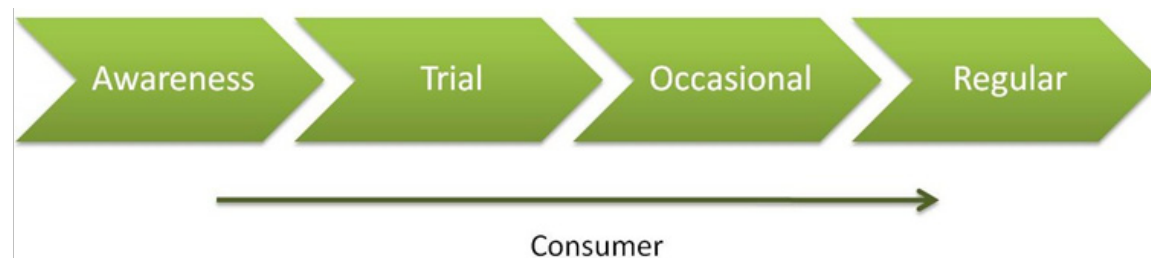
The assignment of this project is to create and design giftpack(s) to celebrate the swingtop bottle of Grolsch worldwide. The giftpack(s) will be a secondary packaging; this implies there will be no changes to the swingtop itself. Creation and the design of the giftpack(s) will be done by (1) analyzing the market and creating several drafts and (2) developing one or more packages out of a selection of chosen drafts. The duration of the project is 3 months.

## 1.2 Goals

Usually, the goal of a giftpack is to stand out compared with the regular products. A giftpack can be helpful in making the consumer aware of the brand or add something extra to the product portfolio. Besides this, a giftpack can have a promotional function; consumers could gain curiosity and try the pack. Desired outcome is to make consumers occasional or regular users and to stimulate trial [figure 1.2]. Note that a giftpack is to be considered as a marketing tool, in this case as a brand builder.

## 1.3 Deliverables

The results of the project will be one or more giftpack designs. These designs will include a mock-up, a feasibility check, and a rough estimation of the costs. To achieve this goal, a giftpack analysis and a set of



concepts is necessary. The giftpack should be available for F13 (financial year, starting in april 2012). Noted may be that these objectives result in a very tight schedule.

## 1.4 Scope

The package will be designed for the swingtop, which is available in 0,45L & 1,5L. This bottle contains Grolsch premium lager. To reduce the scope of the consumers, only partnermarkets will be addressed. Partnermarkets are: Poland, Russia, RSA, Romania and Canada. The amount of giftpacks will be between 10.000 and 50.000. To be clear; out of scope are servicemarkets and crown cork bottles. All can be summarized in a project charter, shown in appendix A.

## 1.5 Actors analysis

To achieve the goal specified in 1.1, it is necessary to inquire all possible actors (stakeholders) and their expertise. During the project, they will have influence on the project. An organization chart is shown in figure

Figure 1.2 Desired consumer uptake

1.1. In table 1.1 there is specified who the actor is: his role (classified by the ASCIK model, appendix B) his priority, what his function is and will be in the project. The priority of an actor is rated by his influence. The influence/priority is set on a scale of 1-5; 1 is the lowest level of influence, 5 the highest.

The project is divided in four stages [1.6]:

1. Analysis
2. Set of concepts
3. Selected designs
4. Debriefing

## 1.6 Approach

The first two project stages: analysis and set of concepts will lead to several concepts of a giftpack. This can be a broad range of concepts. Sometimes it is necessary to give the rough concepts a few more details to make them clear enough. Then there has to be made a choice: which concept(s) do appeal that much that a design is going to be made, and eventually result in a mock-up.

This project will result in a project review. A decision if and when the proposal(s) will be made will be taken at a later stage and is no part of this project.

The project contains multiple subjects which have been explored: SABMiller and Grolsch, target consumer and giftpacks. Each subject contributed to a specific approach towards the project.

Focus was to create a consistent and broad set of concepts. It was important for Grolsch that someone with an open mind should perform this project. Before, creating giftpacks was a shared responsibility which resulted in many opinions and no decisiveness. Therefore the decision was made to create a separate role for a designer in the GBT.

Normally, the target consumer is very important, but in this case the variety in consumers is enormous. This is insurmountable. So, to reach every target consumer, there has to be something consumers have in common. This was found to be Grolsch itself. This implies that product centered design (instead of user centered design) was applied.

Normally, a list of requirements (stated in stage 1) determines many design decisions. In practice, the open mind setting Grolsch wanted, resulted in that only the main goals [1.2] were addressed during the creation of the set of concepts. During the detail stage the user and corresponding requirements became more important.

The product centered design approach led to 6 concept statements. Sketching and brainstorming was used to develop several concepts inspired by the statements. All concepts have been presented to the GBT in a workshop. During this workshop, a brainstorm was used to discover Grolsch' opinion towards the concepts. This resulted in an approach towards all concepts, so that a selection could be made. This will be more specified in 3.4.

Both the workshop and internal discussions resulted in a choice of 2 concepts which were developed into designs. This development was done together with producers and experts within Grolsch. Focus was to present the structural design, a feasibility check and estimation for the costs. A summary of the process is shown in figure 1.3.

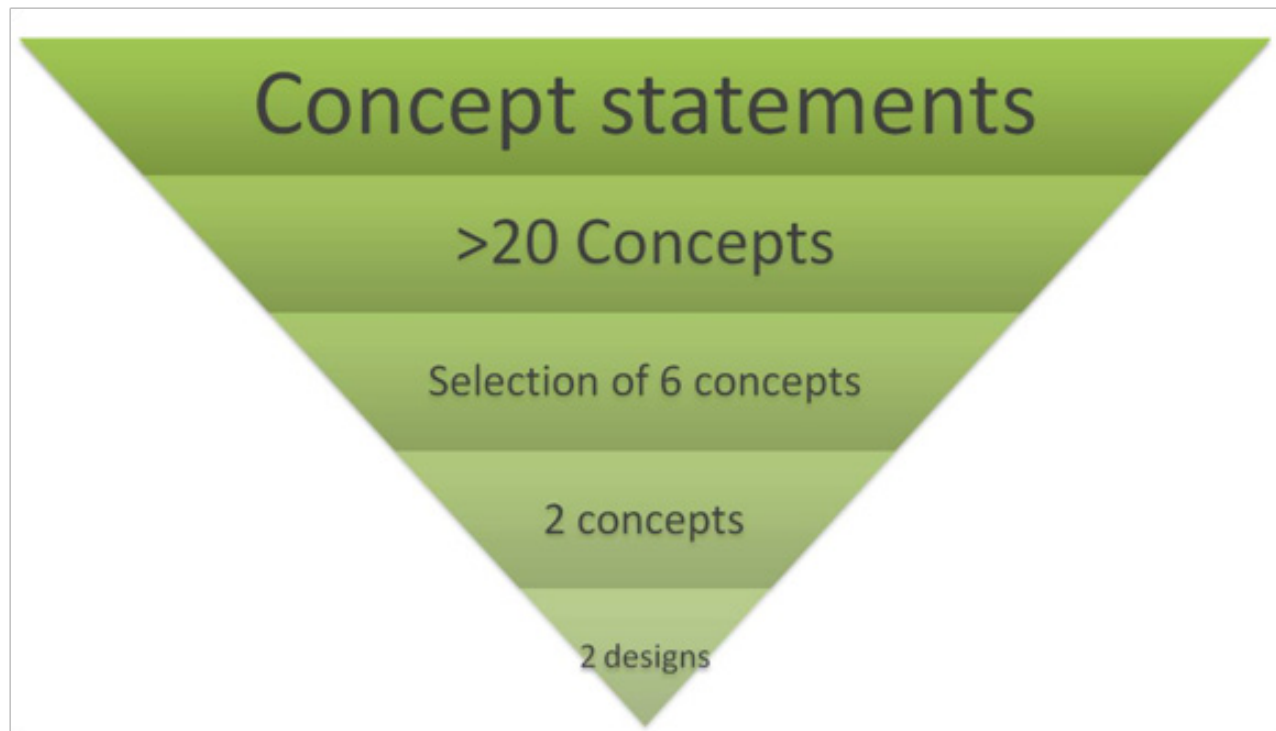


Figure 1.3 Approach

Actor	Function	ASCIK	Priority	Timing
GBT (Global Brand Team)	GBT is running the project. They give both input and feedback on every aspect during the project. They are one of the most important actors.	K	5	1-4
Partnermarkets	The partnermarkets are managed by the marketingmanagers. They are the voice of the customer for their markets.	S	5	1-4
Target consumer	The pack is designed/developed for the target consumer. They have a high priority although they are not making decisions, because the marketingmanagers represent them.	-	5	1-4
Marketing services	There is much knowledge within marketing services about packaging. They can give both input as feedback.	C	4	2-4
Packaging development	Packaging development can give input, about both technical as graphical details.	C	4	2-3
Supply chain	Supply chain will give mostly technical input for the design such as cost. On top of that, they could give important feedback on e.g. the life cycle of the product.	C	4	3-4
Sales	Sales will give suggestions and input for instance about the possibilities within the shop.	C	3	3-4
Finance	Finance will give suggestions and input, mainly concerning cost/price.	C	2	3-4
SABMiller/Royal Grolsch	SABMiller/Royal Grolsch is the client.	I	2	1-4
Producer	During the design process, several producers will be contacted for feasibility checks, financial indications and mock-up models.	C	1	3-4
The Bank	The Bank (London) is the advertising agency GBT has a long term relationship with them	C	1	2-4
Cartils	Cartils is the 2d design agency GBT works with.	C	1	1-3
FLEX Innovation Lab	FLEX is the 3d design agency GBT works with.	C	1	2-3

Table 1.1 Actors analysis



## 2. ANALYSIS

**SAB Miller - Grolsch - Target consumer - Giftpacks - Conclusion**





The first section of this report will examine the field of study: giftpacks for beer bottles. Therefore the brand of interest, Grolsch, will be examined, as well as the target consumer. Following this, the world of giftpacks will be explored by inspirational brands and packages. All findings will result in a list of requirements. In appendix B an overview can be found of the beer market worldwide.

## 2.1 SABMiller

As one of the largest breweries in the world, SABMiller is a global company. They are operating in 6 continents and have a large brand portfolio containing 191 brands. SABMiller is the owner of four global brands: Pilsner Urquell, Miller Genuine Draft, Peroni Nastro Azzurro and Grolsch. These brands are believed to be 'best placed to help SABMiller (1) access and gain their fair share of the international premium lager category around the world and (2) leverage their global scale to deliver greater organic profit growth and efficiencies' [6].

## 2.2 Grolsch

The brand Grolsch already exists since 1615. The organisation behind Grolsch says about Grolsch the following: Grolsch is not only famous for its beer, it is a creative brand which inspires people all over the world. Grolsch is different and yet traditional. Always think out of the box and do not be scared of going



Figure 2.1 Global brands

new directions: that is Grolsch. 'There is a maverick spirit within some of us...and it takes true character to express it' [6].

Grolsch is one of SABMiller's global brands and brand of interest for the project. The headoffice and brewery are located in Enschede. In the Netherlands Grolsch is a mainstream brand [12], which implies Grolsch is medium priced. However, internationally Grolsch is a premium brand [11], with a corresponding higher price (in Russia for example, a crate of swingtops cost approximately €80,-, due to transport costs and import taxes).

Besides price differences, there is another reason it is

not logical to compare the market position of Grolsch in Holland to the global market. In Holland Grolsch is 16,5% of the beer market. Globally international premium beers are only 10% of the total beer market and 0,1-1% of that market is Grolsch beer.

Beer is a relatively cheap product; this implies that margins are also relatively small. For Grolsch, the swingtop is small compared to crowncorks, cans and kegs; one can imagine the numbers of giftpacks on the market are even smaller. To be in line with these margins and numbers the production costs of a giftpack have to be kept as low as possible.

Grolsch is being sold in more than 70 countries. The international market is divided in two types of markets: partnermarkets and servicemarkets. GBT is working closely with the partnermarkets: Canada, Russia, Romania, Poland and South-Africa (RSA). Partnermarkets are markets with the highest growth potential. Key servicemarkets with considerable volume and brand awareness are e.g. Australia, France, UK and USA.



Figure 2.3 Grolsch premium lager (left to right): kegs (50 & 30L), cans (33 & 50 cl), crowsnack bottles (33 & 25 cl) and the swingtop bottle (1,5L & 0,45L)



Figure 2.2 The world of Grolsch

## 2.2.1 Brand

Beer can be sold in many packages. Grolsch premium pilsner is sold in regular packages; a keg, in a crowsnack bottle or in a can. Grolsch has one other special way to pack their beer: the swingtop bottle. Next to the beer, there are multiple products varying from beer mats to fridges [9]. A selection is shown here. Also some current marketing campaigns are included. Besides these products there are of course a few examples of giftpacks of Grolsch. These will be discussed in 2.4.2.





Figure 2.7 Necklace with the Mark.



Figure 2.6 Marketing campaign: the Mark.



Figure 2.5 POS material



Figure 2.4 Marketing campaign: swingtop challenge. Different ways to open a swingtop.

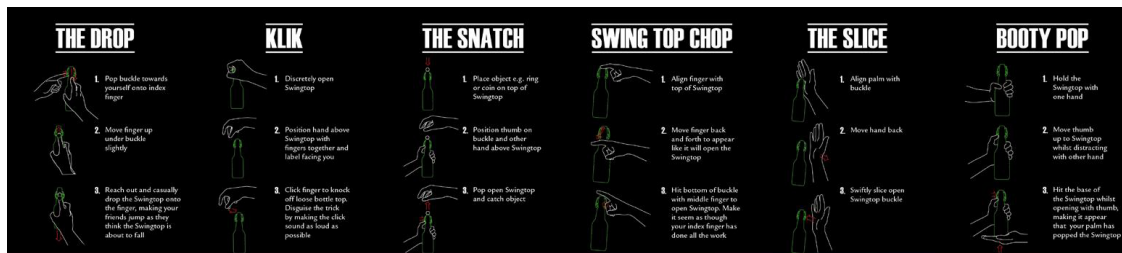


Figure 2.8 Glassware



Figure 2.11 Fridge



Figure 2.9 Event related material



Figure 2.10 Beer mats

# CONFIDENTIAL

## 2.2.4 Swingtop

In 1897, Theo de Groen introduced the 'swingtop bottle'. Later on, the crown cork bottle became popular due to production and cost efficiency. Almost all breweries decided to sell crown cork bottles only. Grolsch did not and the swingtop became a unique icon. Throughout the years the bottle was changed multiple times; the production process developed and therefore the swingtop had to be adjusted. The latest update was implemented in 2007: the new green glass swingtop bottle. On top of that, the structural design was updated as well. Next to the 0,45 L swingtop is his big brother Magnum. This 1,5 L bottle is great to give and a sight for sore eyes. It is a true celebration to open this special swingtop.

