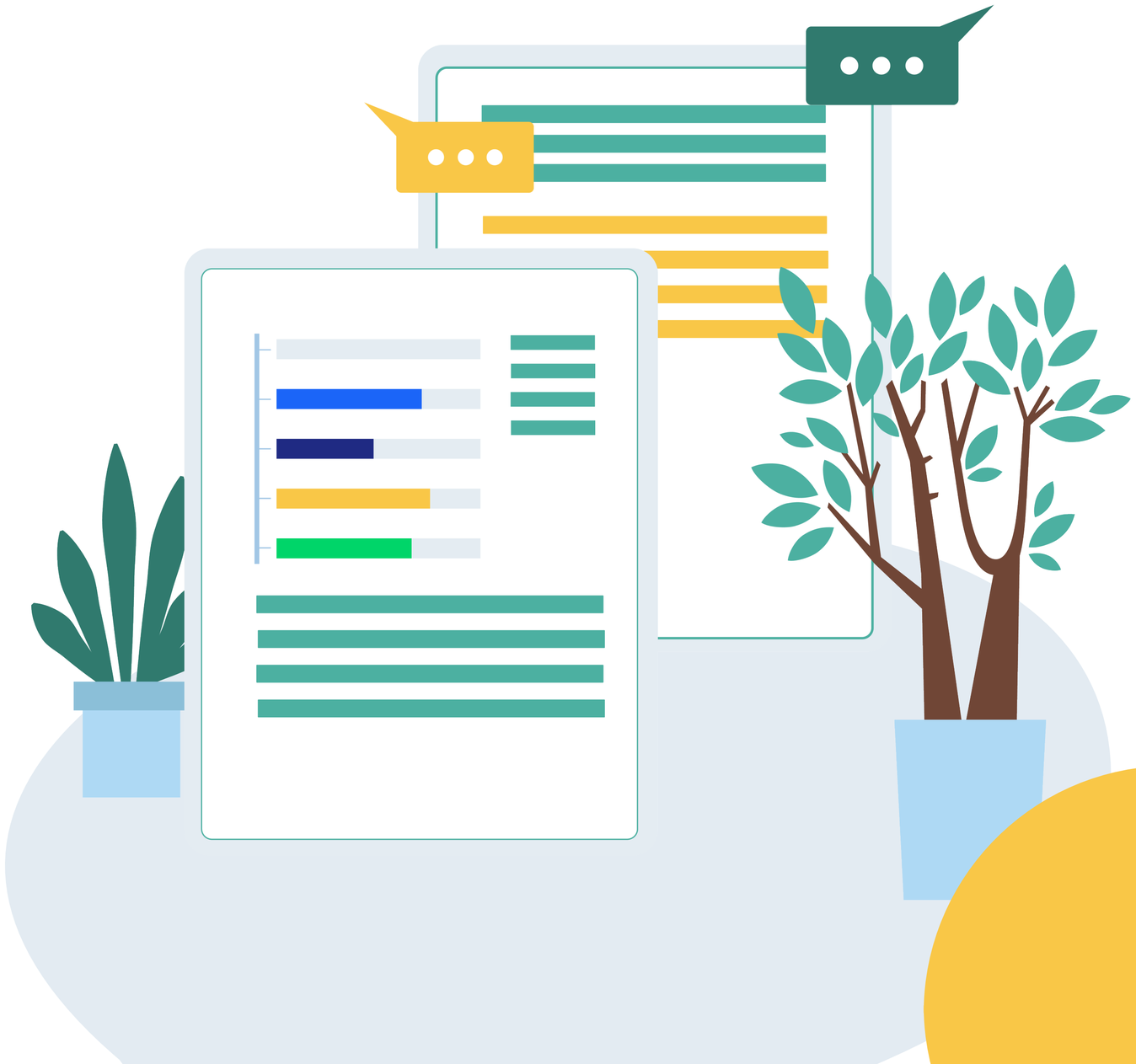
Ritual

Explore, Align, Decide

Workflow + AI



Ritual

Today's Approach

DECISION POINTS

- Blindspots
- Weak conclusions
- Low confidence
- Mis-alignment
- Suboptimal solutions
- Small thinking

