

E COMMERCE

CHANGING LANDSCAPE E-BOOK



Introduction

Online selling has been increasing year on year over the last decade, with 2020 standing out. A massive 27.9% of retail sales were made online in 2020 according to the ONS, compared to just 6.6% in 2010. This is largely in part due to the COVID-19 pandemic, but also due to customer behaviour and preference. Shopping online is now part of everyday life for most households, of course there are exceptions but the shift from bricks and mortar to online looks set to continue. In a marketplace that is competitive and often overwhelmed with choice, how can consumers make sure that they are making the right decisions?

As consumers, there is no denying that the seismic shift towards online purchasing has dramatically changed the way we shop. But what do these changing habits mean for brands and retailers to ensure compliance with product and packaging regulations alike, not to mention how, where and when this is communicated to customers?

In this e-book, we will explore the changing landscape of e-commerce and how it can be a driver to meet sustainability targets, ensure regulatory compliance and optimise your packaging strategy. There are many key differences and nuances for omnichannel, and it's not always easy to switch from traditional bricks and mortar to e-com. Some of the key differences are shown in the table (to the right) and these themes will be explored further in the e-book.

Omni-channel retail and specifically e-commerce may appear a minefield at first, with lots of areas to consider and the ever-present risk of information overload for consumers. However, there simply is no escaping the need for a consistent strategy and messaging across all sales channels in this digital age.

Consumer-facing information must be compliant as well as consistent, and this also applies to e-com. Online labelling information must be clear, accurately reflect the product and of course comply with all relevant product and packaging legislation, which is no mean feat. In the information age, consumers are also (and rightfully so) becoming more and more demanding in their expectations of businesses to be fully transparent, expecting any claims to be backed with substantiated data.

With increasing demands from all directions and regulation across product and packaging tightening globally at breakneck speed, the time to act is now. At Sun Strategy, we believe a holistic omnichannel approach not only provides greater opportunities for regulatory compliance, consistency and efficiencies, but that if done correctly, the right balance can ultimately contribute to and complement more sustainable business models.

Bricks & Mortar	E-commerce
Established business models with common strategic themes / metrics for sustainability recognised by consumers	Perceived as less sustainable route to market due to 'excess' packaging and one-way business model
Dominated by national / international retailers, with high profit margins enjoyed by stakeholders	Businesses of any size can compete, including local or small businesses where a little profit can make a big difference
Packaging graphics tailored to suit traditional on-shelf merchandising using front and side faces	With home delivery, all faces become potential selling faces so this must be considered during design phase
Mandatory product and packaging information must be applied back of pack or in-store	Increased digital real estate provides the opportunity to comply digitally and inform, but there is risk of information overload
Packaging performance testing must suit standard transit journey from supplier to store	Structural packaging design and testing must be more rigorous to support the extra miles to the consumer's home

Sustainable e-com packaging: unbox your potential

With sustainability and environmental issues remaining in the media despite the distraction of the pandemic, it's important to consider the expectations of customers for e-com and omnichannel businesses. One thing is for sure, packaging is still very much top-of-mind when it comes to sustainability commitments.

One 2020 study by McKinsey found that almost half (47%) of those studied said they were more likely to shop with brands using sustainable packaging over businesses with other initiatives such as plant-based products, ethical sourcing or fuel-efficient logistics.

The real question many brands and retailers are asking is, would consumers be willing to pay more for the products they purchase if the packaging was better for the environment, or will businesses themselves be forced to pay the increase?

Evidence shows that the desire for eco-friendly products, also known as “green consumerism”, has drastically risen in recent years, with consumers becoming much more conscious of product sustainability, provenance and disposal options. Consumers are not only actively seeking more sustainable product options, but also, increasingly willing to pay a premium for this.

When it comes to sustainable products, the same generational shift is evident as on other common sustainability trends. Younger generations, particularly Millennials and Generation Z, are much more willing to pay premium prices for eco-friendly products than prior generations such as Baby Boomers.¹

From an e-com perspective, the move to a more sustainable packaging model is not only important to consumers, but also crucial for our planet. This becomes increasingly evident if we look at current growth figures, which are so colossal they are almost impossible to grasp. The real challenge is understanding what these mean in real terms for our environment.

Following the Covid-assisted e-com boom, the number of parcels shipped worldwide is currently projected to reach a staggering 220-260 billion per year by 2026.²

If we consider this in terms of our natural resources, this relates to the equivalent of well over 1 billion trees, before even mentioning the amount of packaging waste generated, which may or may not find its way into the correct recycling streams.

‘Following the Covid-assisted e-com boom, the number of parcels shipped worldwide is currently projected to reach a staggering 220-260 billion per year by 2026.’



Sustainable e-com packaging: unbox your potential

Evidence is however increasingly showing that e-com can actually be a driver for innovation and transformation to a more sustainable packaging offer, despite the inescapable challenge of the typically “one-way” / single use packaging model that comes with it. With challenge often comes innovation, and some start-ups and entrepreneurs have tackled the issue of the endless stream of individual parcel deliveries by coming up with novel new service models.

