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FLP
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2019

EXECUTIVE SUMMARY



THE 2019 FLP CONFERENCE IN THE WORDS OF THOSE WHO WERE THERE

The 2019 Conference was a great experience for me in terms of learning from experts like McKinsey and Harvard Business School, learning from real life professionals and from each other. Everyone was ready to meet and share with each other, and this makes the FLP unique.

Dr. Ayşegül Özkavukcu

Business Development Manager, R&D Center, Migros Ticaret A.S.

The FLP Conference is like no other - a chance to share learnings and discuss challenges with some of the brightest minds in the retail and CPG sector is enlightening. Added to which the range of speakers and topics discussed makes for a highly stimulating and challenging three days. Harvard masterclass? Definitely pushed the learning further!

Duncan Goose - Speaker at the FLP Conference 2019

Founder and Director of Partnerships, Water Unite

It was a wonderful experience to get-to-know all of these talented, energetic and passionate people. We had so many takeaways throughout the learnings. I loved the experience. Remember, that you have a friend living in Shanghai and let me know if you are here.

SzeWan Cheng

Managing Director, Tokmanni-Europris Asian Sourcing Office

The FLP Conference was a unique experience. It was a real honour to participate across three fantastic days and learn so many new things. All the presentations were inspiring, driving full engagement and helping us get awareness on important topics such as purpose-driven leadership, collaborative initiatives, how our companies can drive results through data analytics and new ways of working, and getting organised. The Harvard Masterclass was amazing and the organisation was 100. I'm very grateful that McCain gave me this fantastic opportunity!

Virginia Cyngiser

Regional IS Director LATAM, McCain

It was a fantastic few days in Boston, with lots to reflect upon now I'm back in the UK. One of the main points that has stuck with me is that the business model that has got most companies to where they are today is broken and not fit to drive sustainable growth in the future. Huge challenges and opportunities lie ahead, however, and it was great to be in a room with many of the people that will need to rise to this challenge! Thanks to all of the organisers; it was a perfectly executed event!

Oliver Delaney

European Customer Director, The Coca-Cola Company

I didn't know what to expect initially; however, as I head home, I'm feeling very grateful for the experience, especially as I ended up having the most amazing time. Not only were the speakers I saw fantastic, I was also super impressed by the smooth and thoughtful production of the event. It was also a pleasure to get to know some of the delegates who were all super friendly, open, keen to learn and explore. The FLP has definitely made a difference to everyone attending this year's programme.

Anne-Marie Headley - Speaker at the FLP Conference 2019

Strategic HR Business Partner, Northern & East Europe, Uber and Founder & Leadership Development Consultant, Know Your Worth Coaching Ltd

I was strongly impacted by the insights shared by the CEOs present at the conference. I gained access to a network of representatives from top corporations in the Retail industry, and I'd like to actively leverage this.

Jaroslav Saternus

Business Development Manager, MAKRO Cash and Carry

What an action-packed three days! Agenda was well organised and the speakers' stories were a great way to inspire the group and relate it back: leadership, sustainability and being kind. The workshops built upon each other nicely, allowing for great group discussion and takeaways. And who can forget our Masterclass at Harvard Business School!

Cori Norman

Director Business Development, Sobeys Liquor

FLP CONFERENCE 2019

The FLP exists to create a network of young leaders that together can build a sustainable future for the consumer goods industry.

The annual FLP Conference is where our network meets annually to engage in leadership sessions from key CEOs, thought leaders and innovators; peer-to-peer hands-on workshops led by internationally-recognised industry experts; external visits to see purpose driven companies in practice; and networking sessions attended by peers as well as industry experts and CEOs.

An online community called the FLP Network, hosted in Workplace, is at the core of the FLP experience: it is the tool that brings all FLPers together. Exclusive to FLP Conference alumni from CGF member companies, the life-long access to the FLP Network gives them a chance to discuss trends, insights and challenges among peers and to have a unique access to CEOs via webinars and exclusive content.



FLP COMMITTEE BOSTON 2019

Chairman : John BRADSHAW, Pick 'n Pay, South Africa

Mohamed AL ASSAF, Majid Al Futtaim Retail, UAE
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THANKS TO OUR SPONSORS

The Consumer Goods Forum would like to thank the FLP Conference Official Sponsors for their generous support.