Everybody can recall his first swingtop experience. Not only because its appearance differs from other packages, using a swingtop is far more special. It is a multi-sensoric adventure: you hear the 'plop', you see the green and you feel the details. This bottle has the character which Grolsch stands for.

Since its uniqueness and 'Grolschness', the swingtop is

ideal to introduce Grolsch to a new market. However, to increase everyday regular use of Grolsch, the crown cork bottle is a more appropriate packaging. The challenge is to prevent the consumer from perceiving the crown cork bottle as the 'lesser' alternative. Therefore, it is important to create a gap between the swingtop and the crown cork. The swingtop is exclusive; the crown cork regular (but the beer is not inferior to the swingtop). In order to do this, exclusiveness of the swingtop can be emphasized by a gift pack.

Although clearly the swingtop is a great asset, due to its costs is it not the package most sold. However, there is also a reason the swingtop still exists. To analyse the weaknesses and the strength of the swingtop and to discover the opportunities and threats, a SWOT analysis [3] has been made.

This resulted in the following findings: the swingtop is a new face in the market; therefore outlets can be enthusiastic to introduce Grolsch. However, this could be a downside too; there is no

reference someone can compare the swingtop to.

Drinking beer out of a swingtop can be a luxury, which not everyone can afford. Not only since the swingtop is more expensive to produce, taxes for importing beer are sky-high in many countries. Add the premiumness and aspirational goals, this results in a selective group of customers who can afford themselves to buy a swingtop.

For the new gift pack this implies it is important that it represents the same values as the swingtop.

## 2.3 Target consumer

According to Grolsch marketing:

*"Grolsch' target consumer is a creative young man, 24-30 years old, who wants to express himself. He is well*

**CONFIDENTIAL**

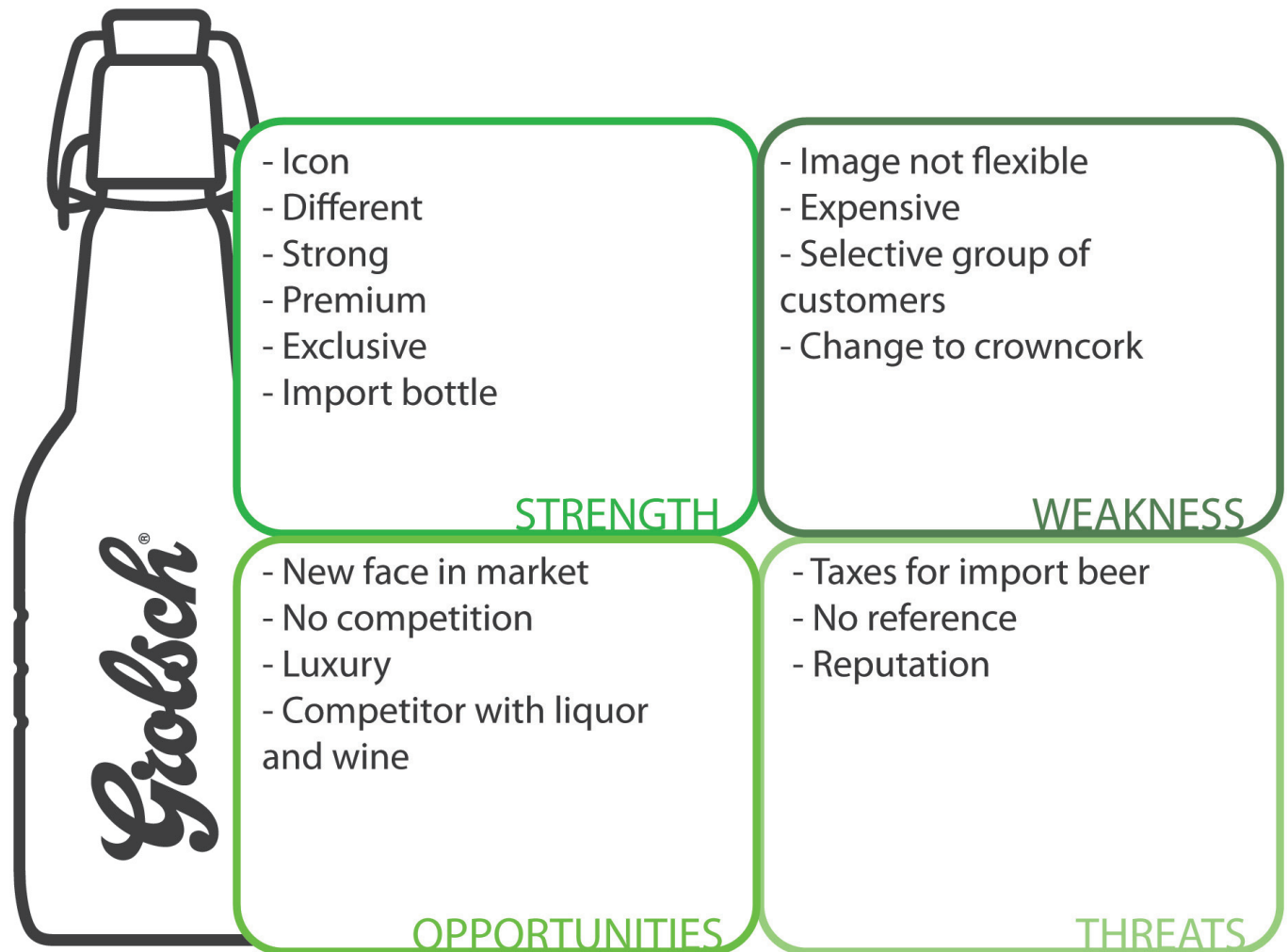


Figure 2.15 SWOT analysis

**CONFIDENTIAL**

SOUVENIR/ON THE AIRPORT  
 BECAUSE IT IS PRETTY  
 BECAUSE IT HAS A FANCY FEATURE  
 BECAUSE IT HAS A GADGET I WANT  
 FOR ME **BUY** 🐼 TO THANK SOMEONE  
 BECAUSE IT IS NICE TO GIVE  
 FOR MY DAD FOR A SPECIAL OCCASION  
**FOR MY FRIEND**  
 FOR SOMEONE I KNOW  
 FOR MY BOYFRIEND  
 FOR A COLLEAGUE  
 WITH YOUR CLOSEST **FRIENDS...**  
 ...AND NOT SO CLOSE FRIENDS  
 THINK UP NEW RESOLUTIONS ON NYE  
 ON A PARTY **USE** 🐼 BECAUSE YOU CAN  
 TO THANK YOUR DAD ON FATHERS' DAY  
 ON A BIRTHDAY  
**TO CELEBRATE** DURING DINNER  
 BECAUSE YOU GOT THAT NEW JOB  
 ON YOUR BACHELOR PARTY  
**ON SPECIAL OCCASSIONS**  
 BE CREATIVE KEEP IT RECYCLE  
**AFTER USE** 🐼 MAKE SOMETHING OF IT  
 THROW AWAY  
 RE-USE IT FOR SOMETHING ELSE  
**TELL ABOUT IT!**

Figure 2.17 Scenarios

## 2.4 Giftpacks

In the competitive world of food and beverages it is important to monitor the market leaders, underdogs and every brand in between, in order to follow trends. Distinction, although not too many, is the keyword. A brand/package should differ from another and stand out in the shops' shelf or display, too much differentiation can lead to a confused consumer. Therefore this paragraph will contain some inspiring examples of iconic packaging and giftpacks.

### 2.4.1 The reason for giftpacks

First things first: what is a giftpack actually and what is its function? In general, packages have multiple functions, though most packages have a very important priority: protection. Nonetheless there are packages which do not belong in this category; giftpacks are such packages. They make a product more exclusive and can be useful in certain social situations. Birthday, Fathers day, and Christmas; there are many reasons to buy and use a giftpack. An overview of occasions can be found in figure 2.17.

**Within these scenarios a pattern is visible, this can be summarized in 3 goals for the Grolsch giftpack:**

- 1. giftable giftpack**
- 2. stimulate trial**
- 3. renew interest**





Figure 2.18 Ice-bucket (above) and clapperbox (below).



## 2.4.2 Current giftpacks

The current available packages are a 1,5L pack with an ice-bucket and the clapperbox; containing 4 x 0,45L swingtop bottles [figure 2.18]. Both packages are entirely made out of cartonboard and manufactured and packed manually in the Netherlands. Manual packing (handpacking) is expensive and takes much lead-time as well. The calculations of these costs can be found in appendix I (clapperbox, this is an estimation) and N (ice-bucket). These prices are guidelines for the new giftpack: goal is to design a giftpack which is (at least) less expensive than current giftpacks.

Also there are learnings from former experiences. For every package made, it is important that it satisfies modular package sizes (collomodule) [2]. This implies there are certain standards to fit on a pallet and within a truck. Transportcosts can reduce tremendously when everything is packed efficiently. Another detail which is important when transporting beer: beer filled in green glassed bottles need protection against lightstruck. Lightstruck may cause flakes in the beer. Therefore closed and dark transportboxes are necessary. Next to this, former packages have been examined to determine which information should be displayed on the package [table 2.1]. On top of that, it may be necessary (depending on the design) to seal the package. This way, consumers will know the package has not been opened before, and is totally fresh.

Health and safety regulations have not been examined for this project. It has been assumed earlier packages satisfied these regulations. The new design should therefore resemble the earlier packages concerning health and safety.

## 2.4.3 Icons and inspiration

The swingtop bottle is not the only iconic packaging existing, there are many more. A few iconic bottles are presented in figure 2.19. Besides iconic packages, other innovative and inspirational packages are presented in figures which can be found in appendix D. These figures were obtained by a random investigation on

the internet, findings are also presented in appendix D. Because this investigation was made from the Netherlands, the internet was the most proper source. However, a business trip to London also resulted in a small investigation in liquor shops on both Heathrow and Schiphol airport. Besides results in appendix D, the investigation delivered many inspiration during the design stage.

It may be noticed there are not many beer packages included in the inspirational images (a selection of 'special' beer packages can be found in appendix D). As said before, margins in the beer industry are not that flexible, especially compared to the world of liquor and booze. One can imagine there are more possibilities for giftpacks: a bottle of liquor easily costs €50,- (the whisky shop at Heathrow airport even sells bottles of more than £3000,-).

Focusing on alcoholic beverages, consumer trends have been analyzed [7] to confirm findings in appendix D. Highlighted here are the trends for beer:

- Attracting more woman. Beer brands mostly focus on attracting men, therefore they miss out on woman. However, this is not that interesting for Grolsch. Grolsch international is focusing on attracting more consumers in general, preferable target consumers. Those are priority.
- Countering binge-drinking association. Drinking beer can have an unhealthy image, this could be reduced through e.g. clearer labelling.
- Premiumisation; focus on quality & international aspects.
- Natural products; ingredients and pure products are becoming more and more important.
- More eco-friendly packaging; since resources are decreasing, taking care of the environment becomes more important. Though giftpacks are not eco friendly in any way, it is definitely possible to think about solutions to make a giftpack less harmful for the planet.

For the new giftpack premiumisation and natural products are both interesting. Grolsch already is aiming



Content
Volume
% alcohol
Ingredients
Preservation tips
Date before consumption
Barcode
Logo (full brandblock)
Responsible drinking ( <a href="http://www.talkingalcohol.com">www.talkingalcohol.com</a> )

This collage illustrates various branding and packaging strategies for Absolut Vodka. It features several distinct designs: a green box with a gold label, a silver box with a white silhouette, a clear bottle with a blue label, a red bottle with a red label, a gold bottle with a gold label, and a blue box with a white label. The designs vary in color, material, and shape, demonstrating how different packaging can create unique brand identities and marketing opportunities.

The collage consists of six photographs of whisky products in a retail setting:

- Top Left:** A shelf displaying several bottles of Aberfeldy Highland Malt Scotch Whisky. A price tag indicates a 37% discount, with the original price crossed out at £45.00 and the sale price at £28.50.
- Top Middle:** A close-up of a Krug champagne box featuring a stag head logo and the text 'Krug' and 'EXTRA DRY'. A price tag shows a 50% discount from £203.00 to £101.50.
- Top Right:** A display of Krug champagne boxes and bottles. Price tags show a 50% discount from £449.00 to £224.50.
- Bottom Left:** A display of Jura Highland Malt Scotch Whisky boxes and bottles. Price tags show a 50% discount from £449.00 to £224.50.
- Bottom Middle:** A display of Jura Highland Malt Scotch Whisky boxes and bottles. Price tags show a 50% discount from £449.00 to £224.50.
- Bottom Right:** A display of Aberfeldy Highland Malt Scotch Whisky bottles. Price tags show a 50% discount from £449.00 to £224.50.

Designing giftpacks: a worldwide celebration of Grolsch' swingtop bottle 29

## 2.5 Conclusion

The brand of interest, Grolsch, is one of the global brands of SABMiller. The position of Grolsch internationally differs from its position in the Netherlands. Grolsch is looking for a new generation of giftpacks, packages which are meant for special occasions. The target consumers are the Purples. It is considered as a broad group of young men living all over the world. Because this results in a large diversity of consumers, there has to be something which all Purples have in common: Grolsch. The giftpack has to meet up to 3 goals: giftable giftpack, stimulate trial and renew interest. Costs have to be kept as low as possible because margins are small.

All findings in this chapter can be summerized in a list of requirements.