Online delivery consolidation service Olive was launched in February 2021 by Jet.com co-founder and ex-Senior VP at Walmart, Nate Faust. Olive is determined to change the landscape of e-com packaging, aiming to improve customer experience while reducing waste and carbon emissions.

The company has longer term aims to completely eliminate single-use packaging from e-com, by building on two-way reuse models. The Olive business model is built on giving customers the ability to consolidate online orders from different retail outlets into one single delivery, with items being delivered in reusable fabric shippers. These shippers can then be used for consumers to return any unwanted items – again, consolidated into one package and reducing the amount of ‘traffic’.

More and more, industry players are pushing the boundaries and “unboxing their potential” to deliver more efficient, economical and sustainable e-com packaging solutions- meaning consumer desire for convenience doesn’t have to come at an environmental cost.

“From innovators to consumer trends, one thing is clear - more now than ever, packaging is in the spotlight and we are all increasingly aware of the consequences unnecessary or problematic packaging can have on our environment”.

Gillian Orr, Consultant, Sun Strategy



Structural packaging and e-com: form AND function

Retailers and brands of all shapes and sizes have had to adapt and diversify during the lockdowns to ensure they can survive; inevitably some have proved more capable than others. Equally, consumers have been forced to find alternative ways to buy the goods they want or need. Most have taken to online shopping, whether it's the weekly grocery shop, clothing or electricals. Non-essential shops have suffered, with the likes of Debenhams, which had traded for 242 years, finally closing their physical stores in May 2021 after struggling prior to the pandemic.

With more shops welcoming back their customers post-pandemic, will our high streets ever be the same again? Or will people stick to the convenience they are used to of clicking the 'buy now' button on a website and having their product delivered the next day, sometimes even the same day?

At Sun Strategy, we believe that e-com will continue to play a huge part in all our lives, with momentum only increasing with consumers' desire for convenience. It is important for brands and retailers to take a step back and think about the entire packaging journey, from concept design right through to logistics / supply chain, delivery, customer experience and closing the loop to create circular models.

“Traditionally, how the product looked on shelf was the main consideration for brands and retailers. With e-com, the first ‘moment of truth’ can be any face, not just the front face on a shelf, which means the whole packaging must be carefully considered”

Simon Furness, Structural Design, Sun Strategy



Your packaging journey: going the extra mile(s)

Supply chain services are designed to ensure consumers get the products they need, precisely when and where they need them in the most efficient way possible. To do this, businesses need to understand the specific challenges and requirements, which may include available lead-times through to the size and fragility of their products.

“Using standard drop testing is a good benchmark to measure products and their packaging performance to a specified standard. However, this doesn’t always represent a realistic journey and the hazards products and packaging will face, particularly with the additional travel miles required in an e-com package’s journey. Product type, size and weight will also decide what performance test it should comply to”

Simon Furness, Structural Design, Sun Strategy

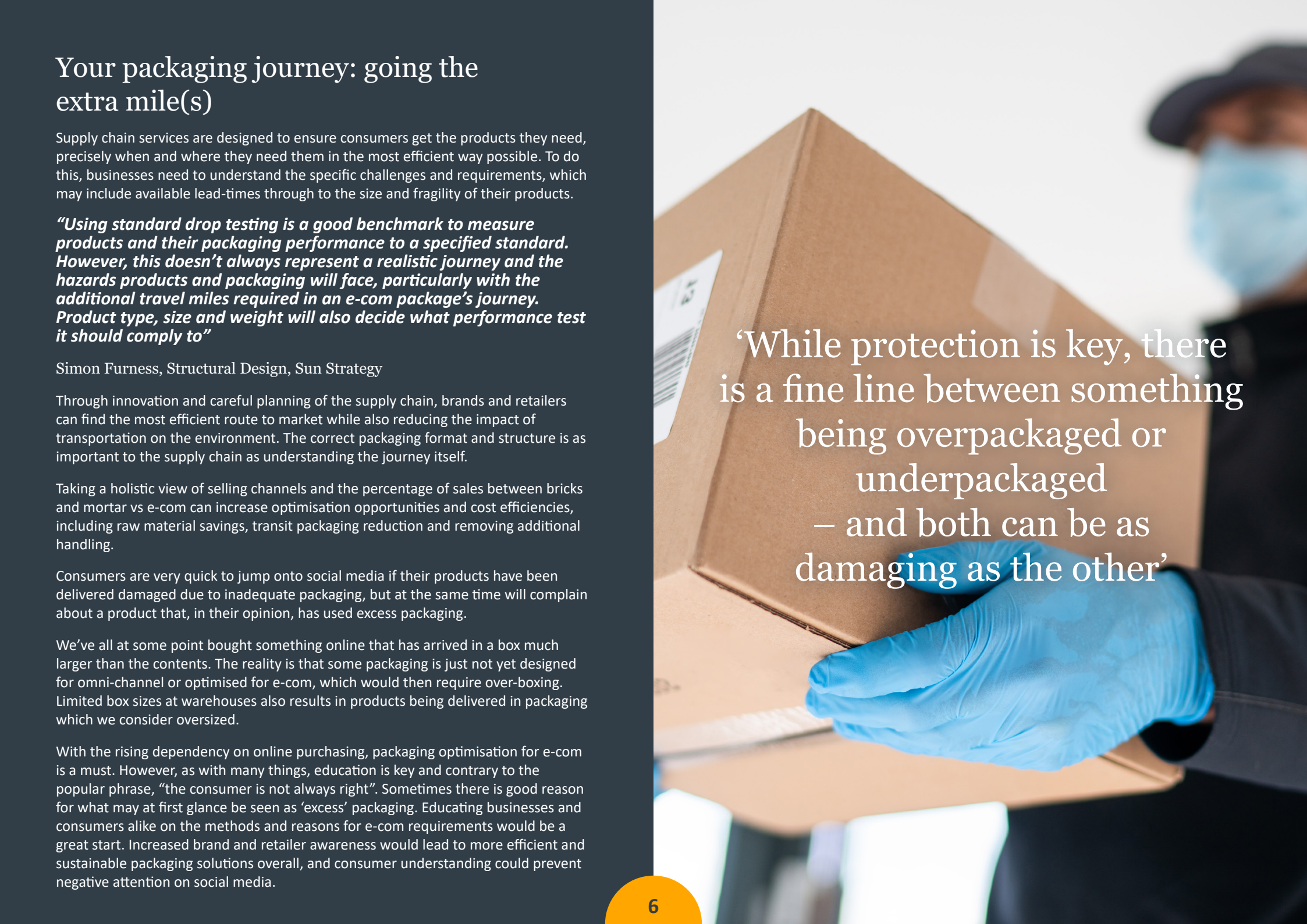
Through innovation and careful planning of the supply chain, brands and retailers can find the most efficient route to market while also reducing the impact of transportation on the environment. The correct packaging format and structure is as important to the supply chain as understanding the journey itself.