KEY QUOTES



"When it comes to disruption, early diagnosis is key. Whether you just talk to start-ups or you invest in them, you need to build a start-up ecosystem."

Mustafa Bartin

Chief Large-Format & Online Retailing Officer, Migros Ticaret



"It makes it a little less risky and a little less scary when we test new things together."

Margaret Biscarr

Director for Global Partnership Solutions, PepsiCo



"The best solution is the one where both science and art are working together."

Kris Ferreira

Assistant Professor of Business Administration, Technology and Operations Management (TOM) Unit, Harvard Business School



"If a tiny project in a tiny market share could make such an amazing difference and save thousands of lives with access to clean water, just imagine how many lives you could change if you did this at scale."

Duncan Goose

Founder and Director of Partnerships, Water Unite



"When people come to work and they feel that their voice matters, it makes a difference."

Kevin Holt

CEO, Ahold Delhaize USA



"All companies know what they do; many know how they do it; and only a handful know why they do it."

Richard Smucker

Executive Chairman, The J. M. Smucker Co

BUSINESS SESSIONS



Explore live comments and many more on the FLP Network on Workplace



John Bradshaw

Head of Marketing, Pick 'n Pay
FLP Committee Chairman

KEY TAKEAWAYS

Being at FLP is a sure sign that your company believes in you.

FLP is not a conference; it is a network.

You'll make connections here that can affect the rest of your career.

WELCOME TO THE FLP 2019

FLP Committee Chair John Bradshaw opened the FLP Conference and welcomed delegates to Boston.

Congratulations on being at FLP! That is a sure sign that your company believes in you and has invested for you to be here. 106 delegates from 35 countries are in the room. We're excited to have 39% of the audience from retail as well as a good gender balance. The top five countries represented are USA, Canada, Turkey, South Africa and the UK.

There is so much hype around data. But what does it really take to be a leader and deliver value for your customers? We will explore purposeful leadership in disruptive times. We have an incredible programme for you, with some fantastic talks, great roll-up-your-sleeves workshops and a Masterclass at Harvard. I'm very excited about the selfie I'm going to take there! A huge thanks to our sponsors, PepsiCo, The Coca-Cola Company and TCC Global.

FLP is not a conference; it is a network. The FLP Network on Workplace is an incredible way to keep the network growing and carry the conversations throughout the year. During the next few days, be sure to post interesting things you see and hear and help us give those not here massive FOMO!

My advice to you — stay off your emails and make the most of the next three days. In addition to the learnings you'll take back with you, you also need to meet a bunch of people who you can call the next time you face an issue in your own company. You'll make connections here that can affect the rest of your career.



Rhoda Lane O'Kelly

Director for Europe, Middle East & Africa, The Consumer Goods Forum

KEY TAKEAWAYS

Get on board with the CGF positive change agenda and collaborate, but also find your own purpose.

Listen to your people and stakeholders, manage your energy, be data obsessed, do a pre-mortem and act like an owner.

Have the wisdom to collaborate with your competitors, the perseverance to break down internal silos and the courage and integrity to do what's right.

PURPOSE-DRIVEN LEADERSHIP

Rhoda Lane O'Kelly inventoried the toolbox of tomorrow's purpose-driven leader and examined how the CGF can help.

This is my 20th FLP! I've had the privilege of listening to many CEOs on leadership over this period. There are skills they would have listed as key to being a good leader. Those are still necessary, but they are no longer enough.

Making money is no longer enough to be a successful company. Trust in brands is on a sharp decline and big brands are facing existential threats. Purpose is a differentiating factor for employees, consumers and investors. By 2025, millennials are expected to make up 75% of the global workforce. They want to work for companies that are making a difference.

We are the organisation that straddles the globe and drives positive change on a macro level. What

we do at the CGF is bring everyone around the table to tackle the most pressing pre-competitive issues. When selecting our members, we look for companies whose strategic imperatives are aligned with ours. 400 members, 3.5 trillion euros, 54 CEOs on our Board – put all that energy together and that is the difference we can make. We are helping each other do things that none of you can do on your own.

Purpose-driven leadership requires adding brand new skills to your toolbox. And first, you need to have a look inside and find your own purpose. Define what is it that gets you out of bed in the morning to do that job, and perhaps to do it a bit differently.