Requirements	Specification	Verification [responsible]
<b>To contain</b>		
The packaging should contain a Grolsch swingtop and/or gift	max 4 x 0,45 L or 1 x 1,5 L and/or GFP (gift for purchase)/added value	Remeasure packaging and test [GBT]
Project specifications		
The packaging should fit Grolsch brand identity		[GBT]
The Grolsch logo should be green	always	check [GBT]
There should be a full colour brand block on the packaging	Grolsch brand identity	check [GBT]
The packaging should communicate Grolsch' brand values	Creative platform: the most characterful international beer	check [GBT & the Bank]
Represent international lager category values	International premium lager	[GBT, the Bank, Cartils]
The packaging should be premium priced		[GBT, inkoop (purchase), sales]
The packaging should be giftable	luxury package	Check with partnermarkets [GBT]
The packaging should stimulate trial		Check with partnermarkets [GBT]
The packaging should renew interest	e.g. to bring back 'lost' customers	Check with partnermarkets [GBT]
The packaging should have shelf impact	Stand out in shelf, 'fight' the competition (though the package does not actually have to stand in the shelf)	Check with partnermarkets [GBT]
The packaging should be fun to give	outside of packaging; both structural & graphical	Check with partnermarkets [GBT]
The packaging should be fun to receive	inside & outside of packaging; both structural & graphical	Check with partnermarkets [GBT]
The packaging should contain an unpacking experience	stimulate curiosity of consumer	[GBT]
Packaging should be sealed	temper evident	check [production]
<b>Transport</b>		
Packaging should be transportable	Transported by ship, train, truck, people	check [production]
The packaging should fit the collomodule system (600x400mm)	Same as standard transportboxes & pallets	check [production]

Table 2.2 List of requirements

Packaging should be suitable for storage	Storage is dry, cool (0-20 degrees), dark (no/few sunlight)	check [production]
The packaging should be suitable for hand-pack		check [handpack company & GBT]
Packaging should be feasible		test [handpack company & JB]
Packaging should be easily executable	executable in <seconds	test [handpack company]
The consumer should be able to carry the packaging from shop to home	Ergonomic & safe	test [GBT]
<b>Protect</b>		
The content(s) should be protected against lightstruck	closed transportbox	check [production]
The content(s) should be protected against falling and bumping	closed transportbox	check [production]
The packaging should be in a transportbox	lightstruck, multiple packages etc.	check [GBT]
Packaging should respect health & safety regulations		test
<b>Inform</b>		
The packaging should communicate contents	Graphic & structural solution	check [JB, Cartils, the Bank, GBT]
The packaging should contain information about the expiration date		check [JB, GBT, production]
There should be a barcode on the packaging		check [JB, production]
<b>Recycle</b>		
The packaging is recycable		check [production]
<b>Wishes</b>	<b>Specification</b>	<b>Verification</b>
The packaging should be premium priced		[GBT, inkoop (purchase), sales]
The packaging should be filled in line	preferably to hand-packing	check [Brewery, production, GBT]
The packaging is optional for multiple years	no links to temporary campaigns etc.	check [GBT]



# 3. SET OF CONCEPTS

Concept statements - Concepts - Workshop - Decision process - Conclusion

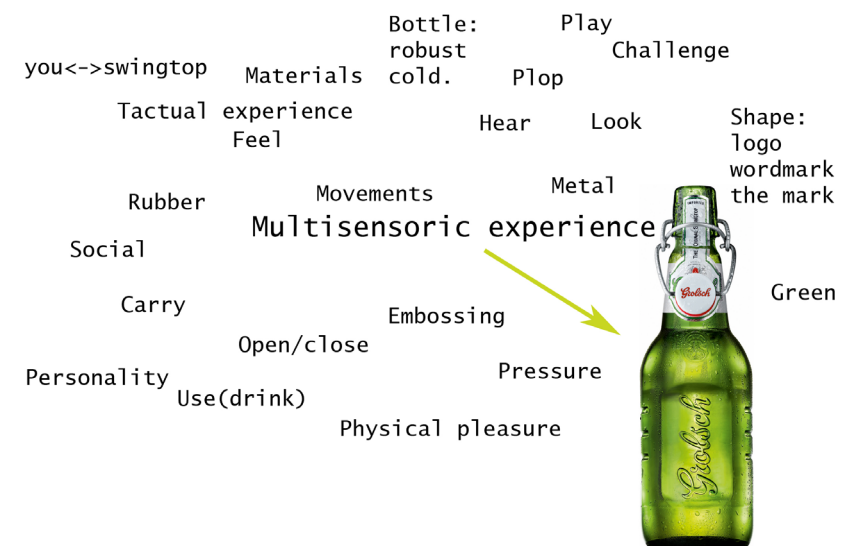


Figure 3.1 Exploring 'Grolschness'



The variety in target consumers is large has been discovered in the previous chapter. Luckily they do have one thing in common: Grolsch. But what is making Grolsch attractive to men? What is strong about the Grolsch-brand? To answer these questions, statements have been specified. Together, these statements form the image of Grolsch. Therefore, these statements will lead to a set of concepts. The set of concepts will be presented during a workshop, they will be discussed, and afterwards a selection will be made. Based on the selected concepts 1-3 potential giftpacks will be detailed in the next stage.

To discover what is typically Grolsch, a brainstorm was held for the swingtop bottle [figure 3.1]. But a brainstorm only for the swingtop bottle was too narrow. Therefore, the brainstorm was repeated for Grolsch as a brand [figure 3.2], and resulted in the following statements. The different materials, the embossing: drinking Grolsch is an experience which can be **sensed**. Next to this is of course the swingtop itself: the legendary **plop** challenges the consumer. The distinctive shape of the bottle stands out, as well as the recognizable logo and colour scheme: **spot**. Furthermore, the story of Grolsch has **character**. A giftpack, and even more in combination with the Grolsch swingtop is something to **share** with friends. The last statement is **international**: as a global brand Grolsch can compete with 'the big boys' [appendix B].

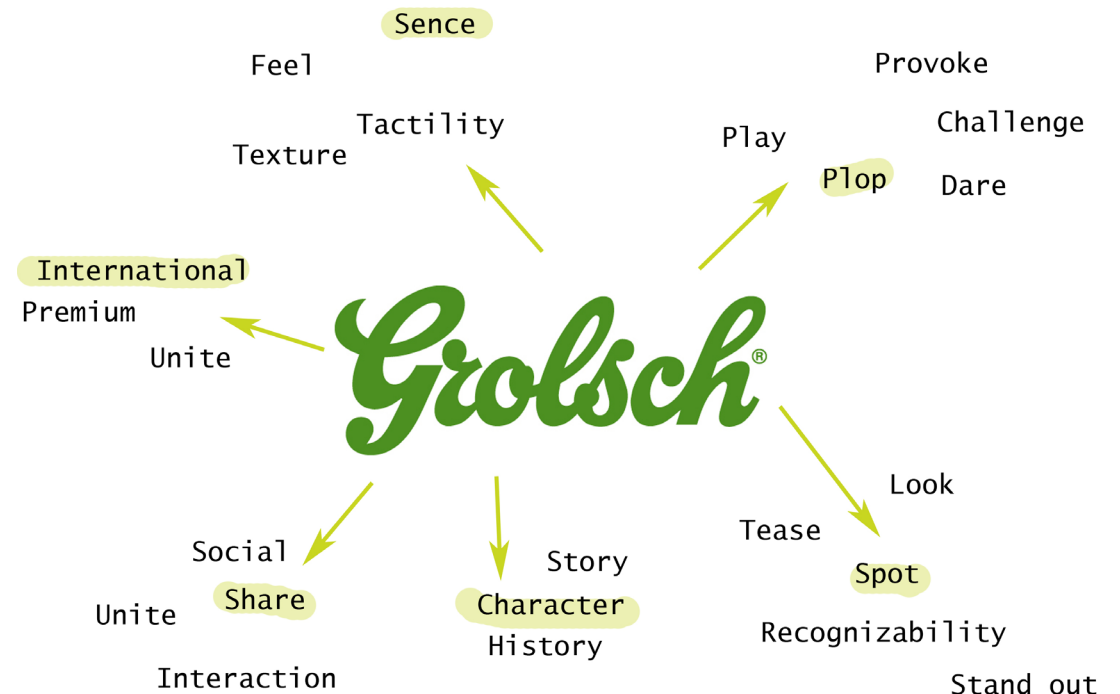


Figure 3.2 Brainstorm statements

### 3.1 Concept statements

The statements are input to a set of concepts. Technical details and restrictions will not be involved in this stage, in order not to limit creativity and possible solutions. The set of concepts will be presented to the GBT, followed by a workshop in which the concepts will be discussed. With the opinions of the GBT in mind, a dose of common sense, and the feasibility restrictions, a choice will be made out of the set of concepts to be detailed further. The statements will not be described in detail. They will be presented in the following visuals [4] [9] [13] [17], in order to enable the reader to sense the Grolsch experience.



#### **Statement:**

**enable the consumer to experience  
a multi-sensoric ride in the world of  
Grolsch.**

#### **Desired consumer outtake:**

**Grolsch is not just some beer, it is  
Grolsch!**

#### **Keywords:**

**ritual, feel, tactility, different  
materials, sensoric.**

# SENSE



## Statement:

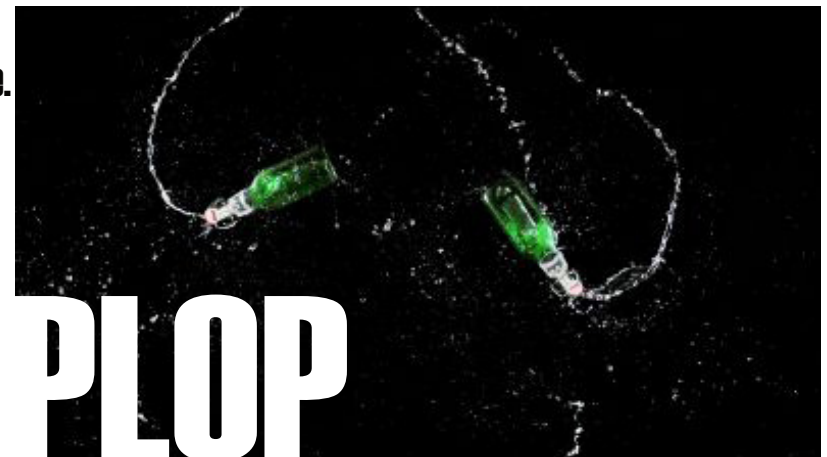
focus on opening & sound. Swingtop opening is different from all crown cork & cans.

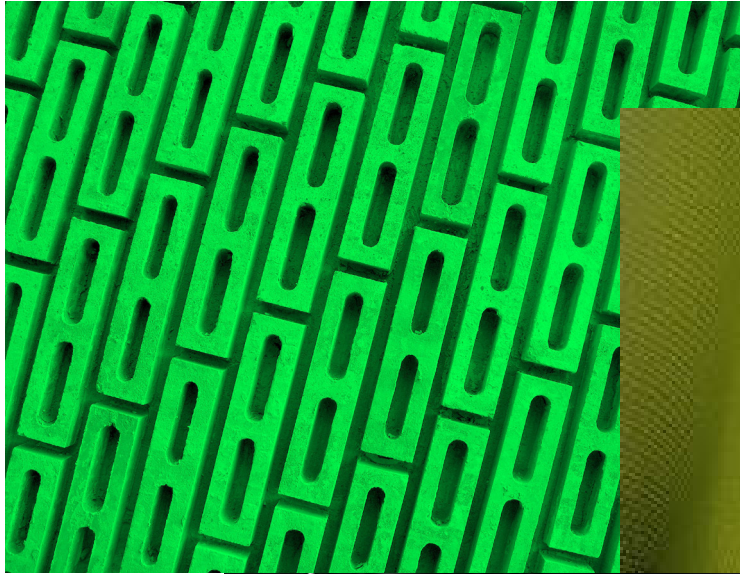
## Desired consumer outtake:

love Grolsch for thinking/being different.

## Keywords:

open, different, unique, challenge, unpack experience.





# SPOT

## Statement:

show Grolsch' heritage by surprising consumer.

## Desired consumer outcome:

recognize Grolsch by visual assets & cues.

## Keywords:

recognize, visual trick, shelf impact, WOW effect.





# CHARACTER



## **Statement:**

**celebrate Grolsch' character  
and mentality by specific brand  
characteristics.**

**Desired consumer outtake:**  
**love Grolsch because of its character.**

## **Keywords:**

**personality, play, think Grolsch,  
mentality, experience.**



# SHARE

**Statement:**

stimulate consumers to share Grolsch moments.

**Desired consumer outtake:**

consumer buys Grolsch for/with friends.

**Keywords:**

together, unite, give, friendship.



## Statement:

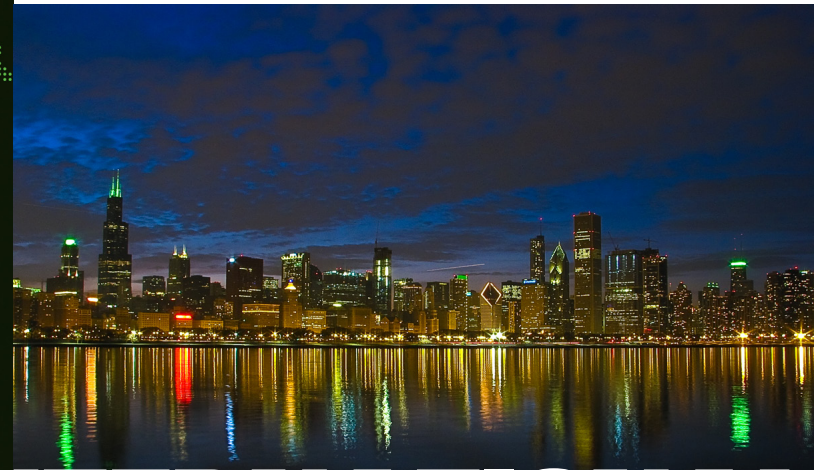
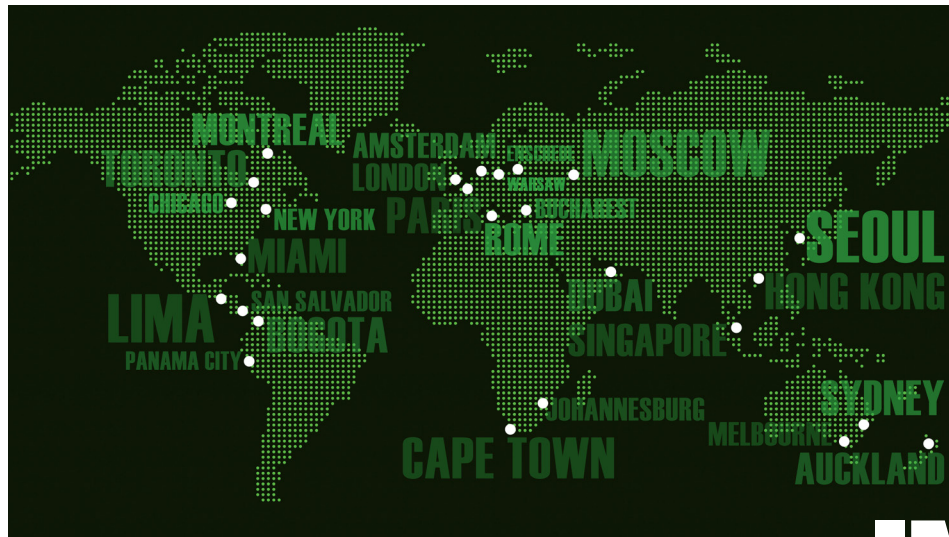
focus on making Grolsch a 100% international beer.