Taking a holistic view of selling channels and the percentage of sales between bricks and mortar vs e-com can increase optimisation opportunities and cost efficiencies, including raw material savings, transit packaging reduction and removing additional handling.

Consumers are very quick to jump onto social media if their products have been delivered damaged due to inadequate packaging, but at the same time will complain about a product that, in their opinion, has used excess packaging.

We’ve all at some point bought something online that has arrived in a box much larger than the contents. The reality is that some packaging is just not yet designed for omni-channel or optimised for e-com, which would then require over-boxing. Limited box sizes at warehouses also results in products being delivered in packaging which we consider oversized.

With the rising dependency on online purchasing, packaging optimisation for e-com is a must. However, as with many things, education is key and contrary to the popular phrase, “the consumer is not always right”. Sometimes there is good reason for what may at first glance be seen as ‘excess’ packaging. Educating businesses and consumers alike on the methods and reasons for e-com requirements would be a great start. Increased brand and retailer awareness would lead to more efficient and sustainable packaging solutions overall, and consumer understanding could prevent negative attention on social media.



‘While protection is key, there is a fine line between something being overpackaged or underpackaged – and both can be as damaging as the other’



Unboxing - seasonal pleasure to powerful marketing tool

When it comes to packaging, the opening experience has become an expectation rather than a 'nice to have', with consumers seeking the anticipation of opening that special gift, not knowing what is inside and wanting the excitement and anticipation to last. Many social media platforms such as Facebook, Instagram and YouTube are regularly used by influencers to present their unboxing experiences and rate brands on their packaging.

These same platforms are also used by consumers to read reviews before purchasing products. Reviews can include materials, ease of unboxing, graphics and how protected the product is by the structural design of the packaging and inner fittings. Perception is everything, and social media is instantaneous - once posted, available for everyone to see. How would you feel if your product turned up in a regular brown box compared to an attractive bespoke piece of packaging? This obviously depends on what you have ordered and if the product is for your own use or a gift. Either way it is the attention to detail, perceived value and great customer experience that is required by all brands. E-com packaging can be anonymous on the outside, but house creative graphics on the inside, allowing it to travel through the e-com supply chain without exposing the contents.

Bacardi has produced a great example of what true e-com ready packaging could look like, using recycled and recyclable materials and without requiring any over-boxing or additional fittings. Importantly, the packaging has also been designed with structural integrity in mind to protect the product throughout the e-com journey. Minimal printing on the outside keeps the contents anonymous on your doorstep, but on the inside the graphics are truly spectacular, creating a unique opening experience for the consumer.

Unboxing - seasonal pleasure to powerful marketing tool

Well-engineered packaging does not have to be complicated to assemble and unpack and can have many other uses, from a powerful communication tool to innovative and interactive ways to reuse. To businesses and consumers alike, ease of repacking is as important as unpacking.

Products that are returned by consumers can only be re-sold if they can be re-packed correctly without damaging the packaging. If the packaging is destroyed trying to get the product out or it is too complicated to re-assemble then the chances of the brand/retailer being able to re-sell at full price are slim. Using cardboard fittings to secure the product rather than screws, cable ties and plastic fittings can simplify the re-packing process for both customers and retailers. For e-com re-packing needs to be simple and obvious, allowing the product to be safely returned via the same logistics journey on return.