Abdul Wahab, or “AW”, set the scene by clarifying what we mean when we talk about data, analytics, AI, Machine Learning and Deep Learning.

Business intelligence and reporting is only the first step. Having basic facts is good but that’s not what the future is about. It needs to be descriptive, predictive and prescriptive. Ask yourself: “what happened and why?” (information/hindsight), “what will happen?” (prediction/insight) and then “how can we make it happen?” (optimisation/foresight).

Data is more crucial now than ever. 90% of the world’s data was created in the last two years. The cost of storing and processing that data has dropped drastically. A lot of value is at stake, particularly in retail and FMCG. This is because you are closer to the consumer with more data to harness, and because you haven’t done much with it yet!

KEY TAKEAWAYS

Do a few things, do them at scale and do them very, very well.

Know what you are solving for. This must be user->back, not data->forward.

Be prepared for bumps in the road and don’t be surprised if your biggest challenge is not analytics but adoption.



Workshop 1 - Analytics Transformation in Consumer: Why Should You Care?

Session Facilitated by



Julie Lowrie

Expert Associate Partner, McKinsey & Company



Abdul Wahab Shaikh

Partner, McKinsey & Company



Julie emphasised that the talent pool is vastly different today and that the capabilities required now encompass skills like dealing with ambiguity.

Scrum Master, Agile coach, UX designer, data scientist, translator – these are all critical roles in today’s organisation. Think of the way your company is structured and consider building an agile squad, pulling people out of traditional teams and putting them on a dedicated team for a specific amount of time.

The capabilities required by officers now including skills like being comfortable with discomfort. Build all players, have explicit strategic intent, be self-aware. You also need to think about KPIs and deliverables. My advice for young leaders in the room – be prepared for bumps in the road and don’t be surprised if your biggest challenge is not analytics but adoption.



Anne-Marie Headley

Strategic HR Business Partner, Northern & East Europe, Uber and Founder & Leadership Development Consultant, Know Your Worth Coaching Ltd

KEY TAKEAWAYS

Investing in employee trust is investing in your bottom line.

Soft skills are increasingly important for leaders in a diverse environment.

We cannot stem the tide of change, but we can embrace it.

WORKFORCE TRENDS IN THE DIGITAL ERA

Anne-Marie took the stage with some shocking statistics and a big question – how ready are you for the new norm?

I believe the future is in this room. It's groups like this that we count on to navigate us through disruptive times. You will have to contend with global megatrends which are shaping the workforce. Ambiguity is the new norm. The average life expectancy of a company has dropped to 15 years. There are six areas of rapid transformation young leaders will need to navigate – transformation in technology, patterns of work, business, society, lifelong learning and leadership.

We hear much about disruption these days. The truth is that the greatest disruption is still coming from people, not algorithms. We need to think critically about people being the heart of the fourth industrial revolution.

By 2021, more people will have access to mobile phones than running water. AI is not going to take our jobs. Machines will enable or augment the work we do to enable greater productivity, but we'll need to change how we work. Non-routine cognitive work is where humans will excel. Our ability to adapt and be agile will come into high premium, so we need to make sure we are growing this ability in ourselves and our teams.

It's critical that we bring our collective brains together at events like this and work out what we need to do individually and as organisations. We cannot stem the tide of change, but we can embrace it.



Richard Smucker

Executive Chairman, The J. M. Smucker Co

KEY TAKEAWAYS

All companies know what they do; many know how they do it; and only a handful know why they do it.

Aim to change and improve everything except your core values.

You cannot be a leader if you do not lead yourself.

LEADERSHIP IN A FAMILY BUSINESS

Richard Smucker delighted the audience with an insider account of his company's authentic leadership style in a family business with strong values.

All companies know what they do, many know how they do it and only a handful know why they do it. As a Board member of The Consumer Goods Forum, I am inspired to see that companies are more purpose-driven than ever before and I think it's going to make a big difference. Companies are taking the lead on some issues where we cannot get governments to come to a decision. I really hope Wall Street gets the message over time that doing good is not a quarter-by-quarter thing. Our company encourages shareholders to make long-term decisions in line with the CGF's positive change agenda.

We are a company with five generations of family management. Our purpose is feeding connections that help us thrive. Our values are

quality, people, ethics, growth and independence. After my father passed away, we found a letter in his drawer that listed some qualities close to his heart. They included listening with one's full attention, saying thank you for a job well done, looking for the good in others and having a sense of humour.