Promising Idea

Time Passes

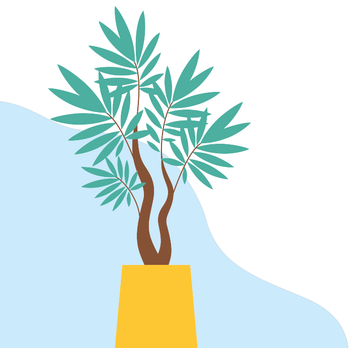
brainstorm

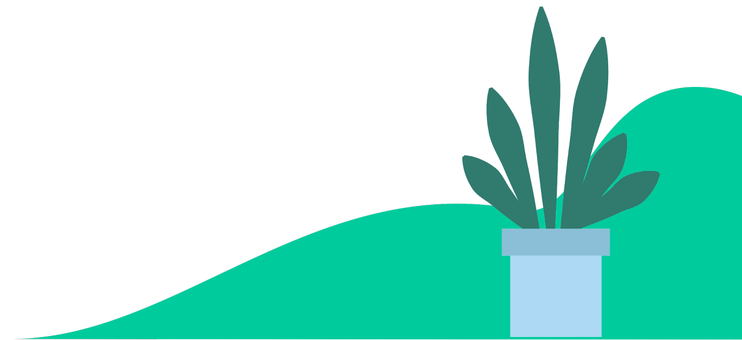
research

deep dive

brainstorm

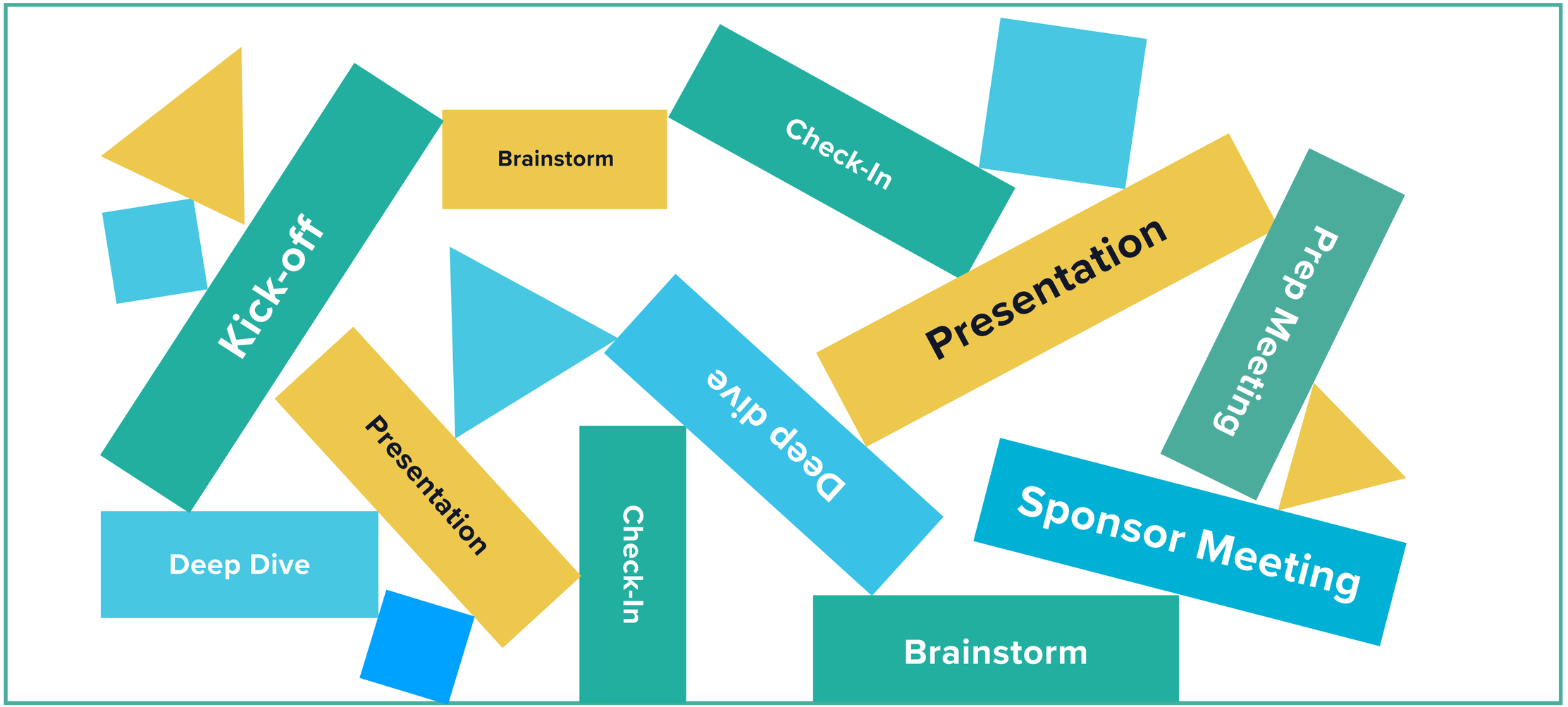
Recommendations





Ritual

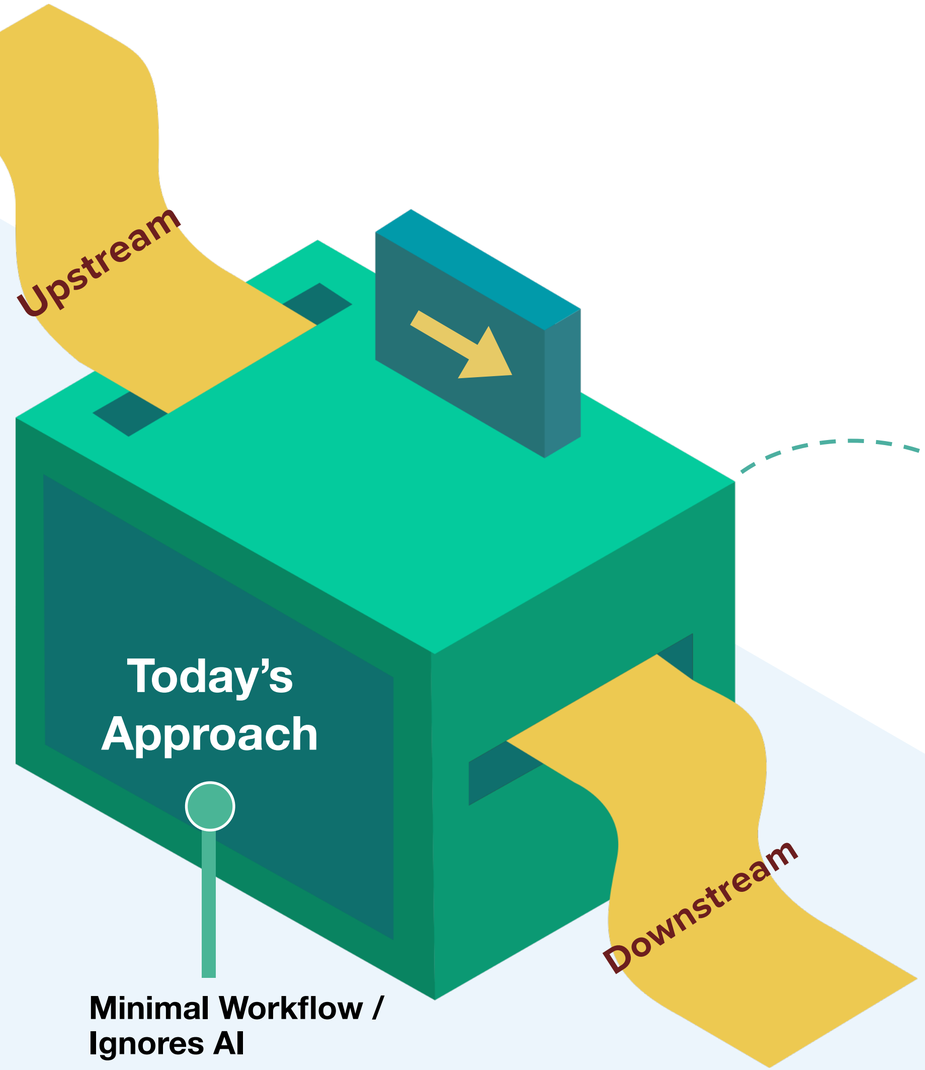
Today's Approach



How we “explore” matters

IF INPUTS ARE POOR...

- Ambiguous problem
- Limited circle of input
- Missed issues or unknowns
- Missing calibration by sponsors
- Weak links in recommendations
- Lack of breadcrumbs in proposed decisions



DECISION POINTS

OUTPUTS ARE POOR.

- Lack of buy-in
- Wheel-spinning
- Changes & pivots
- Suboptimal solutions
- Small thinking
- Sunk costs
- Small outcomes

Imagine if .....AI + workflow..

