

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?

Digital Maturity Stage

How developed are our digital capabilities?

Do teams have experience governing digital initiatives?

Can business units make informed technology decisions independently?

Step 4: Design Escalation Protocols

Design paths for the following scenarios

When decision rights overlap

When priorities conflict

When new scenarios arise

Regulatory Intensity

What regulatory requirements govern your categories?

How centralized must compliance oversight be?

What's the penalty for non-compliance?

Current Painpoints

Identify major pain points

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

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 your 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)