We foster a unique culture. Our company aims to change and improve everything except our core values. Importantly, we believe that the best is yet to come. We send our top 250 people through a leadership training. True leadership is at all levels: society, organisation, team and self. You cannot be a leader if you do not lead yourself. I'll stop here because at Smucker, we aim to "be brief, be bright and be gone!"



Margaret Biscarr

Director for Global Partnership Solutions,
PepsiCo

KEY TAKEAWAYS

Working at major F&B player with global reach can enable you to make an even bigger difference.

The CGF's Collaboration for Healthier Lives empowers consumers to make healthier decisions, putting industry resources towards public health priorities.

It's a little less risky and a little less scary to test new things together.

ONE FOR GOOD: A CASE STUDY FOR INDUSTRY COLLABORATION

Margaret told her personal growth story and how she came to be in a job she loves, leading macro-level transformational change.

I'm just a girl from Nashville, Tennessee who wanted to make the world a better place. How did I get here? I fell in love with the idea of making macro-level change. I adopted the idea of creating shared value. After a great experience in the non-profit industry, I left to join a major F&B player with global reach, in order to make an even bigger difference. I'm doing what I love, and I love what I do.

Immediately when I joined PepsiCo, I was handed my dream role – working with the CGF's Collaboration for Healthier Lives. It's about empowering consumers to make healthier decisions and putting industry resources towards public health priorities.

This is a global movement for good. It's a little

less risky and a little less scary to test new things together. Our objective is to shift consumer behaviour towards our healthier products. This is a clear place where we have a role to play and we each have something to offer. Whether it be semi-permanent merchandising, sampling and recipes or even nutrition education, we are working to nudge consumers in the right direction.

It's true that there can be suspicion of big brands doing good. But this work is about having real conversations with real people. We talk about the challenges with marketing healthier products. At the end of the day, people understand that we're a business and we need to turn a profit in order to stay in business and continue doing good.



Mustafa Bartin

Chief Large-Format & Online Retailing Officer,
Migros Ticaret

KEY TAKEAWAYS

Online is more measurable, which in turn is more profitable.

Make sure your online and offline data are talking to each other.

You need explorers but do not ignore the veterans.

IS YOUR DISRUPTION MAP READY?

Mustafa shared candid insights based on real-life experience around a unique approach that resonated with delegates.

Disruption is one of the most over-used words these days. Today, I promise not to quote Steve Jobs or talk about Netflix! I've spent 23 years in the online grocery sector. It is one of the most attractive industries because we have such regular interaction with consumers and a vast amount of data.

When it comes to disruption, early diagnosis is key. The three main sources are tech, consumer trends and business models. What we needed was a tool to diagnose disruption and we found it – in start-ups! Successful start-ups never lie. They are better, faster and cheaper than classic market research. Whether you just talk to start-ups or you invest in them, you need to build a start-up ecosystem.

Next, you need to filter. I use the "Job to be done" (J2BD) filtering mechanism. Buying a drill is the task but hanging a frame on a wall is the job to be done, so a handyman could also be a competitor of the hardware store. In grocery, J2BD could be 'stocking up', 'right now' or 'tonight's dinner'. Some start-ups are bringing you groceries in under 15 minutes in congested cities. How can traditional actors compete?

There are four ways to deal with disruption—acquire, cooperate, develop the product and compete or sweat your assets. At my company, we executed each of these across our global disruption map. Next, we want to add self-disruption, moving out of the defensive mode. Let's disrupt!



Jon Stokes

Head of National Customer Category and Marketing,
Coca-Cola Amatil

KEY TAKEAWAYS

You need to learn faster than the world is changing.

10% of today's start-ups will revolutionise the business.

Partner with an external incubator, pilot small and learn fast.

UNLOCKING START-UP INNOVATION... FOR MULTINATIONALS

FLP alumni Jon Stokes explained how he took the tools from his own FLP experience to lead his company on a surprising journey.

One of my takeaways from FLP 2017 was the importance of life-long learning. You need to learn faster than the world is changing. I also learned about the five-hour rule and I try to set aside time in my calendar for learning and innovation.

