

# The CPG Governance Canvas

## Step 1: Assess your context

### Brand Portfolio Structure

*Single brand vs. multi-brand requiring different governance structures?*

*Brands share customers or serve different segments?*

*Global standardization possible or local adaptation required across business units?*

### Regulatory Intensity

*What regulatory requirements govern your categories?*

*How centralized must compliance oversight be?*

*What's the penalty for non-compliance?*

### Digital Maturity Stage

*How developed are our digital capabilities?*

*Do teams have experience governing digital initiatives?*

*Can business units make informed technology decisions independently?*

### Current Painpoints

*Identify major pain points*

- *Decision-making speed issues*
- *Duplication and fragmentation*
- *Strategic misalignment*
- *Talent and culture*
- *Compliance and risk*

## Step 4: Design Escalation Protocols

### Design paths for the following scenarios

*When decision rights overlap*

*When priorities conflict*

*When new scenarios arise*

## Step 2: Define Decision Rights for Common CPG Scenarios

### Define RACI + Decision Threshold

*Identify for each scenario*

- *R = Responsible (does the work)*
- *A = Accountable (owns the outcome, final decision)*
- *C = Consulted (input required before decision)*
- *I = Informed (told after decision made)*
- *Threshold = Budget/scope level requiring escalation*

## Step 3: Choose you Starting Model

**Decide either between centralized fit, federated, and decentralized fit**

## Step 5: Establish Measurement for Tracking

### Track both governance health and business outcome

*Leading indicators (Governance health)*

*Lagging indicators (Business results)*