## Desired consumer outtake:

love Grolsch because of its premiumness & international feeling.

## Keywords:

gadgets, silver, green, red, premium, trial.



# INTERNATIONAL



## 3.2 Concepts

As said before, the statements will lead to a set of concepts. The set of concepts presented during the workshop is displayed and described on the following pages.



Figure 3.6 Perfect serve



Figure 3.3 Tube

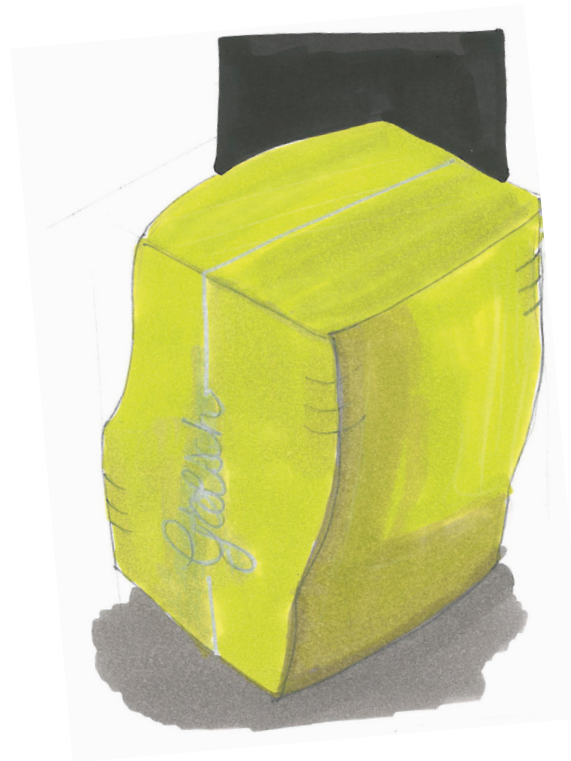


Figure 3.4 Tumble

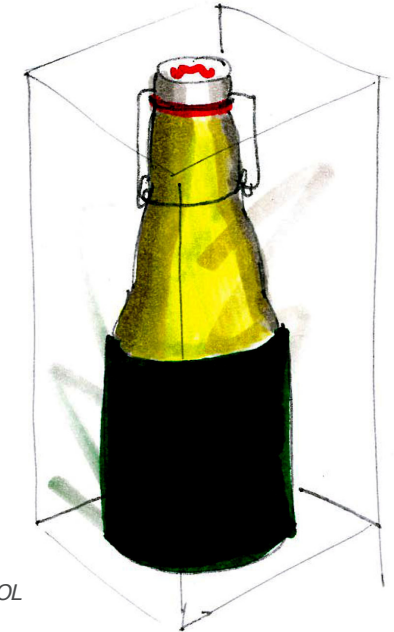


Figure 3.5 COOOL

## SENSE

The four resulting concepts of 'sense' are based on zooming in on the unique Grolsch details. Figure 3.4 focuses on the shape of the bottle, 3.3 on the different materials and the embossing. Focusing on the bottles; the 1,5L actually is a gift itself. This could be emphasized by a transparent packaging [figure 3.5]. A neoprene sleeve could be helpful in cooling the bottle. The final concept for this statement is figure 3.6. This concept shows the consumer how Grolsch is served best (for example with thermo chromatic ink).

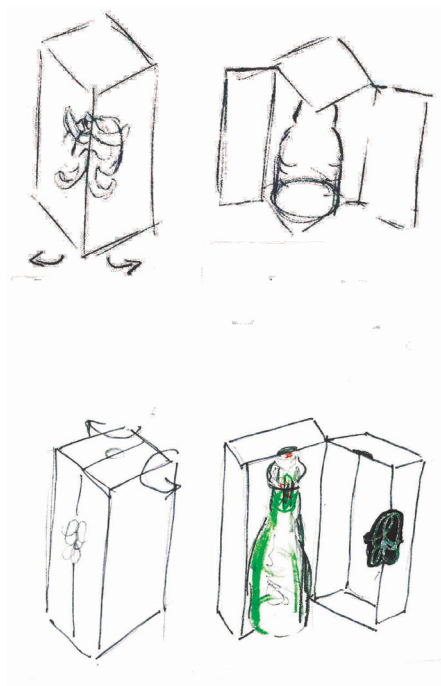


Figure 3.7 Surprise

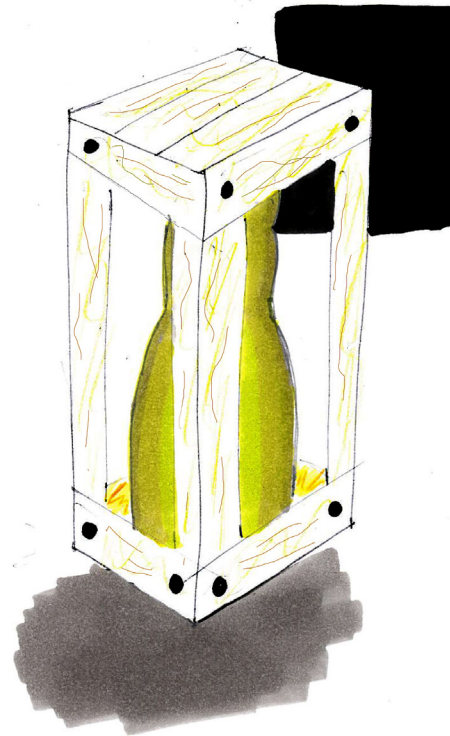


Figure 3.8 WOOD

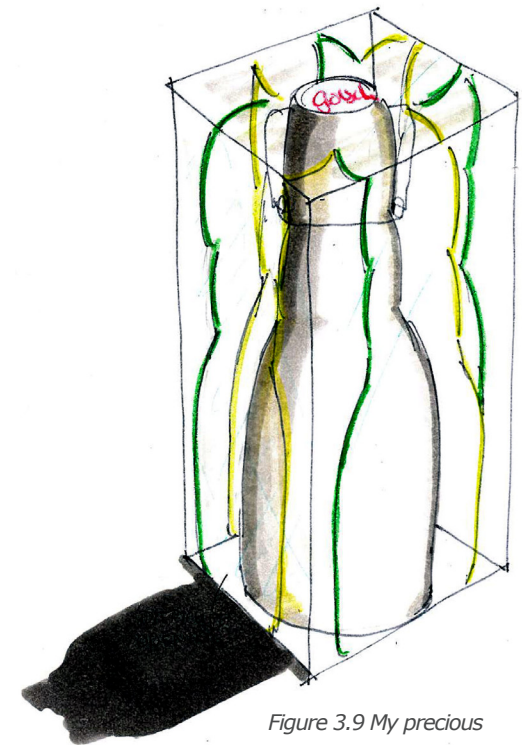


Figure 3.9 My precious

## PLOP

Opening the swingtop is not always easy. This can be emphasized by creating a package which is just as hard or even harder to open. The statement Plop is about this ritual. Figure 3.7 focuses on surprising ways to open a package. 3.9 is a transparent giftpack. The key for opening has to be earned by playing a game. 3.8 has to be torn open by force of a real man.



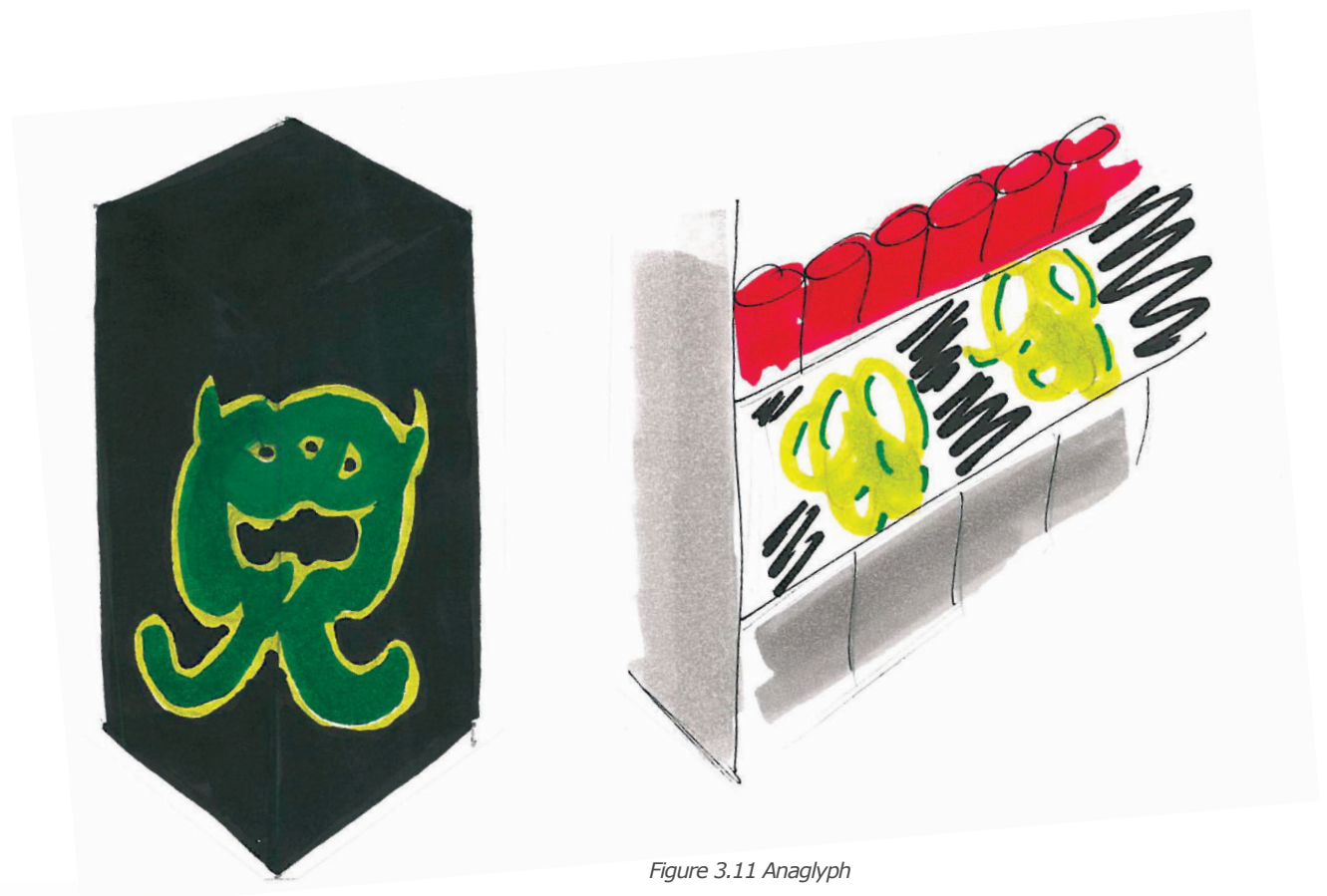


Figure 3.11 Anaglyph

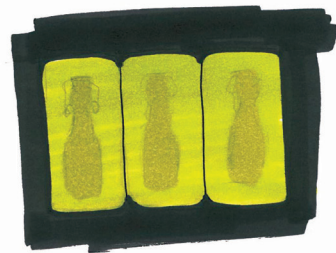
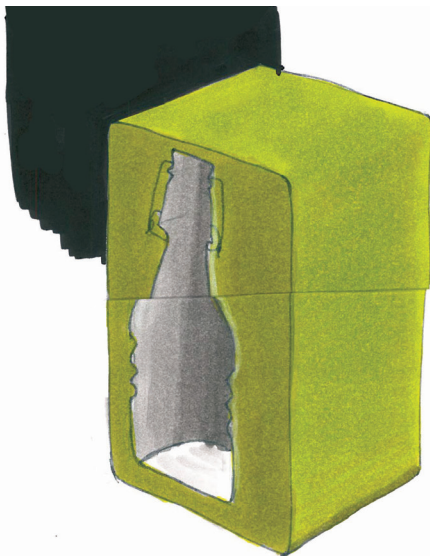


Figure 3.10 in the SPOTlight

## SPOT

Not only the shape and feeling is recognizable about Grolsch, the logo, colour, in other words the brand identity is recognizable as well. This could be dramatized, for example by underlining the outline of the shape [figure 3.10]. This could also be emphasized on a higher level. Inspired by visual tricks 3.11 was developed. This concept implies the consumer will see something interesting, gets curious, and coming closer the consumer will experience a new surprise: during further investigation the image changes.