I want to talk about the challenges many of us face in multinationals regarding innovation. Think about disruption in your own business – is your company staying ahead of the accelerating innovation curve? Are you at risk of disruption from start-ups? What part of your business could be disrupted?

There is an incredible number of start-ups innovating along the path to purchase. Even if many of them disappear in a few years' time, 10% will revolutionise the business. Three

pillars define Amatil X: broaden our thinking (monitor start-ups), explore alternatives (build an ecosystem), create new possibilities (invest in start-ups).

Let me give you an example of a simple partnering programme made possible by amateur legs. We collaborate with a start-up named Snooper, which provides a network of people who can give photo feedback from our displays anywhere at any time of day.

Becoming a Corporate Partner of Choice involves things like fast decision making and less-restrictive IP provisions. Be open to collaboration and partnership. Share your industry know-how and experience to make it a win-win. Pilot small and learn fast.



James Rhee

Chairman & CEO, Ashley Stewart
and Founder, FirePine Group

KEY TAKEAWAYS

Don't overlook intangible assets; they're often key.

Kindness isn't weak, it's strong.

People want to know what's real; they want authenticity and vulnerability.

THE VIRTUES OF KINDNESS IN BUSINESS

James Rhee closed day one of FLP 2019 with a lesson on kindness in business.

I've come to the conclusion that there's not much difference between business and life. If you think about it, we are just a bunch of people. We identify as employee or consumer but at the end of the day, we're all those things.

We spend so much time collecting tangible assets, but we often overlook intangible assets. People want to know what's real; they want authenticity and vulnerability. This generation is much savvier—they know that life is a bit of a mirage. We are going to a darker place and people will crave humanity.

The original mission of Ashley Stewart was plus-size clothing for African-American women. We have to tell this woman that in this store, she is not a minority—she is a majority. We are just letting her talk in her own way—we're not trying to be diverse.

When this business came to me, I was encouraged to let it go. It was a failed business model with more than a decade of operating losses. But I became more and more convinced there was value here. I was raised by a bunch of strong women. I left a successful investment job to do something I believed in. I went into the company and asked them if they wanted to work with me. I talked about kindness. Kindness isn't weak; it's strong. We married EQ and IQ.

My six months turned into six years and the company has completely turned around. We have an impactful media arm and events business. Ashley Stewart has nothing to do with clothes. It's a safe place for women who have the odds against them. The key to this company is intangible assets.



Workshop 2 - Use Cases and Domains: a Simulation Workshop



Tom led a simulation on use cases and domains in which delegates had to roll up their sleeves and do some hands-on learning.

Let me start by introducing our use case simulation. BrewCo. is a large beer and cider company based in Melbourne that exports into the US and European markets. However, as consumer tastes change, craft beers are gaining market share. A new CEO has appointed a team of translators to transform the future of the company.

analytics and then try to find the value. Next, move onto the data ecosystem and modelling insights. You need to design a tool to unlock business value. We will then move into workflow integration, encompassing process redesign and tech enablement. We finish with adoption, where we'll need to work on change management and capability building.

For each use case, define a specific performance metric and target the problem you want to solve. Define the maximum potential improvement and be realistic regarding possible achievement. It's not enough to talk about impact; you need to define success and assess feasibility.

Adoption and helping people change can be the biggest challenge. Be sure to translate insight into action, pilot outputs to prove and track value, build capabilities, focus on adoption and scale production lines.

We are going to follow the lifecycle of a use case. Start with the use case source of value. Don't invest huge amounts of money in



Session Facilitated by



Tom Youldon

Associate Partner,
McKinsey & Company

KEY TAKEAWAYS

While data science is for data scientists, you need to understand sources of value and how to implement across an organisation.

Adoption and helping people change can be the biggest challenge.

Start with the source of value. Don't invest in analytics and try to find the value afterwards.



Kevin Holt

CEO,
Ahold Delhaize USA

KEY TAKEAWAYS

You have to listen with an open mind and an open heart. The way that we think, talk and understand things is ultimately different.

If you don't listen to people, they will not trust you.

Think about how important it is for the little things to come together to make the bigger things work.

FUTURE OF RETAIL: LEADING WITH PURPOSE

Kevin shared his insights on purpose-driven leadership and encouraged FLPers to constantly inventory their own behaviour before looking beyond.