Idea

Raw input to a well scoped problem

Kick Off

- Define Problem
- Iterate on Problem Definition
- Collaborate on on Problem Definition
- Identify Explorations

Thought partner to surface blindspots

Source Input

- Source Questions
- Review Questions
- Validate Question List
- Assign Questions
- Connect to Milestones

Execution

Run Exploration

- Answer Questions
- Review Answers
- Prepare FAQ
- Draft Conclusions

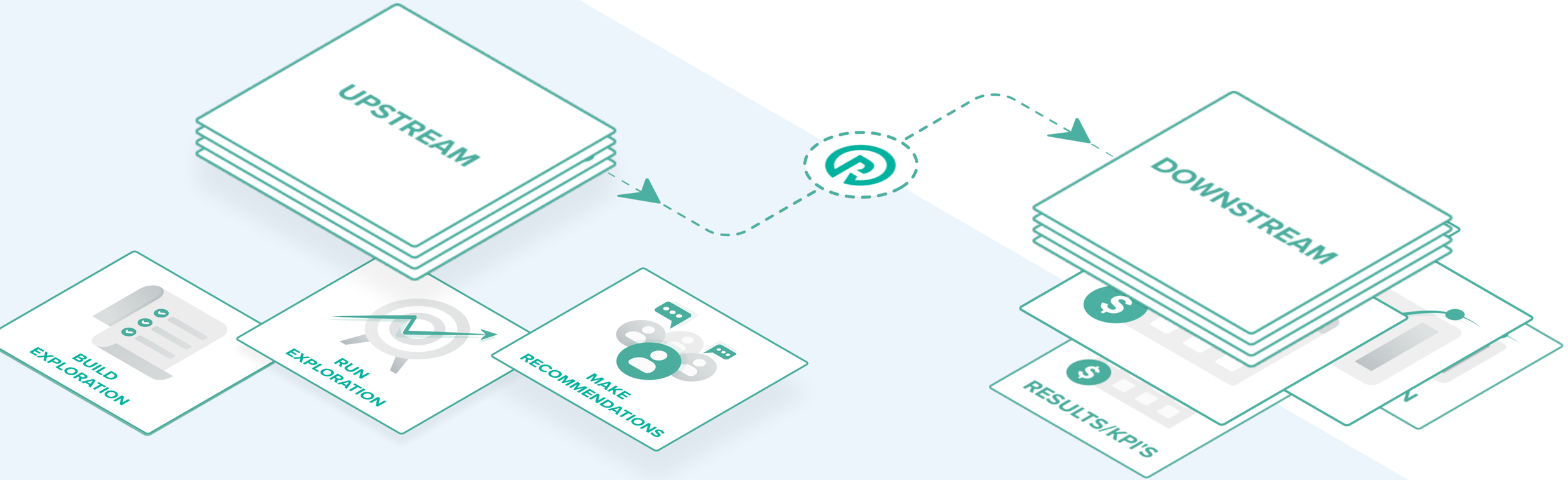
Help overcoming cold starts

Pressure testing options and limiting beliefs

Recommendations

- Vote on Conclusions
- Conduct Alignment
- Prepare Recommendation Content
- Propose Decisions