When Tesco re-branded the packaging for their Carousel Pre-school toys, they wanted to go one step further and create a safer and simpler opening experience for their customers, while also becoming 100% recyclable. The structural packaging was redesigned to completely remove any screws, plastic ties and fastenings and replaced with cardboard fittings. Packs were designed to secure the products, but still keep the open pack format allowing the 'try me' functions to still be accessible. These cardboard fittings not only sped up the un-packing process, but also meant the products could be easily re-packed if required.





Leverage e-com to drive compliance

Not only does e-com provide unique opportunities for innovative and more sustainable packaging design and service models; it also provides brands and retailers with additional real estate via their web page. With limited space available on back-of-pack to accommodate any non-mandatory messaging, leveraging existing web space could just be the answer.

This can be used to communicate features, benefits, and PR or messaging around sustainability commitments, as well as provide additional compliance-related information about the product and packaging alike. Whether you are shopping online or in-store, the consumer must always be able to make an informed choice, which means providing enough information so that they walk away knowing their purchase is right for them.

Take for example a pre-packed ready meal, or in fact any packaged food. If a customer walks into a store with an intent to purchase, they will pick up the product from a shelf and read the information that's important to them. Sometimes that's just the price, or it might be important that the product is locally sourced or fits the consumer's lifestyle choices. For some consumers, it is also vital to make sure the product will not cause an adverse reaction due to allergens being present.

As well as meeting the demands of the customer, there are a number of legal requirements which must be adhered to. Food regulation³ stipulates what information must be present on the packaging e.g., legal name, weight, a full ingredient list including allergens, all of which help when making the decision to purchase. If the product is sold online, the same information must also be present on the website or app. The only exception is the 'best before' or 'use by date' which isn't known at the point a customer purchases the product.

There are a number of benefits when buying online, but first of all a customer must commit to trust the seller. There's scope for much more product information to be made available to the customer, and if you're hard of sight, you can zoom in on screen, rather than tangle with the font size requirements on packaging. If you have an intolerance, you can research before you buy to ensure the product is safe for you and even when buying in-store, time taken to view product online first can reduce your shopping time considerably.

A number of apps have also emerged to support consumer shopping and dietary requirements, from setting up food profiles based on personal dietary needs and checking retailers' products against any nutritional requirements.

Leverage e-com to drive compliance

Foodmaestro's vision has evolved from a simple mission of "can I eat this?" to being one of the leading food data platforms, driving increased food transparency and empowering healthier eating by turning data into meaningful personalised consumer information.

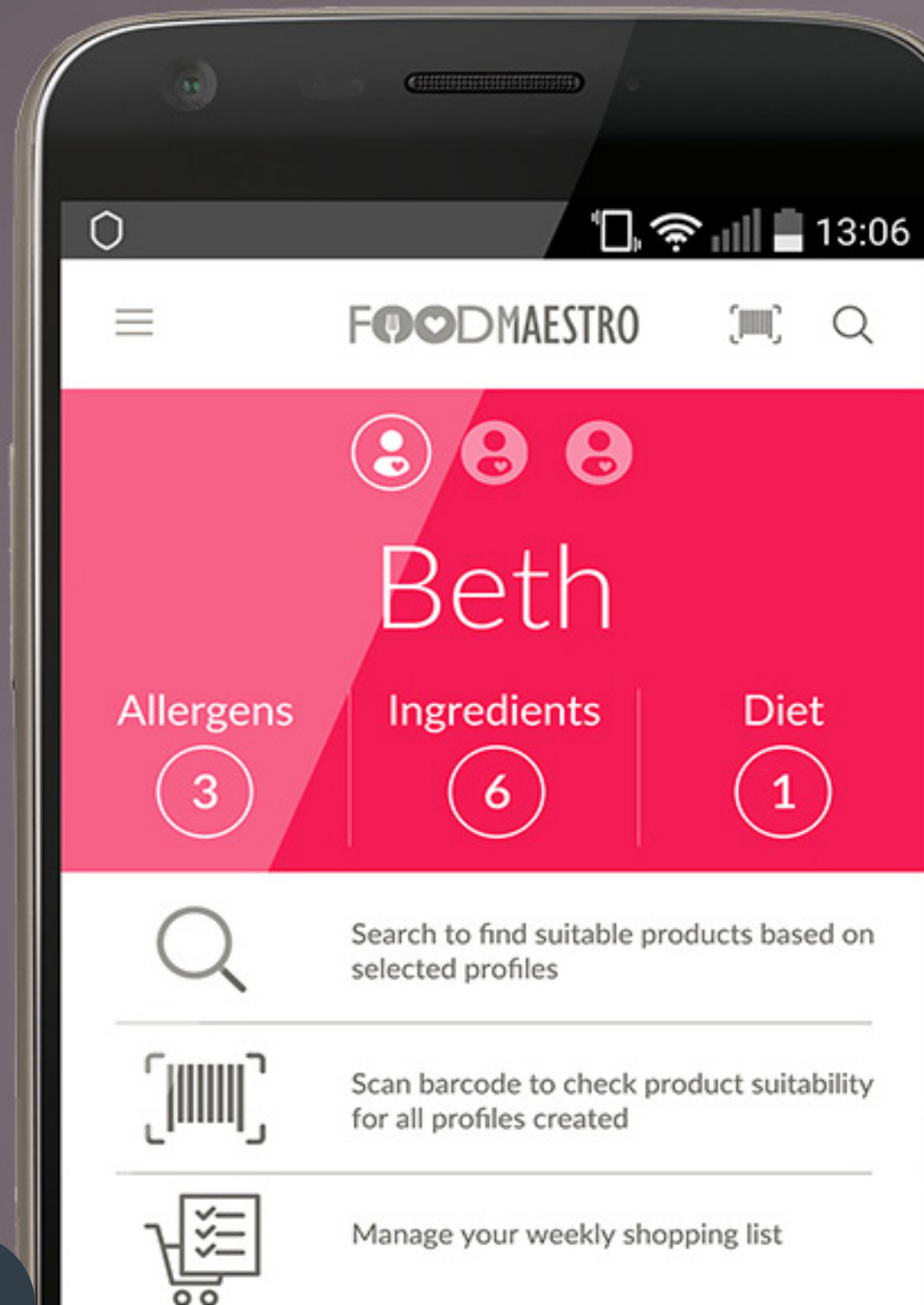
It goes without saying that compliance on product regulation and food safety is imperative, no matter the sales channel, and new e-com technologies can help consumers make the right choices. With packaging regulation also evolving at rapid pace and increasingly stringent penalties for non-compliance, brands and retailers alike are looking for solutions to not only ensure they are not penalised but also to avoid taxes / fees resulting from less sustainable or recyclable packaging. The question is, can e-com support packaging compliance in the same way it does product?