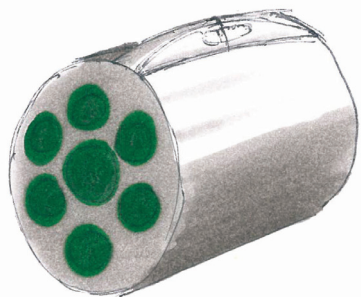


Figure 3.12 Everyday Grolsch day

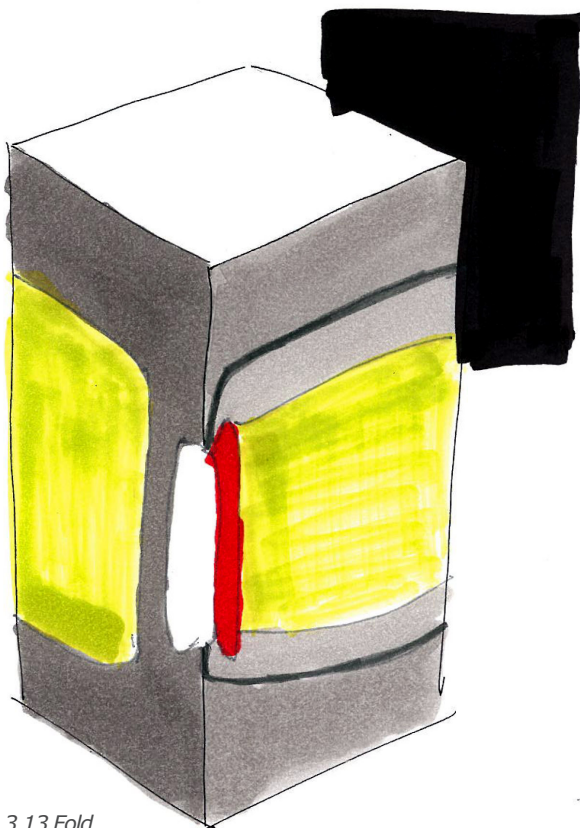


Figure 3.13 Fold

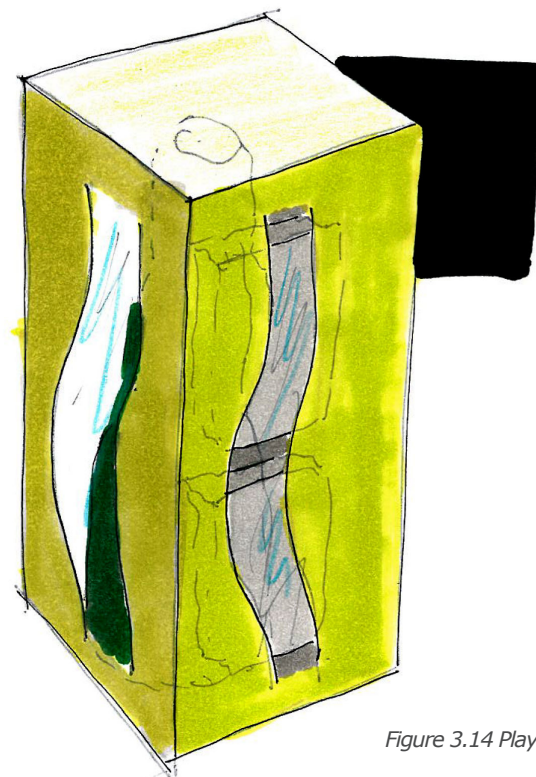


Figure 3.14 Playing cards

## CHARACTER

The story of Grolsch, its character, is important for the brand. This story may not be that interesting for the outside of a giftpack, but what about the inside? The idea of figure 3.13 is a giftpack which can be folded open and reveals the story of Grolsch. This story could also be told by a gadget, for example a deck of cards [figure 3.14]. The final concept for this statement is figure 3.12. This concept involves 6 crown-cork bottles and 1 swingtop, one week Grolsch; every day a bottle.



Figure 3.15 Combine/divide

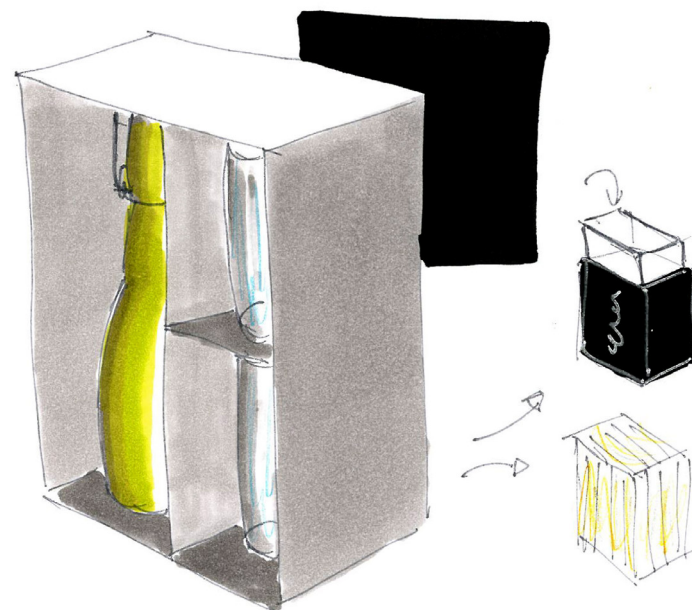


Figure 3.16 Small party

## SHARE

Drinking beer by yourself is not as much fun as enjoying this beer together. This statement is about this ritual. Create a giftpack for a small get together, or maybe create a package with only 2 swingtops. Multiple packages can be clicked together if necessary.

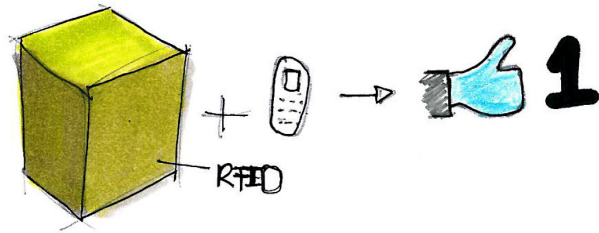


Figure 3.17 RFID

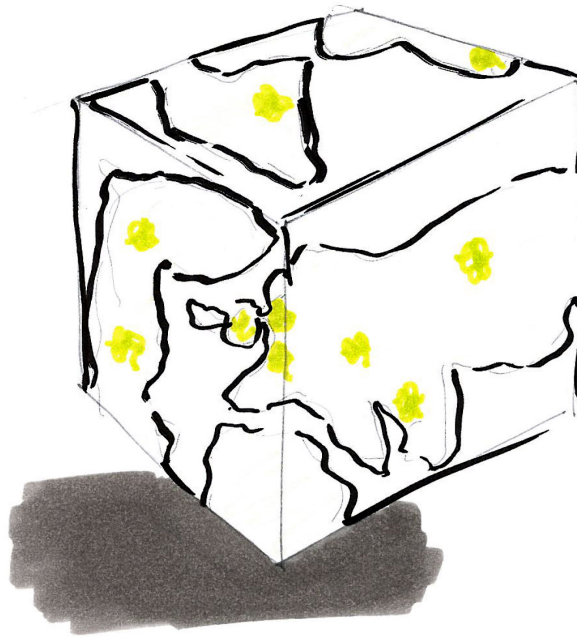


Figure 3.19 Worldmap



Figure 3.18 DIY

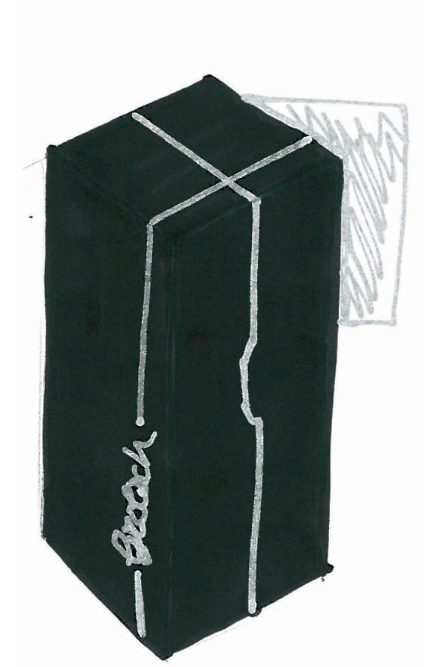


Figure 3.20 Luxor

## INTERNATIONAL

The aim for 'international' giftpacks is: focus on the international aspect of Grolsch by following trends or emphasize certain details. Figure 3.18 is inspired from the customized bottles of Heineken, 3.17 focuses on intelligent packaging, maybe in combination with social media. To bridge the gap between wine and spirits, there could be a package close to these luxury packages [figure 3.20]. Especially for the 1,5L swingtop, this would be an option. The final proposal is focusing literally on Grolsch internationality, by use of a worldmap.



### 3.3 Workshop

During the workshop, the set of concepts was presented. The range of concepts was quite big in order to trigger the minds of the GBT. The goal of the workshop was to explore all possible concepts and filter those to a maximum of 3 concepts for further development. This maximum was chosen because it is not possible to develop more than 3 in this short period of time. Naturally, the selected concepts should be the concepts with the highest potential.

The workshop started with a presentation of the set of concepts described in 3.2. To get everyone's intuitive reaction (and to avoid mutual influence upfront), all participants had 3 post-its. The post-its had to be stuck to the concepts which they thought had the highest potential. A brainstorm followed to discuss these concepts. After this discussion, all participants got 1 minute for every statement to put down any initial thoughts attached to the concepts involved. This is called 'brainwriting', a brainstorm method to mix everyone's personal thoughts [5]. The results are shown in appendix E.

The brainstorm was followed by another discussion to understand everyone's thoughts and to filter the amount of concepts. The workshop was successful in the sense that thoughts and opinions in regard to the different concepts became more clear. However, it was not possible to decrease the amount of concepts to a total of 3.

During the discussions, it became clear the consumer can be both buyer and user, but it is also possible that 1 product has got 2 consumers: buyer and user. In other words: convincing the buyer could be done by the outside, convincing the user by the inside.

Next to the different scenarios, it was stated once more the concepts should address the goals formulated before: stimulate trial, renew interest and creating a giftable giftpack. The learnings from the workshop are summarized below.



Figure 3.21 Brainwriting during the workshop

- o Two situations:
  - Buying the pack
  - Using the pack
- o Leads to 3 goals to achieve with giftpack:
  - Giftable giftpack
  - Renew interest
  - Stimulate trial

### 3.4 Decision process

The most popular concepts in the brainstorm were checked on feasibility. The obtained selection has been approved by the projects client. There are 6 concepts presented for 3 design routes. Most of the concepts are combinations of previous concepts. The design routes are the formulated goals: create a giftable giftpack, stimulate trial, and renew interest. For each concept, idea, outtake, advantages, and disadvantages are shown on the following pages.



Figure 3.22 User



Figure 3.23 Buyer

## Route 1: giftable giftpack

The first route, giftable giftpack, would be suitable for the 1,5L swingtop bottle. Buyer and user are different consumers; a scenario could be that it is bought as a gift and used with friends on a special occasion.



## Transparent

**Outtake: bottle is giftpack itself.**

Advantages:

- Transparent pack is feasible
- Outside: PP/PE/...
- Inside: (neoprene) sleeve with Grolsch design

Disadvantages:

- Expensive
- Unpack experience
- Folding and packing can be difficult

## Tube

**Outtake: focus on Grolsch marks such as embossing, different materials etc.**

Advantages:

- Feasible (e.g. Pringles pack)

- Packing costs are minimal

Disadvantages:

- Material options are limited
- Brushed metal can be imitated, but is that Grolsch?



Story of Grolsch  
inside



## Metallised + focus on challenge

**Outtake: focus on Grolsch marks as well as swingtop opening.**

Advantages:

- Feasible
- Relatively cheap

Disadvantages:

- International focus?
- Suits better with 1,5L ST

## Intelligent international

**Outtake: focus on being an international premium beer.**

Advantages

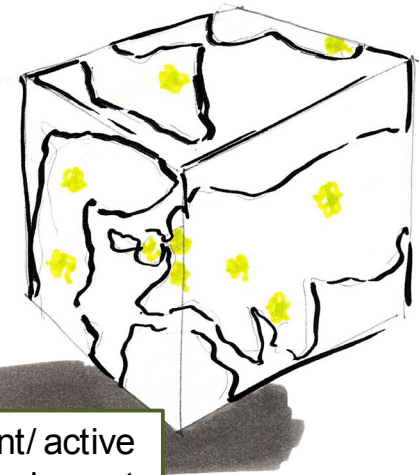
- Intelligent packaging: innovative
- Shelf impact

Disadvantages:

- Costs?
- Consumer outtake?
- Intelligent element -> feasibility?

## Route 2: renew interest

The second route is renew interest. Buyer and user are the same consumer and recognisability is important. Therefore 0,45L swingtops may be the most appropriate proposition.



+ intelligent/ active packaging element such as RFID, Q/ R etc.



+ playing cards

## International + gadget

**Outtake:** focus on being an international premium beer & award consumer.

Advantages:

- Feasible
- Combination with intelligent pack?

Disadvantages:

- 2/3/4 ST?
- Which gadget

## Route 3: stimulate trial

The third and last route, stimulate trial, would be suitable for both 0,45L and 1,5L. Buyer and user could be the same as well as different consumers. Assumption is 80% of the consumers are both buyer and user.

## Brand characteristics

**Outtake:** focus on Grolsch marks & ingredients.

Advantages

- Outer packaging feasible

Disadvantages:

- Limited edition?
- Probably expensive



Inside: beer ingredients



3.4.1 Evaluation

The 6 propositions have to be narrowed down to a maximum of 3. During a discussion it was made clear the design needs an unpacking experience as well as an outstanding Grolsch design which stands out in the shop. This is believed to be enough for both buyer and user, which changes the perspective that buyer has to be convinced by the outside and the user has to be convinced by the content.

Therefore, the focus of the project will be on the structural design, the 'inside' of the package will be decided later on. Not only because the structural design is perceived as most important, also because this way, the design could be a flexible design (the 'inside' can be changed).

This implies there are now 3 designs left: the box (international), the tube and the transparent package (sense). A feasibility check and rough cost estimations are needed to decide whether these concepts are feasible. Cost estimation for the transparent pack made clear, this package would be too expensive due to the transparent material. At the same time, expert reviews showed the Box and Tube were both feasible.

Both concepts achieve the goals as stated in x. The Box will stimulate trial and renew interest. The Tube is a giftable giftpack, and will stimulate trial as well.

3.5 Conclusion

**Results of the decision process are concepts for further development: Box and Tube. These two concepts can cover the requirements discussed before. It is possible to use these concepts for both the 0,45 and 1,5L bottles. Before design, it is nescessary to make a choice between these two bottles. It has been stated before the Tube suits better for the 1,5L. The Box suits the 0,45L bottles better. So, a preliminary decision has been made: the Tube will be designed for the 1,5L, the Box for the 0,45L. It is also possible to combine the package with gadgets. This will be**

**decided later on. Possible gadgets are shown in table 3.1. Gadgets are divided in 3 groups: play, social, and heritage.**

<b>Play</b>
Playing cards
Coaster with game
Coin
Instruction opening techniques
<b>Social</b>
Coaster with name tag
RFID
Q/R
<b>Heritage</b>
Glass
Ingredients
Coaster
Legendary Grolsch quotes
Sleeve
DVD (Grolsch filmworks)

Table 3.1 Gadgets



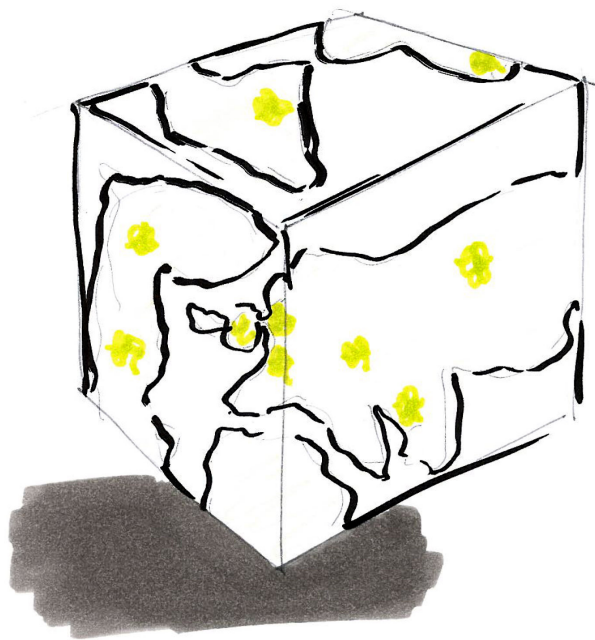


Figure 3.24 Box



Figure 3.25 Tube



# 4. SELECTED DESIGNS

Box - Tube



**Now there are two concepts chosen, the challenge is to adapt these concepts in a way that they meet the list of requirements, without losing the original outtake. Chapter 4 examines the result from this development. Per concept, the development and result of the 3D design will be described. Following this, the production methods will be explained, as well as recommendations on 2D design and cost estimations. Finally, an evaluation of the design will contain findings about the design. The amount of packages which will be the first production series is estimated on 25.000. All calculations are based on this amount.**

## 4.1 Box

The first design is the 'Box'. This package is based on being 100% international: it communicates (for example with a worldmap) that Grolsch is just as good, or actually even better, than other international premium lagers. This design will renew interest and stimulate trial.