When done right, there is a **workflow**

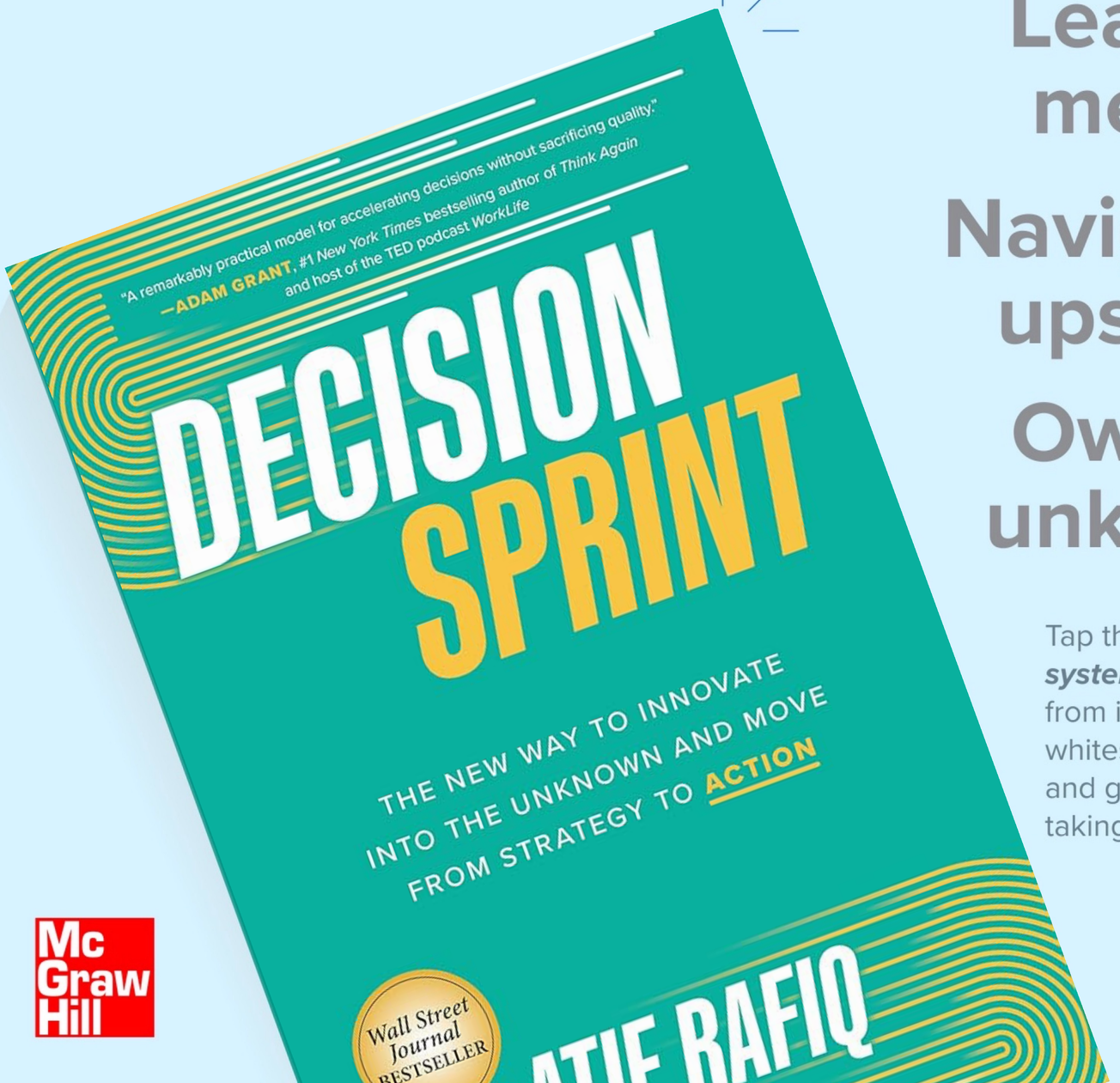


Navigate upstream with
AI-driven workflows

Media

* WSJ bestseller
* Fast Company (book excerpt)
* Forbes (book excerpt)
* Forbes (book review)
* Quartz, Investor Business Daily
* 30+ podcasts
* HBR pitch in progress

Atif wrote the book on upstream !



Learn the method.

Navigate the upstream.

Own the unknown.

Tap this ***ground breaking system*** to make the leap from identification of whitespaces, innovation and growth opportunities to taking decisive action.

Endorsements

* COO, Twitter
* Chairman / CEO, Kellogg
* CEO, H&R Block
* President, Peacock
* CEO, Infosys
* Board Member, BMW & Oracle
* President, Coca-Cola

Interviews

* CEO, Volvo
* CEO, H&R Block
* CEO, Restaurant Brands
* President, Peacock
* CEO, Orange Theory
* C-Suite, Hyatt, McDonald's

Navigate decisions w/ Ritual's AI + workflow

Kick-Off

Build & Run Exploration

Align & Decide

Kick-Off Meeting

Team Meeting

Team Meeting

Decision Meeting

Define Exploration

(Admin)

Source & Review Questions

(Team)

(Admin)

Assign Questions

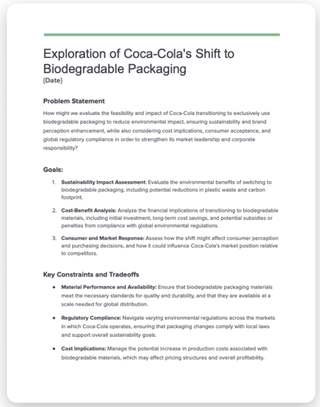
(Admin)

Answer Development

(Team)

Generate Recommendations

(Admin)



Exploration of Coca-Cola's Shift to Biodegradable Packaging

[Date]

Problem Statement

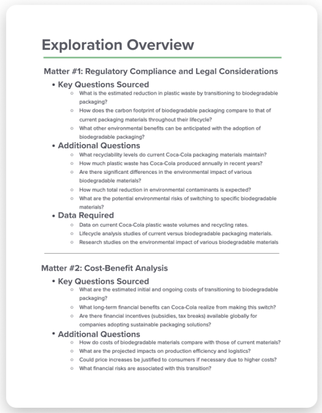
How might we evaluate the feasibility and impact of Coca-Cola transitioning to exclusively use biodegradable packaging to reduce environmental impact, ensuring sustainability and brand perception enhancement, while also considering cost implications, consumer acceptance, and global regulatory compliance in order to strengthen its market leadership and corporate responsibility?