Some interpretations of developing legislation do support this potential route for packaging regulatory compliance. **It may be that in future, the solution to addressing the wide variance by market across different regulations is providing businesses the option to comply digitally rather than on-pack.** This way, tailored information with no limitation of space could be made available to consumers in different geographies. This could include communicating sorting / recycling information for their packaging and how to dispose of it, which is likely to become mandatory in future and can also lead to reduced EPR fees in many markets. Future requirements under EU Packaging Directives also include the need for businesses to undertake awareness raising measures and communicate to customers around litter prevention.

With so many regulations competing for valuable real estate on-pack, global brands and retailers operating in multiple markets, as well as those with smaller packs, really have their work cut out.

"When it comes to meeting all regional and national packaging labelling requirements on the same pack, there's a fine line between being informative and confusing consumers, especially if every market has bespoke recyclability labelling. The possibility of online compliance is an exciting prospect and may just be the key to getting the balance right for businesses and consumers alike"

Gillian Orr, Consultant, Sun Strategy





Responsible labelling: getting the balance right

“With huge complexity surrounding compliance both for product and packaging, it’s important that brands and retailers operating across channels are responsible, do the right thing and make the right choices for themselves, their consumers and our planet”

Rebecca Cusworth, Regulatory Account Director, Sun Strategy

From a product perspective, one new regulation ensuring responsible labelling compliance is the fundamental shift in how pre-packed for direct sale food products within the UK are labelled due to the introduction of **Natasha’s Law**. This amendment was brought about because of the actions of a lobbying group led by the parents of Natasha Ednan-Laperouse, who tragically died after suffering an allergic reaction due to an undeclared allergen.

As a result, from October 2021, food businesses will be required to provide full ingredient declarations and allergens for foods pre-packaged for direct sale on the premises and through their dot.com. This is a huge leap forward in achieving clarity and consistency of vital labelling information across the market, leaving some questioning why this hasn’t always been the case.

As online purchasing, research and a thirst for information continues to accelerate, availability of information is paramount. Despite the hospitality industry not being brought under the whole umbrella of Natasha’s Law, what we’ve seen during the Covid pandemic is restaurateurs and other typical eat-in establishments offering their menus online, and importantly calling out allergens in their dishes. Online takeaway ordering, kerbside collection and delivery also became the norm, with some snubbing the more established Just Eat’s and Deliveroo’s and either going alone or working collaboratively with other local businesses, combining the convenience of online with a more ‘local’ offer. **‘Pronto’** became one such app with huge success around the Ilkley area in West Yorkshire.

Pronto looks after 25 independent restaurants in Ilkley and is now expanding into Leeds City Centre. Claiming to offer fair pricing, brilliant customer service, and taking on big national brands to get restaurants a much lower and fairer commission rate.

Researching online prior to visiting or ordering allows potential customers to browse what’s right for their requirements before booking a table or eliminating a restaurant from their ‘where to go’ list. Even though the requirements do not relate to all parts of their business, it’s great to see the hospitality industry following suit.