### 4.1.1 3D design

The package will contain 2, 3 or 4 swingtops with one gadget or more. To maintain all possibilities, the inner size will be 246 x 246 mm, which implies there is place for a maximum of 4 swingtop bottles. Bottles can be replaced for gadgets. Bottles are placed without a bottle

divider: experience shows that this is not necessary. To prevent broken bottles, bottles and/or gadgets have to be placed tight to each other.

The shape of this package has not been developed until now. The significance of having an unpack experience became clear during the workshop. Next to the unpack experience, easy manufacturing was also important. Together this was a good starting point developing the shape of the 'Box'. This development is shown in appendix H, the result in figure 4.1.

The result is two boxes folded together: an innerbox containing the bottles and an outerbox which is shoved over the innerbox. Having a closer look it is possible to look through the randomly sized and placed holes in the outer box. Later on in this chapter the size and pattern of the holes will be discussed. The opening has a swingtop shape, formed by the two boxes. On the top of the outerbox there is one hole which is larger shaped. This gives space for one bottle to stick out. Advantage is, this is an extra assurance for closing the box. Later on has been proposed to place two more holes, only in the innerbox, for two more bottles to stick out. This was only for visual reasons. Therefore a final decision about this has not been made. The outerbox should be shoved of horizontally, since the giftpack will be packed up vertically. The package should be packed up with both hands.

Originally, the holes in the outer box would be placed correspondingly with the 2D-design. This design could have something to do with a worldmap. Later on in the project, it was decided these holes should be more patterned, otherwise consumers would not see the content. On top of that, the value of the holes was regarded as functional, instead of aesthetic. Content was visible through 7mm (holes test, appendix G), multiple holes were needed for the desired effect. A pattern was tried (see mock ups in figure 33) but this pattern was being perceived as a new Grolsch shape. More Grolsch shapes were not desired, so randomly sized and placed holes were tried. This resembles the presence of carbon dioxide in beer. Later on in the project it became clear, that holes <10mm were technically a problem. They are too small to be manufactured by a machine.

## 4.1.2 Production

Studying earlier Grolsch giftpacks and giftpacks all over the world, shows there are many material options. For 'Box', the most logical alternative is cartonboard. Cartonboard is relatively low priced and manufacturing is easy compared to other materials. On top of that, manufactured well, it would be possible to transport the package in flat condition. However, there are several types of cartonboard [table 4.1].

All types are optional, but earlier experience showed folding cartonboard (in this case unbleached sulphate board) is also used for other secondary packaging of Grolsch. This implies it could be a possibility to use the same size transportboxes as the regular 4-pack. Besides this, printing folding board is prettier. However, solid cartonboard is also a good match. The advantage would be that the package would be stiffer than folding board [see figure 34]. For the time being, folding cartonboard will be used due to positive earlier experiences. A well thought decision could be made by the cartonboard producer.

Two producers, Smurfit Kappa [15] and A/R Carton [16], have produced a mock up model. Smurfit Kappa's model is made from solid cartonboard [figure 4.5]; A/R Carton's model is made from folding board. Both models will be punched and creased.

The inner- and outerbox are sealed together by a sticker with the expiration date. The sticker will be

Function	Folding cartonboard	Solid cartonboard	Corrugated board (E-flute)
Protection	+	++	+
Bundle	+	++	+
Carry	-	+	-
Printing	++++	+++	++++
Fluid resistant	++	+++	+/-
Fold accuracy	++++	+++	+++

Table 4.1 Cartonboard

placed on the bottom. Besides sealing the box, the beer bottles will need protection against lightstruck. As explained before in 2.4.2, closed transportboxes will do. The transportboxes have to be collomodule. Using the same cartonboard and size as the regular 4-pack, the same size transportboxes will satisfy.

To reduce costs of the manually packing of the giftpacks and to limit tolerances, packs have to be set up easily and fast. Since glue during handpack is not time or cost-efficient, an autolock bottom glued during production is desired for the innerbox. Autolock bottoms are available in different types. Two of them have been used in prototypes [figure 4.2].

Option A uses less material and is easier to fold, option B is stiffer and bottles stand on a flat surface. However, this depends on the thickness of the cartonboard. Option B is advisable using thicker material. Autolock is not feasible for the top of the innerbox. Because the outerbox has one open side, also autolock is no option. There are several solutions available for this problem as well [figure 4.3]. Considerations are the amount of material and aesthetic value. The finishing touch is important, but more material than necessary is superfluous. However, there is one other aspect important: folding option C is much more easy than option D. Due to this and the aesthetic value, option C would be more appropriate.

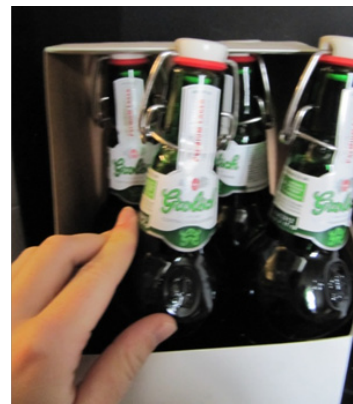


Figure 4.1 Stiffness folding board

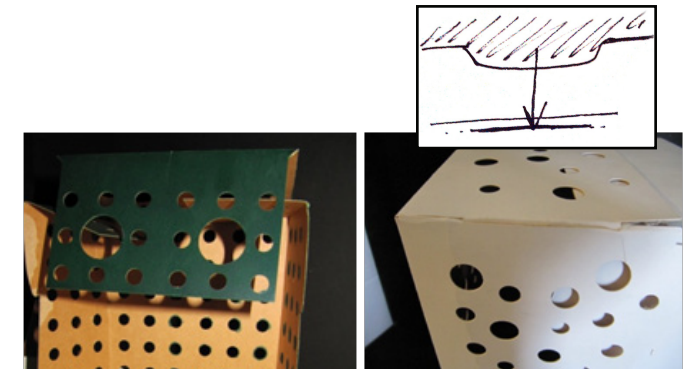


Figure 4.3 Folding without glue: C (left) and D (right)

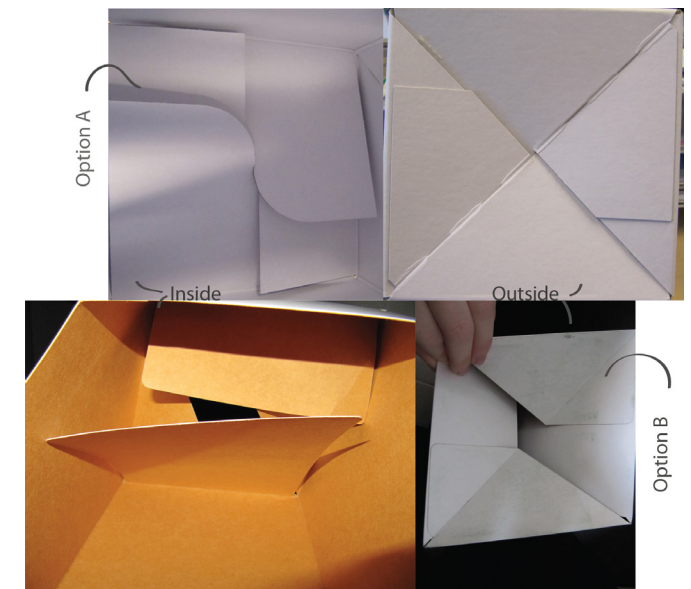


Figure 4.2 Autolock



## Two cardboard boxes are shown against a black background. The box on the left is white with a pattern of brown polka dots. The box on the right is plain white. Both boxes are open, showing their internal structure.

Designing giftpacks: a worldwide celebration of Grolsch' swingtop bottle 59

### 4.1.3 2D design

As stated before, the structural design of the box was priority. However, to show the possibilities, a number of graphical designs have been made. Existing visuals of Grolsch have been used to create these graphic options. Plano versions are shown in appendix H. Design A is a celebration package, design B is inspired on its origin: international, option C is about the swingtop opening techniques [figure 2.4]. Information such as barcode and content information is not added to the ideas, but will be placed on the bottom.

In table 4.2 a selection of printing techniques is shown. Quality is important, as well as the material on which should be printed (in this case cartonboard). Add this to the quantity (25.000), offset printing is the most suitable alternative.

Printing technique	specifications	Quality	Quantity
Offset	Often used for cartonboard (<1200mu)	++++	10.000-10.000.000
Rotogravue	Very high quality	+++++	>1.000.000
Flexo	Often used for cartonboard & flexible packages	++++	>500.000
Dry offset	Used for non-water absorbing materials like metal and plastic	+++	high quantities is possible, production speed is relatively low
Screen printing	Used for products which are complex to print	++	high quantities is possible, production speed is relatively low

Table 4.2 Printing techniques

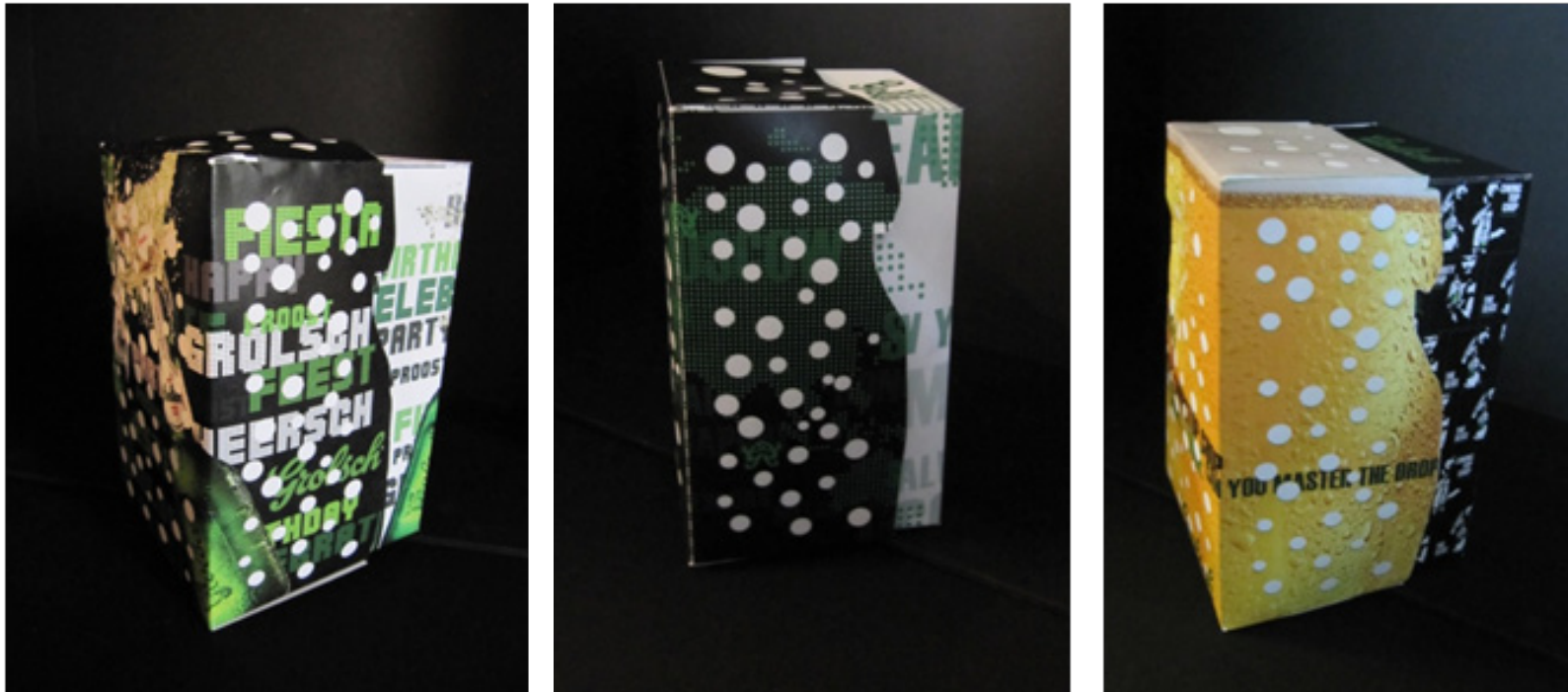


Figure 4.7 Option A (left), option B (middle), option C (right)



## 4.1.4 Costs

Based on earlier, similar calculations, a cost indication has been made. For 'Box', calculations for the clapperbox are most alike. The clapperbox calculation is an estimation and can be found in appendix I. The estimation is made for a package containing 4 swingtop bottles.

Factors influencing this calculation for the new design are packaging materials and handpack costs (third party). The clapperbox is a complicated design and difficult to fold. Therefore handpack costs will reduce for the 'Box'. Estimation is that handpacking the 'Box' will be 60% of the handpack costs of the clapperbox.

## CONFIDENTIAL

table 4.3 cost estimations Box



Figure 4.9 Filling 'Box'

## 4.1.5 Evaluation

Folding prototypes a number of things were noticed. Firstly, folding the box was easy, fast and logical for all prototypes, as well as putting the bottles in the innerbox.

For the innerbox, almost all prototypes had more or less the same structure with an auto-lock bottom. The outerbox prototypes had different constructions.

Outerbox and innerbox have to be tight to each other, which makes opening difficult. Add this to the diversity of prototypes; the outerbox will need some improvement. Multiple peek holes are needed for consumers to peek through the giftpack. 'Approaching' the pack, the content becomes more visible. It is desired that this is a more random pattern, instead of a regular pattern.