Goals:

1. **Sustainability Impact Assessment:** Evaluate the environmental benefits of switching to biodegradable packaging, including potential reductions in plastic waste and carbon footprint.
2. **Cost-Benefit Analysis:** Analyze the financial implications of transitioning to biodegradable materials, including initial investment, long-term cost savings, and potential subsidies or penalties from compliance with global environmental regulations.
3. **Consumer and Market Response:** Assess how the shift might affect consumer perception and purchasing decisions, and how it could influence Coca-Cola's market position relative to competitors.

Key Constraints and Tradeoffs

- **Material Performance and Availability:** Ensure that biodegradable packaging materials meet the necessary standards for quality and durability, and that they are available at a scale needed for global distribution.
- **Regulatory Compliance:** Navigate varying environmental regulations across the markets in which Coca-Cola operates, ensuring that packaging changes comply with local laws and support overall sustainability goals.
- **Cost Implications:** Manage the potential increase in production costs associated with biodegradable materials, which may affect pricing structures and overall profitability.



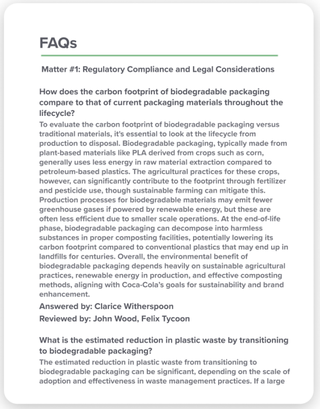
Exploration Overview

Matter #1: Regulatory Compliance and Legal Considerations

- Key Questions Sourced
  - What is the estimated reduction in plastic waste by transitioning to biodegradable packaging?
  - How does the carbon footprint of biodegradable packaging compare to that of current packaging materials throughout their lifecycle?
  - What other environmental benefits can be anticipated with the adoption of biodegradable packaging?
- Additional Questions
  - What recyclability levels do current Coca-Cola packaging materials maintain?
  - How much plastic waste has Coca-Cola produced annually in recent years?
  - Are there significant differences in the environmental impact of various biodegradable materials?
  - How much total reduction in environmental contaminants is expected?
  - What are the potential environmental risks of switching to specific biodegradable materials?
- Data Required
  - Data on current Coca-Cola plastic waste volumes and recycling rates.
  - Lifecycle analysis studies of current versus biodegradable packaging materials.
  - Research studies on the environmental impact of various biodegradable materials

Matter #2: Cost-Benefit Analysis

- Key Questions Sourced
  - What are the estimated initial and ongoing costs of transitioning to biodegradable packaging?
  - What long-term financial benefits can Coca-Cola realize from making this switch?
  - Are there financial incentives (subsidies, tax breaks) available globally for companies adopting sustainable packaging solutions?
- Additional Questions
  - How do costs of biodegradable materials compare with those of current materials?
  - What are the projected impacts on production efficiency and logistics?
  - Could price increases be justified to consumers if necessary due to higher costs?
  - What financial risks are associated with this transition?



FAQs

Matter #1: Regulatory Compliance and Legal Considerations

How does the carbon footprint of biodegradable packaging compare to that of current packaging materials throughout the lifecycle?

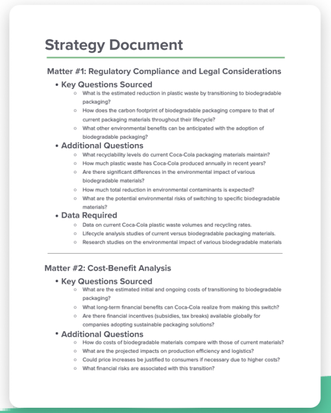
To evaluate the carbon footprint of biodegradable packaging versus traditional materials, it's essential to look at the lifecycle from production to disposal. Biodegradable packaging, typically made from plant-based materials like PLA derived from crops such as corn, generally uses less energy in raw material extraction compared to petroleum-based plastics. The agricultural practices for these crops, however, can significantly contribute to the footprint through fertilizer and pesticide use, though sustainable farming can mitigate this. Production processes for biodegradable materials may emit fewer greenhouse gases if powered by renewable energy, but these are often less efficient due to smaller scale operations. At the end-of-life phase, biodegradable packaging can decompose into harmless substances in proper composting facilities, potentially lowering its carbon footprint compared to conventional plastics that may end up in landfills for centuries. Overall, the environmental benefit of biodegradable packaging depends heavily on sustainable agricultural practices, renewable energy in production, and effective composting methods, aligning with Coca-Cola's goals for sustainability and brand enhancement.