Responsible labelling: getting the balance right

“Many businesses have diversified and altered their strategy away from their normal business operating model, taking their products to market using the power of online”

Rebecca Cusworth, Regulatory Account Director, Sun Strategy

As product information continues to evolve and greater understanding of the product is demanded by consumers, equal emphasis should be given to the sustainability / responsibility of the packaging. As well as consumer demand for clarity, legislative requirements are becoming more stringent, and there will be a need to communicate responsibly to consumers and ensure packaging is disposed of as intended. A great place to start is recycling / sorting information, but there's no getting away from the fact that for global brands with multi-lingual packaging in particular, consistent, accurate and easy-to-understand labelling is a tall ask.

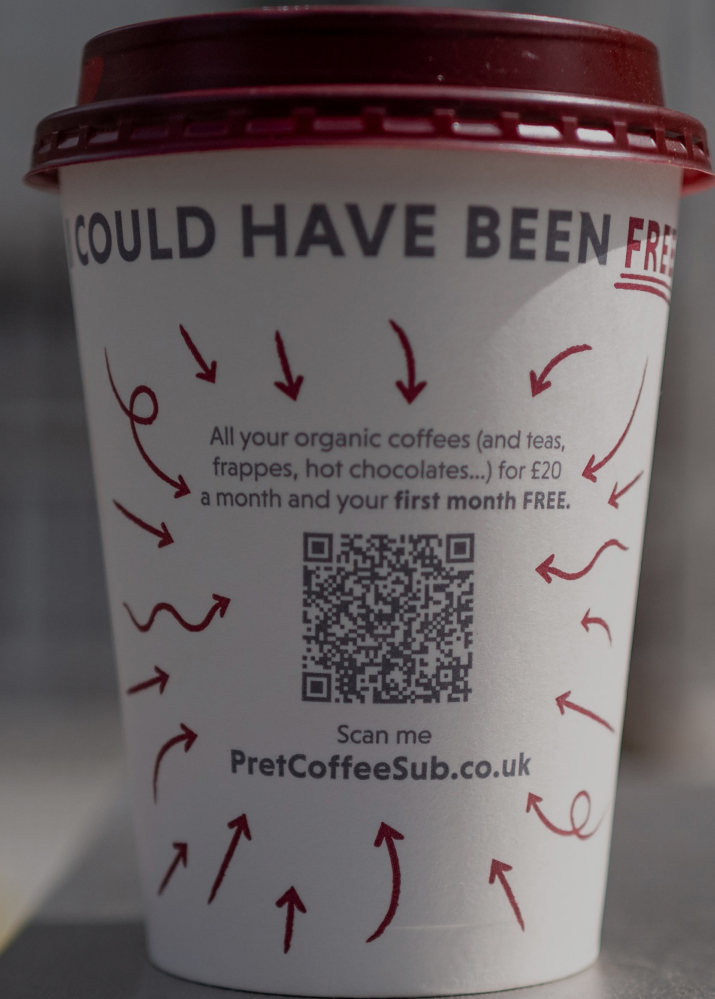
With no set regional or even national end-of-life labelling framework in some countries, what to state on pack and how to display it is the first challenge. Add in the fact that what is widely recyclable in one market may not be recyclable at all in another, alongside varying sorting and recycling infrastructure even within countries themselves, **the risk of information overload and consumer confusion is huge.**

This results in sporadic application at best of recycling labelling, which is regularly described as 'confusing and inconsistent' by NGOs, industry players and consumers. Brands, retailers and legislators are not the only responsible parties here when looking for real change- education is key to helping people understand what the right choices are for packaging disposal. Arguably, schools could do a lot more to educate children at a young age (and they could then pass on this learning to their parents!). However, to get there, harmonised and easy-to-understand messaging on packaging is a must have.

To tackle the risk of poor messaging ultimately resulting in consumers not knowing what to do with their packaging, leveraging e-com could at least be part of the solution. Accurate labelling compliance for all markets seems almost unachievable on the face of it, but could e-com, via websites and/or QR codes, be the answer?

While QR codes have been around for some time, uptake has historically been slow. However, the ever-present impact of Covid-19 has accelerated consumer acceptance towards consuming data in different ways. One study from Broadridge found that 84% of consumers want companies to make it easier to interact across all channels, and desire from millennials for businesses to use QR codes has risen from 31% to 68% since 2019.⁴

‘Desire from millennials for businesses to use QR codes has risen from 31% to 68% since 2019’





E-com: something for everyone

Although many see e-com as the playground of the multinational corporations, it can also play a huge part in supporting smaller businesses and entrepreneurs. It doesn't have to be a David vs Goliath situation – everyone can win. E-com marketplaces can be everything from Amazon's seller marketplace with over 5 million sellers to Notonthehighstreet, a hub for individual producers and entrepreneurs to sell craft and bespoke products.

No matter what size your business is, the fact remains that both product and packaging do need to comply with the relevant regulations, which can be daunting for some. Sometimes, though, extremely small producers benefit from exemptions, giving small businesses more of an incentive (or, at least, less of a deterrent) to take the leap.

For example, to avoid unfairly burdening small / independent businesses, many countries' packaging EPR (Extended Producer Responsibility) schemes allow exemptions from fees for what is termed 'de minimis' producers only placing very small amounts of packaging on the market. This usually applies to companies with less than 10-15 tonnes of packaging a year, or less than £1m turnover. The UK Plastic Tax is set to follow suit, with exemptions due to be in place for small producers, although the threshold is still to be confirmed.