The pack was tested with 4 swingtop bottles: they fitted but should stand a bit tighter to each other to prevent shaking during transport. It should be tested whether this also depends on type of cartonboard.

The box was tested without a sticker on the bottom. Testing made clear this sticker is desired to prevent torsion when carrying the box.

Carrying the Box with two hands was easy, but it could

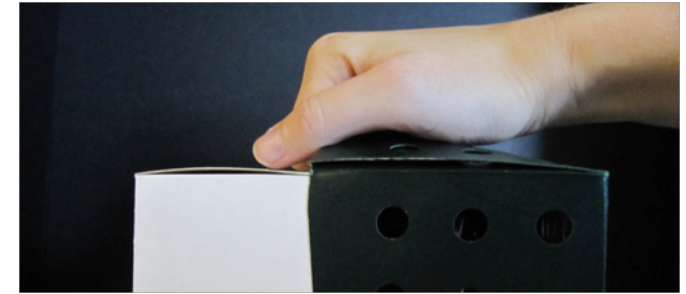


Figure 4.8 Carrying the 'Box'

occur the consumer would carry the Box with one hand. This is not desired, because the Box will tear apart carrying it this way [figure 39].

Some findings resulted in a number of redesign options, these can be found in 5.1.1. Looking at the product life cycle, there are also some improvements possible [figure 4.10].

The life cycle of the box is shown in figure 4.10. A number of things are noticed. First, the amount of cartonboard may be reduced. At this same stage: it may be checked whether if glue is really necessary and if offset printing is the most cost efficient printing technique. Secondly, it may be expensive to transport the packages from the cartonboard producer to the handpack company. About transport: there are multiple types of transportboxes used, this results in waste. This waste may be reduced by e.g. re-using these transportboxes. After handpacking the giftpacks, there is a transport test needed before shipping. Finally carry and open the box should be optimized.

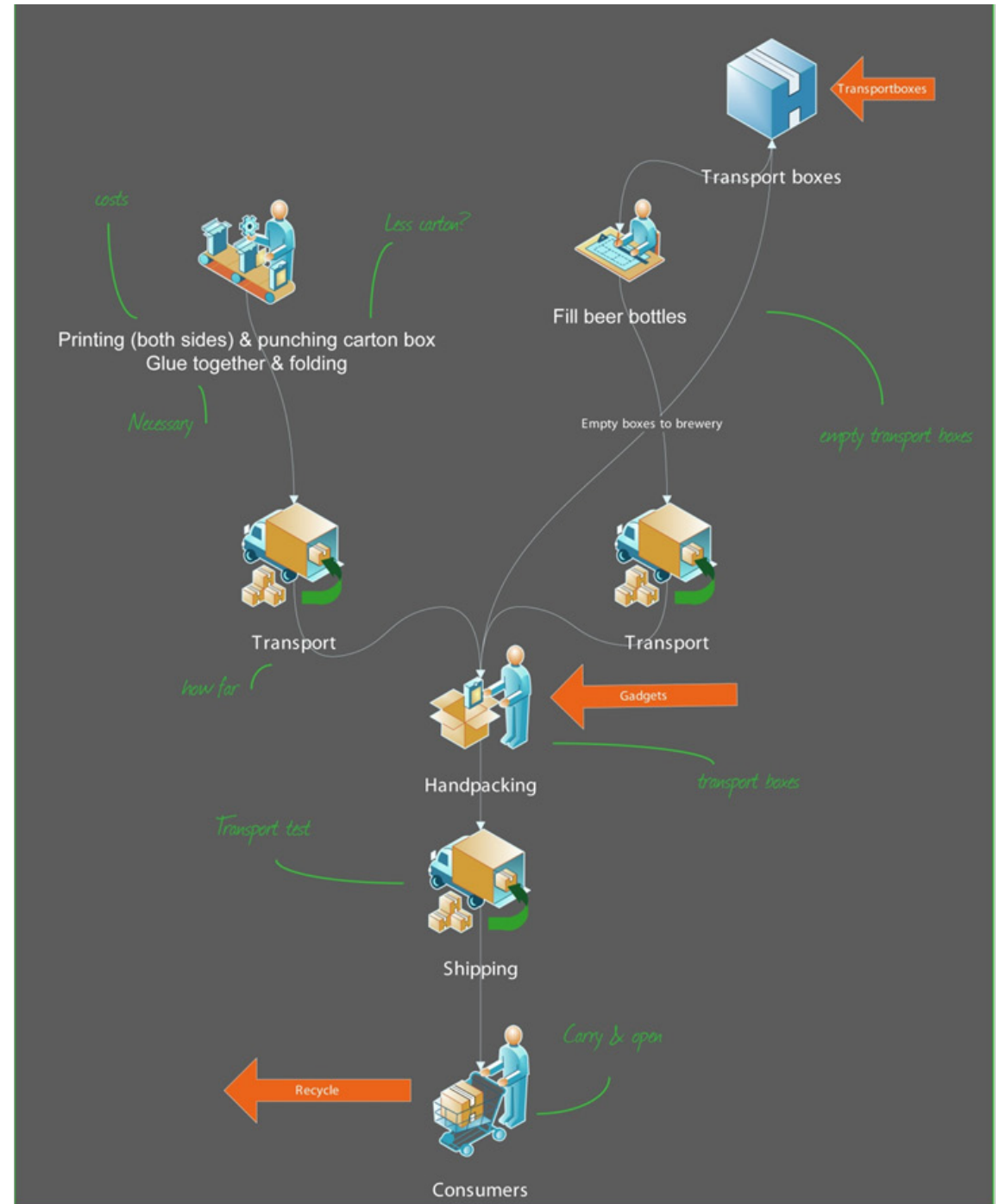


Figure 4.10 Life cycle

## 4.2 Tube

The second design is the 'Tube'. This package emphasizes being 100% Grolsch. The shape, used materials and colours are very important. Being unique and different, this design is a giftable giftpack and will stimulate trial.

### 4.2.1 3D design

The package will contain a 1,5L swingtop bottle. The bottle will be in a cylindrical shaped tube. This tube can be opened at the top. The Tube will have 2 sides with a Grolsch embossing, inspired by the Grolsch bottles [figure 2.3].

The concept suggested the embossing would be transparent. However, due to production restrictions and costs, this was not possible. Realizing this, it was decided the embossing was more important and recognizable than a transparent screen.

The top will contain a space, so that a personal message is optional when giving the giftpack. Main colours are silver/aluminium and Grolsch green. For the top, there were two options. Both are shown in figure 4.11. Option B was perceived as more robust and more detailed and therefore, more Grolsch.

To increase recognizability and to communicate about its contents, a swingtop shaped line is added to the side of the giftpack. Shape study can be found in appendix K, the result in figure 4.13.

### 4.2.2 Production

Expert reviews showed cartonboard may be the best solution in combination with a metalized print. Other expert interviews on the other hand questioned this statement. Due to timing issues, it was necessary to choose between metal and cartonboard. Since experts mentioned the number of packages might be too low for metal, cartonboard was the logical alternative.



Figure 4.11 Option A (left) and option B (right)

There are not many producers who deviate from standard size cartonboard tubes and therefore there are limited production options. The embossing has not been made in such a tube before, so a new production method had to be developed by the producer. Tupak bv (Nijkerk) was willing to give this a try. They are also capable to produce a relative small amount of packages for reasonable prices.

Together with Tupak, 3 solutions were developed. These options are shown in appendix L. Out of the 3 options, the first option, close to the original design, was being perceived as most giftable. In this option, both sides are embossed by a press. Bottom and top are metalized.

Due to size, a different transportbox is needed. Before this is possible, the design should be optimized. This transportbox will be standard size [10].

Handpack is easy with this giftpack. However, it might be necessary to stick the bottle to the bottom to prevent shaking during transport. This should be examined, as well as sealing the package.

### 4.2.3 2D design

As mentioned before, the main colours will be silver/aluminium and green. The Grolsch embossing will be green, as well as the swingtop shaped line. The other parts will be silver. Barcode, text and expiration date will be visible on the bottom. The printing technique used will be the same as the box: offset.

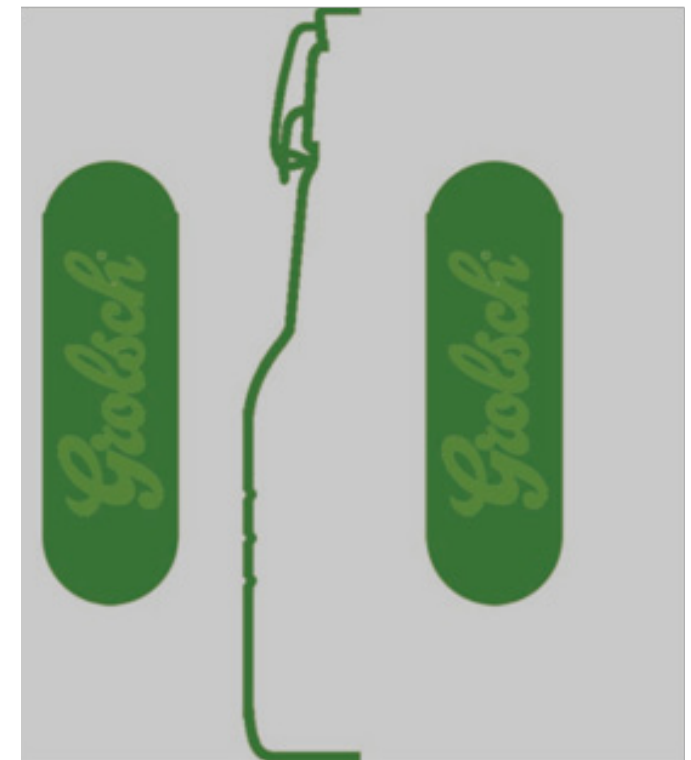


Figure 4.12 2D design 'Tube'

## 4.2.4 Costs

Cost estimation has been made based on cost indications from Tupak [appendix N] and earlier calculations for the ice-bucket [appendix O].

Factors influencing the calculation of the ice-bucket are handpack and packaging materials. Handpack costs will be significantly lower because folding the bucket is time-consuming. However, packaging materials will increase, since the embossing and cartonboard will be more expensive than the packaging materials for the ice-bucket.

## CONFIDENTIAL

## 4.2.5 Evaluation

Two problems caused that a mock-up was not possible. First, as mentioned, a new production method developed. Second, at that time it was nearly July 2011, that implies holiday in Holland (bouwvak). Nevertheless, there are some improvements noticeable. Firstly, it should not be ignored that it is risky to use a new production method. Testing is needed on every level. Chances are this could not be realised.

During handpacking, the 1,5L bottle may be attached to the package itself to prevent shaking during transport. On top of that, you can doubt if the package will be enough Grolsch without a transparent area. The swingtop shaped line and embossing are nice, but a transparent window would add really something special.

Furthermore, it may be worthy to examine the option to produce the Tube out of metal. This way, it would also be an opportunity to revise the design of the top. There are also some improvements possible looking at the product life cycle, figure 43.

## CONFIDENTIAL

Table 4.4 Cost estimations 'Tube'

# TUBE

Figure 4.13 'Tube'





The life cycle of the tube is shown in figure 4.14. Here are also a number of things noticed. The production of the cases/tubes needs testing. Furthermore, there are probably multiple transportboxes necessary for 1 giftpack. 1,5L bottles are delivered in a box of 4. But because this results in a square box, the giftpacks will be in a box of 6. It may be checked whether this is the most efficient way. Last but not least: also for this design a transport test is desirable.