Answered by: Clarice Witherspoon

Reviewed by: John Wood, Felix Tycoon

What is the estimated reduction in plastic waste by transitioning to biodegradable packaging?

The estimated reduction in plastic waste from transitioning to biodegradable packaging can be significant, depending on the scale of adoption and effectiveness in waste management practices. If a large



Strategy Document

Matter #1: Regulatory Compliance and Legal Considerations

- Key Questions Sourced
  - What is the estimated reduction in plastic waste by transitioning to biodegradable packaging?
  - How does the carbon footprint of biodegradable packaging compare to that of current packaging materials throughout their lifecycle?
  - What other environmental benefits can be anticipated with the adoption of biodegradable packaging?
- Additional Questions
  - What recyclability levels do current Coca-Cola packaging materials maintain?
  - How much plastic waste has Coca-Cola produced annually in recent years?
  - Are there significant differences in the environmental impact of various biodegradable materials?
  - How much total reduction in environmental contaminants is expected?
  - What are the potential environmental risks of switching to specific biodegradable materials?
- Data Required
  - Data on current Coca-Cola plastic waste volumes and recycling rates.
  - Lifecycle analysis studies of current versus biodegradable packaging materials.
  - Research studies on the environmental impact of various biodegradable materials

Matter #2: Cost-Benefit Analysis

- Key Questions Sourced
  - What are the estimated initial and ongoing costs of transitioning to biodegradable packaging?
  - What long-term financial benefits can Coca-Cola realize from making this switch?
  - Are there financial incentives (subsidies, tax breaks) available globally for companies adopting sustainable packaging solutions?
- Additional Questions
  - How do costs of biodegradable materials compare with those of current materials?
  - What are the projected impacts on production efficiency and logistics?
  - Could price increases be justified to consumers if necessary due to higher costs?
  - What financial risks are associated with this transition?

Ritual

Workflow produces the contents you'll need to navigate decisions

A

Kick-Off Document

Exploration of Coca-Cola's Shift to Biodegradable Packaging

(Date)

Problem Statement

How might we evaluate the feasibility and impact of Coca-Cola transitioning to exclusively use biodegradable packaging to reduce environmental impact, ensuring sustainability and brand perception enhancement, while also considering cost implications, consumer acceptance, and global regulatory compliance in order to strengthen its market leadership and corporate responsibility?

Background

1. **Sustainability Impact Assessment**: Evaluate the environmental benefits of switching to biodegradable packaging, including potential reductions in plastic waste and carbon footprint.
2. **Cost-Benefit Analysis:** Analyze the financial implications of transitioning to biodegradable materials, including initial investment, long-term cost savings, and potential subsidies or penalties from compliance with global environmental regulations.
3. **Consumer and Market Response:** Assess how the shift might affect consumer perception and purchasing decisions, and how it could influence Coca-Cola's market position relative to competitors.

Goals

- **Material Performance and Availability:** Ensure that biodegradable packaging materials meet the necessary standards for quality and durability, and that they are available at a scale needed for global distribution.
- **Regulatory Compliance:** Navigate varying environmental regulations across the markets in which Coca-Cola operates, ensuring that packaging changes comply with local laws and support overall sustainability goals.
- **Cost Implications:** Manage the potential increase in production costs associated with biodegradable materials, which may affect pricing structures and overall profitability.

A

K

Exploration Overview

Matter #1: Regulatory Compliance and Legal Considerations

- **Key Questions Sourced**
  - What is the estimated reduction in plastic waste by transitioning to biodegradable packaging?
  - How does the carbon footprint of biodegradable packaging compare to that of current packaging materials throughout their lifecycle?
  - What other environmental benefits can be anticipated with the adoption of biodegradable packaging?
- **Additional Questions**
  - What recyclability levels do current Coca-Cola packaging materials maintain?
  - How much plastic waste has Coca-Cola produced annually in recent years?
  - Are there significant differences in the environmental impact of various biodegradable materials?
  - How much total reduction in environmental contaminants is expected?
  - What are the potential environmental risks of switching to specific biodegradable materials?
- **Data Required**
  - Data on current Coca-Cola plastic waste volumes and recycling rates.
  - Lifecycle analysis studies of current versus biodegradable packaging materials.
  - Research studies on the environmental impact of various biodegradable materials

Matter #2: Cost-Benefit Analysis

- **Key Questions Sourced**
  - What are the estimated initial and ongoing costs of transitioning to biodegradable packaging?
  - What long-term financial benefits can Coca-Cola realize from making this switch?
  - Are there financial incentives (subsidies, tax breaks) available globally for companies adopting sustainable packaging solutions?
- **Additional Questions**
  - How do costs of biodegradable materials compare with those of current materials?
  - What are the projected impacts on production efficiency and logistics?
  - Could price increases be justified to consumers if necessary due to higher costs?
  - What financial risks are associated with this transition?