In the context of Covid-19, these e-com marketplaces may just have been the lifeline for many small sellers, who may not have had any income during recent lockdowns. With unemployment soaring due to the economic slowdown, many people have chosen to use their extra free time to 'take the leap' and turn what was previously a hobby into lucrative business models.

Etsy is one online platform helping small businesses to reach large audiences. On the site, a staggering 82% of businesses are one-person led and 94% of sellers run their shop from home. Etsy experienced record profits in 2020, adding a million new global buyers a week and growing revenues by over 50%.⁵⁻⁶

E-com: something for everyone

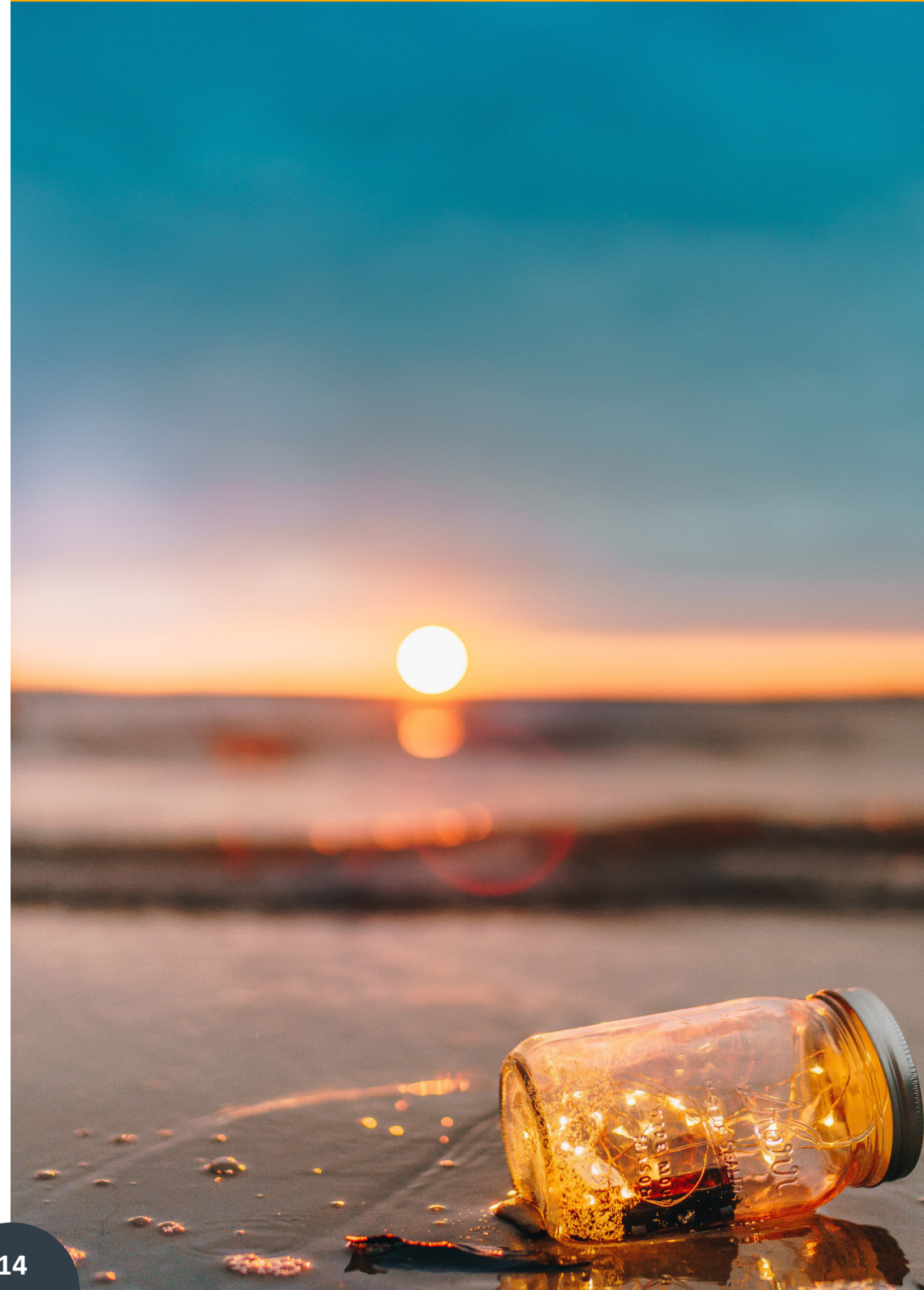
Larger retailers also had to fundamentally shift strategic focus during the pandemic, with grocery retailers who suffered from customer panic buying and depleted shelves taking to creating and offering online, delivery only 'essentials' boxes. These boxes, which contained ambient and fresh everyday items were often delivered by third party providers so as not to add additional pressure to the grocery home shopping services.

Of course, these market innovations, to help feed the nation, were still required to fit within distance selling regulations. This meant that certain mandatory information needed to be available to the customer prior to purchase including what was in the box. When speed to market was of the essence and with huge pressures on supply chain, the danger was that regulatory requirements could have easily been bypassed or missed, but our retailers proved that speed, innovation and compliance can run hand in hand.