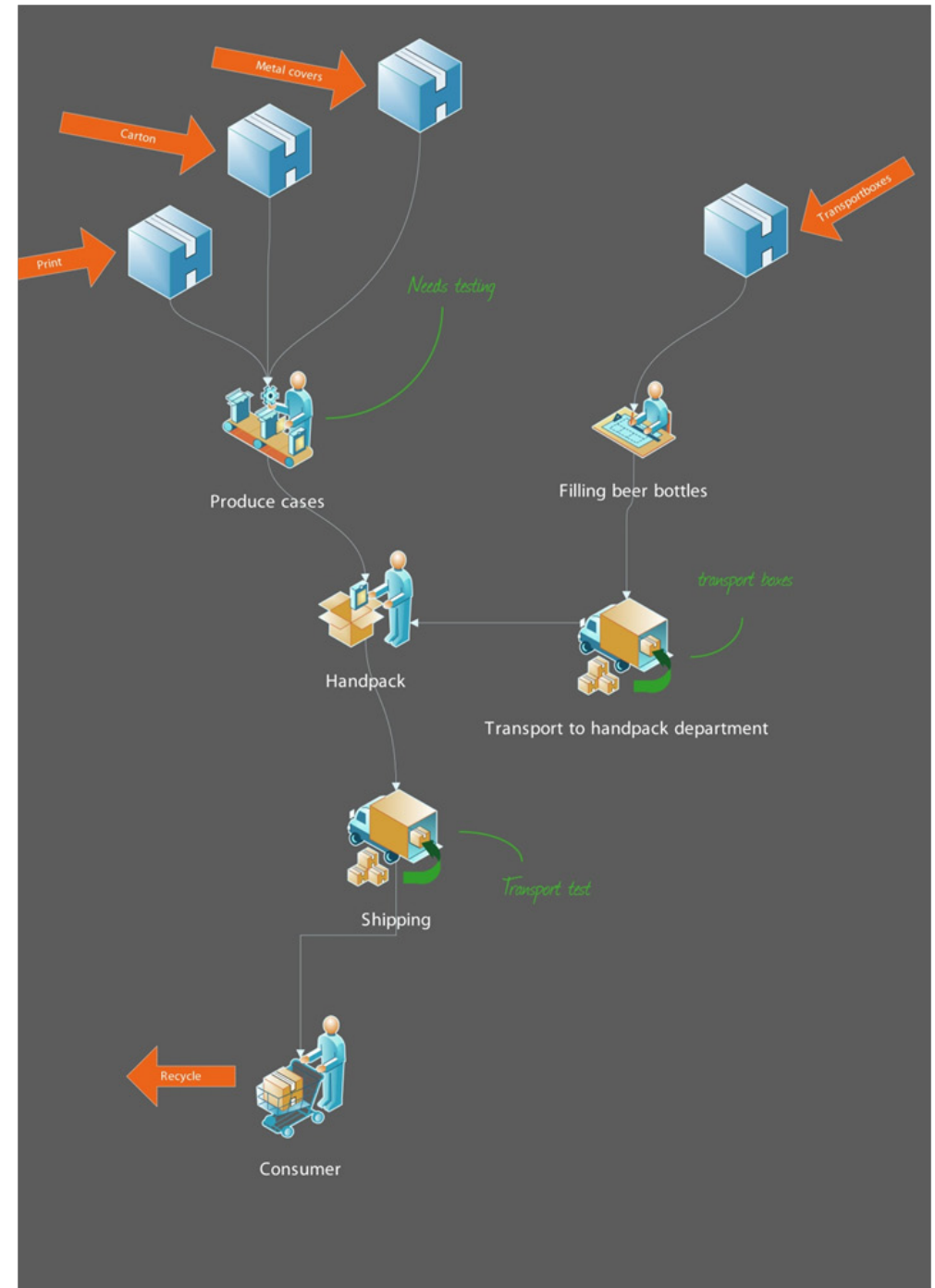


Figure 4.14 Life cycle

## 4.3 Specification of requirements

Requirements	Specification	Specification 'Box'	Specification 'Tube'	Verification [responsible]
<b>To contain</b>				
The packaging should contain a Grolsch swingtop and/or gift	max 4 x 0,45 L or 1 x 1,5 L and/or GFP (gift for purchase)/added value	3/4 0,45L swingtops + gadget. Size: 146*146*245. Max. 3,34 Kg.	1*1,5L swingtop. Size: 105*105*369. Max. 2,53 Kg.	Remeasure packaging and test [GBT]
Project specifications				
The packaging should fit Grolsch brand identity		Graphical & structural solution	Graphical solution	[GBT]
The Grolsch logo should be green	always	Graphical	Graphical	check [GBT]
There should be a full colour brand block on the packaging	Grolsch brand identity	extra sleeve/ribbon around packaging	extra sleeve/ribbon around packaging	check [GBT]
The packaging should communicate Grolsch' brand values	Creative platform: the most characterful international beer			check [GBT & the Bank]
Represent international lager category values	International premium lager			[GBT, the Bank, Cartils]
The packaging should be premium priced				[GBT, inkoop (purchase), sales]
The packaging should be giftable	luxury package	High quality printing, graphical solution	High quality printing, structural & graphical solution	Check with partnermarkets [GBT]
The packaging should stimulate trial		Graphical solution & 0,45 L swingtops	1,5L	Check with partnermarkets [GBT]
The packaging should renew interest	e.g. to bring back 'lost' customers	Recognizable brand elements	no priority	Check with partnermarkets [GBT]
The packaging should have shelf impact	Stand out in shelf, 'fight' the competition (though the package does not actually have to stand in the shelf)	Shape, graphics	shape (especially height), graphics	Check with partnermarkets [GBT]
The packaging should be fun to give	outside of packaging; both structural & graphical	no priority	name tag on the package	Check with partnermarkets [GBT]
The packaging should be fun to receive	inside & outside of packaging; both structural & graphical	Special opening	personal message from giver	Check with partnermarkets [GBT]
The packaging should contain an unpacking experience	stimulate curiosity of consumer	multi-step opening	luxury looks	[GBT]
Packaging should be sealed	temper evident	Bottom, sticker with expiration date	Top	check [production]
<b>Transport</b>				
Packaging should be transportable	Transported by ship, train, truck, people			check [production]

Table 4.5 Specification of requirements

The packaging should fit the collomodule system (600x400mm)	Same as standard transportboxes & pallets	Pallet size: 970*1230 mm transportbox: 6 boxes; 456*309*259 mm	Pallet size: 980*1215 mm transportbox: 4 packages; 223*223*381 mm	check [production]
Packaging should be suitable for storage	Storage is dry, cool (0-20 degrees), dark (no/few sunlight)			check [production]
The packaging should be suitable for hand-pack		both near brewery & on the market itself	Near brewery	check [handpack company & GBT]
Packaging should be feasible				test [handpack company & JB]
Packaging should be easily executable	executable in <seconds			test [handpack company]
The consumer should be able to carry the packaging from shop to home	Ergonomic & safe	carry with both hands	carry with both hands	test [GBT]
<b>Protect</b>				
The content(s) should be protected against lightstruck	closed transportbox			check [production]
The content(s) should be protected against falling and bumping	closed transportbox			check [production]
The packaging should be in a transportbox	lightstruck, multiple packages etc.			check [GBT]
Packaging should respect health & safety regulations				test
<b>Inform</b>				
The packaging should communicate contents	Graphic & structural solution	Consumer can see what is insight by holes & by a graphic	Graphical solution	check [JB, Cartils, the Bank, GBT]
The packaging should contain information about the expiration date				check [JB, GBT, production]
There should be a barcode on the packaging				check [JB, production]
<b>Recycle</b>				
The packaging is recycable		1 kind of material: cartonboard		check [production]
<b>Wishes</b>	<b>Specification</b>	<b>Specification 'Box'</b>	<b>Specification 'Koker'</b>	<b>Verification</b>
The packaging should be premium priced				[GBT, inkoop (purchase), sales]
The packaging should be filled in line	preferably to hand-packing			check [Brewery, production, GBT]
The packaging is optional for multiple years	no links to temporary campaigns etc.	graphical design is adjustable	design is timeless	check [GBT]



# 5. DEBRIEFING

Recommendations - further timings

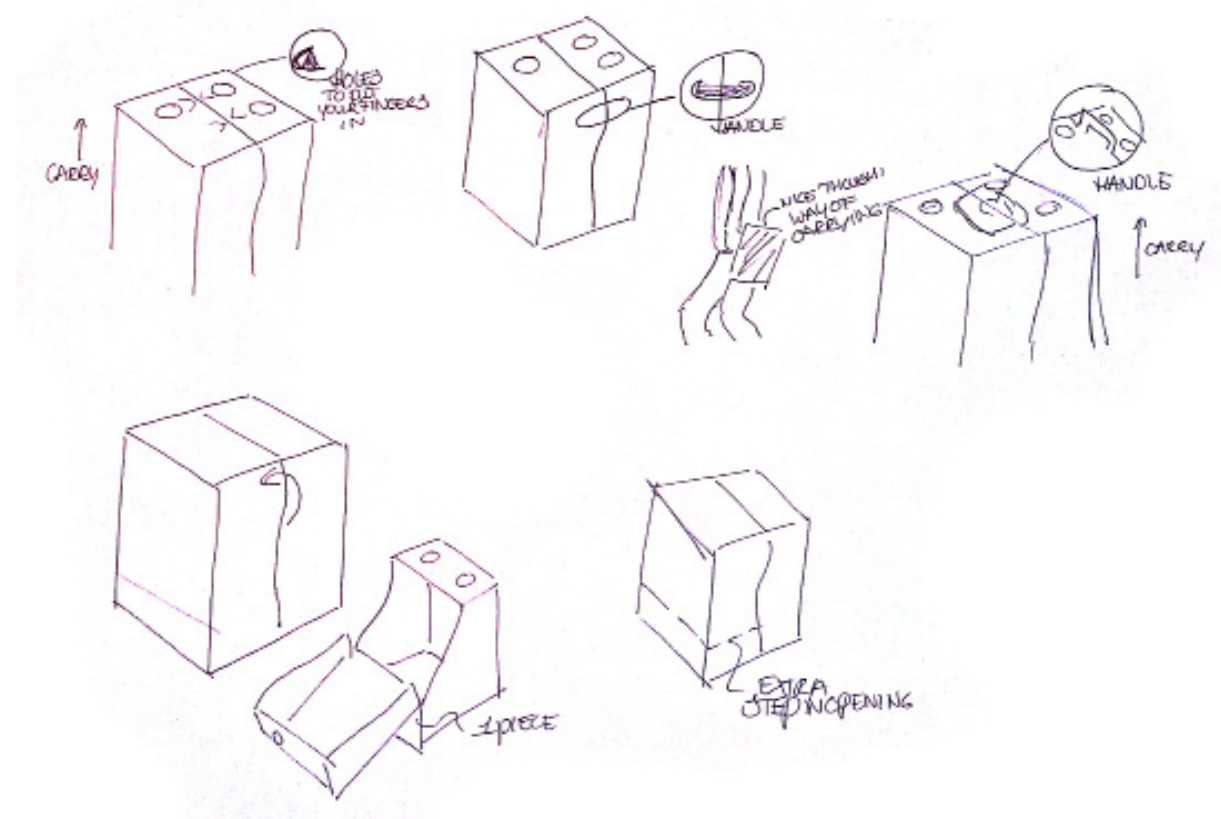


Figure 5.1 Suggestions



**The debriefing will consist of recommendations and timings. Recommendations are found during evaluations of the design. Next to these observations, a planning has been made to indicate the duration of the project from now on.**

## 5.1 Recommendations

The cost indications of the giftpacks are based on a volume of 25.000. However, it is questionable if there is a market for this volume. Multiple markets need to jump on board to execute a giftpack, minimal 1 big order is necessary. Therefore, before moving on with the project, an indication of whether markets will order is desirable.

During the project, the solution for temper evident was a sticker with the expiration date on it. However, there is still research needed for this sticker. Size and costs have not been determined. Specifications per design are described below.

### 5.1.1 Box

Overall evaluations are good for the 'Box', but costs are still too high. To reduce these costs, it could be a possibility to adjust the design for a 1,5L bottle. However, stimulating trial would be less plausible.

Using the giftpack is not very smooth. Carrying is done

with two hands and opening is not as easy as it should be. A few suggestions for improvement are shown in figure 5.1.

The peek holes should have a diameter of at least 10 mm. Otherwise, holes have to be punched out by hand.

The swingtop shape formed by the inner- and outerbox needs improvement. The shape is not clear enough yet, as seen in current prototypes.

The peek holes have a randomly sized and shaped pattern. A random pattern implies more flexibility in 2D design, but this could lead to a less strong 3D design. Therefore it could be a possibility to adjust the pattern so that it links with the 2D design.

### 5.1.2 Tube

Just like the Box, the Tube is still too expensive. This is due to multiple factors. First, the tube is a solid design, it cannot be folded. So in transport, there will be transported meaningless volume. It may be possible to change the shape and to use a less thick cartonboard. However, this could result in noticeable folding lines. Add this to the thinner material, the outcome may be a less robust and less 'Grolsch' design.

An option which has not been explored yet is making the Tube out of metal. It has been assumed this

was not possible due to the relatively low production numbers, but it has not been checked thoroughly. During the concept stage, it was stated the Tube had a transparent window. Through that window, the consumer could see the content. The window was not possible to realise, a tremendous loss.

Last but not least, the Tube is a risky design, since a new production method has to be tested (in approximately 4 weeks). This may not be a problem in all cases, but it is good to know.

Due to the costs, lead-time, and environmental issues (cartonboard is less polluting than metal). It is reasonable to research the option developing the Box for a 1,5L swingtop.

## 5.2 Further timings

Evaluations from the designs learn that there are some details not filled in yet. To give an indication how much time the project will take, a planning has been made. The 'Tube' will take longer due to testing. Next to timings for the project, an indication for lead-time has been made.

Task	1	2	3	4	5	6	7
Order in							
Production							
Handpack							
Shipping							

Table 5.1 Lead-time

Task	0	1	2	3	4	5	6	7	8	9	10
Refine 3D Design											
Testing											
2D Design											
Test print											

Table 5.2 Timing 'Box'

Task	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Refine 3D Design															
Testing															
2D Design															
Test print															

Table 5.3 Timing 'Tube'

## CONCLUSIONS

The assignment of this project was to create and design giftpack(s) to celebrate the swingtop bottle of Grolsch worldwide. The giftpack(s) would be a secondary packaging. Creating and designing the giftpack(s) was done by (1) analyzing the market and create several drafts and (2) develop one or more drafts into packages.

During the project the importance of the brand values of Grolsch became clear. They are both an inspiration as a starting point for the created set of concepts. By use of a workshop and brainstorm session a number of concepts were selected for a proposal which included feasible ideas.

The results of the project are two design proposals: 'the Box' and 'the Tube'. The first is aiming on the consumers who want to try and renew their interest in Grolsch. It consists of two carton boxes slid over each other. The innerbox contains 3 x 0,45L swingtop bottles and a gadget, with the possibility to place 4 x 0,45L swingtops. The outerbox has a punched pattern to stimulate the unpacking experience of the consumer.

The second proposal, 'the Tube', contains the 1,5L swingtop bottle in a Grolsch shaped tube. This package is aiming for consumers who are willing to try, as well

as giving the package as a gift. The top of the package will be writable for an (optional) personalized message.

Both proposals are feasible yet a bit too expensive. There are a few design aspects which should be discussed internally, as well as a way to reduce the costs. Getting volumes will be a challenge, therefore the life cycle can be optimised. Last but not least; a combination of both proposals is feasible as well and worth to be explored.



## REFERENCES

- [1] Godin, S. (2011). Purple cow: verander je business door buitengewoon te zijn, Bruna Uitgevers B.V.
- [2] Klooster, R. t., Dirken J.M., et al. (2008). Zakboek verpakkingen. Doetinchem, Reed Business B.V.
- [3] Hultink, E. J. and J. Schoormans (2004). Productontwikkeling en marketing, Pearson Education Benelux.
- [4] Material database (2011). [www.materia.nl](http://www.materia.nl). Retrieved 20-04-2011.
- [5] Eger, A., M. Bonnema, et al. (2006). Productontwerpen. Den Haag, LEMMA.
- [6] Grolsch, Global brand team (2010). Global brands way.
- [7] Global new products database, Mintel (2011), [www.gnpd.com](http://www.gnpd.com). Retrieved 18-05-2011.
- [8] [www.sabmiller.com](http://www.sabmiller.com) (2011). Retrieved 18-03-11.
- [9] [www.grolschworld.com](http://www.grolschworld.com) (2011). Retrieved 20-04-11.
- [10] FEFCO (2011). [www.fefco.org](http://www.fefco.org). Retrieved 16-10-2011.
- [11] Grolsch international. [www.grolsch.com](http://www.grolsch.com) (2011). Retrieved 18-04-11.
- [12] Grolsch Holland (2011). [www.grolsch.nl](http://www.grolsch.nl) (2011). Retrieved 18-03-11.
- [13] Packaging database (2011). [www.thedieline.com](http://www.thedieline.com). Retrieved 20-04-2011.
- [14] Tupak (2011). [www.tupak.nl](http://www.tupak.nl). Retrieved 30-06-2011.
- [15] Smurfit Kappa (2011). [www.smurfitkappa.nl](http://www.smurfitkappa.nl). Retrieved 30-06-2011.
- [16] A/R Carton (2011). [www.ar-carton.com](http://www.ar-carton.com). Retrieved 30-06-2011.



*Grolsch*<sup>®</sup>