K

Q

FAQs

Matter #1: Regulatory Compliance and Legal Considerations

How does the carbon footprint of biodegradable packaging compare to that of current packaging materials throughout the lifecycle?

To evaluate the carbon footprint of biodegradable packaging versus traditional materials, it's essential to look at the lifecycle from production to disposal. Biodegradable packaging, typically made from plant-based materials like PLA derived from crops such as corn, generally uses less energy in raw material extraction compared to petroleum-based plastics. The agricultural practices for these crops, however, can significantly contribute to the footprint through fertilizer and pesticide use, though sustainable farming can mitigate this. Production processes for biodegradable materials may emit fewer greenhouse gases if powered by renewable energy, but these are often less efficient due to smaller scale operations. At the end-of-life phase, biodegradable packaging can decompose into harmless substances in proper composting facilities, potentially lowering its carbon footprint compared to conventional plastics that may end up in landfills for centuries. Overall, the environmental benefit of biodegradable packaging depends heavily on sustainable agricultural practices, renewable energy in production, and effective composting methods, aligning with Coca-Cola's goals for sustainability and brand enhancement.

Answered by: Clarice Witherspoon

Reviewed by: John Wood, Felix Tycoon

What is the estimated reduction in plastic waste by transitioning to biodegradable packaging?

The estimated reduction in plastic waste from transitioning to biodegradable packaging can be significant, depending on the scale of adoption and effectiveness in waste management practices. If a large corporation like Coca-Cola shifts entirely to biodegradable packaging, the volume of non-degradable plastic waste could decrease

Q

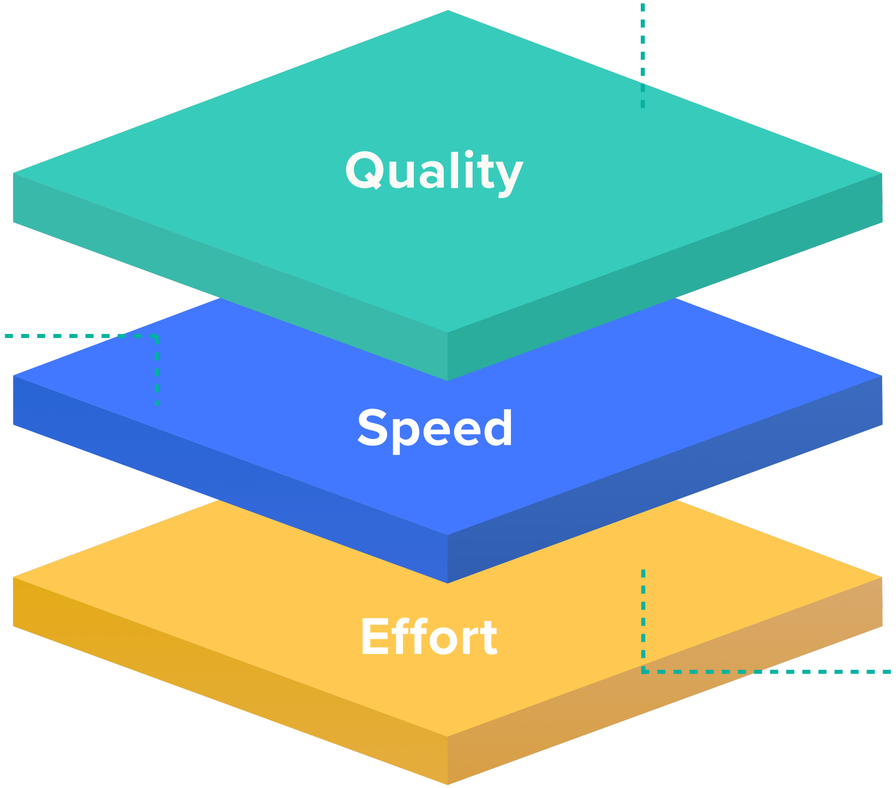
Ritual

Pain Points

Speed

Teams spend weeks and months progressing each stage of an initiative

- **Time to deliverable**
- **Time to decision**
- **Time to execution**



Quality

Confidence level in recommendations and direction

- **Quality of deliverables**
- **Confidence level in work**
- **Level of independence**
- **Quality of meetings**

Effort

Meeting load, rework and amount of time for each step

- **Effort of deliverable**
- **Number of meetings**