Whether you're a 'big 4' retailer, a household brand name selling with the biggest online marketplace in the world or a small craft producer making products in your kitchen, packaging also still has an important part to play in e-com. With many platforms to sell from including Etsy, Facebook and eBay, it is easy to start selling your products, but this also makes the market extremely competitive. If your handmade candle is identical to the next one available at the same price, but the next one has put greater effort into ensuring the gifting and opening experience is as good as it can get, who will get the better review?

If your packaging is 100% recyclable, or your packaging has been designed so it doesn't need additional packaging for posting, then shout about it. Product benefits are always displayed and advertised and so should your packaging, whether you are a global brand, or somebody working from the garden shed.

Fit for purpose packaging has never been more important than now.





Takeaways

With the accelerating shift to an e-com driven world and the complexities that come with omnichannel sales, brands and retailers need to adapt strategies, prepare for change and ensure they are making responsible choices. So, what makes e-com different to traditional retail and what does it mean for sustainability, strategic direction and compliance?

Our top 10 takeaways are:

1. **Sustainable e-com is possible:** potential to unlock new and exciting ways to deliver sustainable business models
2. **The 'three Cs':** in the digital age, convenience, consistency and communication are paramount
3. **Closing the loop:** e-com packaging doesn't have to be 'one-way'
4. **Customer experience:** e-com packaging has to work that bit harder to impress
5. **Virtual real estate:** digital channels give more opportunity to both comply and inform
6. **Right-size packaging:** a must to balance product protection and consumer perception
7. **Balance is critical:** information overload is an ever-present risk but e-com can provide solutions
8. **Compliance is key:** e-com provides a quick and accessible route to market for all, but packaging and product regulations still apply
9. **Driven by data:** digital channels allow consumers to make more informed purchase decisions
10. **Building trust:** consumers must place their entire trust in e-com sellers to meet expectations on shelf-life, quality and value

Sun Strategy is an end-to-end technology led packaging consultancy. We provide a packaging vision fit for the future, unifying creative, communication and commerce. We draw upon our multi-disciplined expertise in four key areas: Consumer, Sustainability, Efficiency and Compliance to provide a unique service offering tailored to your goals. We have a track record of continually innovating with global brands and retailers to create strategies to transform the value of their business and measure customer success. Pioneering the right choices for our clients, consumers and the planet.

References

1. [i] <https://blog.globalwebindex.com/chart-of-the-week/green-consumerism/>
[ii] <https://blog.globalwebindex.com/chart-of-the-week/lifting-the-lid-on-sustainable-packaging/>
2. https://www.joc.com/international-logistics/global-parcel-volumes-expected-double-2026-e-commerce-boom_20201012.html
3. Regulation (EU) No 1169/2011
4. <https://www.marketingcharts.com/digital/mobile-phone-116716>
5. <https://uk.finance.yahoo.com/news/etsy-sellers-coronavirus-pandemic-ecommerce-boom-164811976.html>
6. <https://cardiffjournalism.co.uk/altcardiff/2021/03/23/welsh-women-excel-in-the-etsy-world-and-become-self-made-businesswomen/>



About the authors

Gillian Orr – Sustainability Consulting

Gill is a lead consultant, dedicated to providing clients with sustainable packaging strategy, process mapping / improvement and decoding the complex arena of global packaging regulation. She has experience across fmcg, food service and branded clients globally, implementing teams, processes and strategies to drive efficiency while ensuring transparency and integrity of packaging data through technology. Her solution-led, detail-oriented and collaborative approach ensures our clients receive the best possible advice to meet their sustainability targets and reduce waste- in all senses of the word.



Rebecca Cusworth – Legal Compliance

Rebecca has a strong track record of success and close working relationships with her clients. She is noted for her professionalism, knowledge and ability to navigate successfully and intuitively within the often-complex world of food regulatory affairs. Earning her master's degree in food law, Rebecca is a specialist across all areas of food labelling and has worked within the FMCG sector for 15 years, leading retailers and food manufacturers through major legislative change. A true collaborator who has dedicated herself to protecting the reputation and integrity of her customers, influencing at all levels to ensure quality, consistency, efficiency, and speed to market.



Simon Furness – Structural Design

Simon has 30 years' experience in the packaging industry as a structural packaging designer, he has worked with major brands and retailer including Marks and Spencer, Target, Pier 1, Tesco, Remington and Russell Hobbs. Simon has extensive manufacturing experience across primary, secondary, tertiary and food packaging. He designs holistically with primary considerations being fit for purpose packaging, durability, optimization and sustainability. He has also worked closely with Asia, India and North America markets. Over the last 10 years, Simon has worked with clients to understand and recommend changes to their supply chain to improve and reduce damages and save cost.



Our Promise

We will partner with you to create a packaging vision that meets the needs of your business, your customers and our planet.

What can we help you achieve?

Get in contact directly by calling us on **+44(0)1274 200700** or by emailing us at hello@sun-strategy.