You have to listen with an open mind and an open heart. The way that we think, talk and understand things is ultimately different. If you don't listen to people, they will not trust you. At Ahold Delhaize, we have designed our efforts around winning locally. The better in tune you are to local communities, the better you can serve their needs.

All of us have the responsibility to have an individual purpose. I've never seen things move faster than they are moving today. The consumer is in the driver's seat and there is a social change agenda unlike anything I've ever seen. You are at the perfect time for leadership. As leaders, we must learn how to give freely and be willing to make a difference. If everyone of us

comes to work with that dynamism, it starts to spread and it's infectious.

I personally believe that culture drives everything that we do. Culture is a whole bunch of little things, that when you bring them together, you've started to achieve your purpose. When people come to work and they feel that their voice matters, it makes a difference. We have a team that takes personal responsibility. Ultimately, our culture is what drives us; it's what defends us. As you think about taking on more and more responsibility, you need to realise that you can't do it all with your own two hands; but you can if you bring others together with a strong culture. With your purpose you can drive productivity and with productivity you drive results.



Stewart Samuel

Director, North America Program,
IGD

KEY TAKEAWAYS

The physical store isn't dead. But mediocre and complacent retail is!

To future-proof your store, focus on being relevant, efficient and different.

Many retailers are putting their efforts on the differentiation piece, but don't forget the relevance and efficiency levers.

HOW FOOD RETAILERS ARE FUTURE-PROOFING THEIR STORES?

In a fast-paced presentation, Stewart treated the audience to a series of concrete examples of retailers hitting the mark.

Boston is an interesting blend of international retailers and strong national operators, and today we'll also see two good regional and local players. I will share a framework with you which can help you assess and benchmark these stores.

At IGD, we spend a lot of time talking to retailers about their challenges. The top six are changing consumer expectations, new technologies, new routes to market, new competitors, changing capabilities and rapidly-growing ecommerce.

The physical store isn't dead. But mediocre and complacent retail is! Retailers who cannot afford to invest in their store experience or drive differentiation are losing market share. The key levers are being relevant, efficient and different. And if you can hit all three, you're doing really well.

For relevance, it's about understanding what mission the shopper is on. Are they stocking up or are they looking to eat quickly? Retailers are now developing more formats to cater for multiple store missions. When it comes to efficiency, technology is becoming more accessible and better leveraged. A big trend in the US right now is downsizing the store while converting the back of the supermarket into an automated hyper-local fulfilment centre to better meet ecommerce needs.

80% of retailers put their efforts on the differentiation piece, developing flagship stores with significantly enhanced formats. Many are blurring the lines between food retail and food service, while offering more services such as health centres or gyms. Everybody is raising the bar.

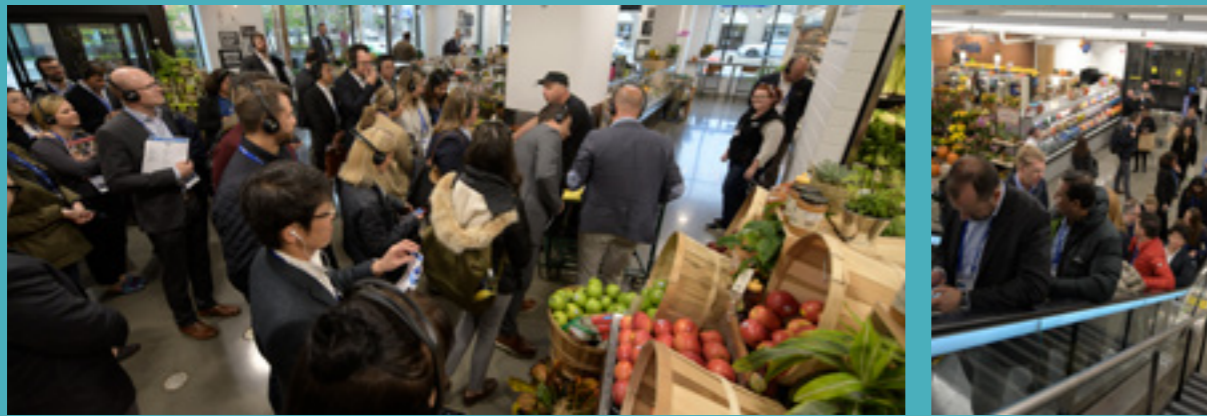
STORE TOUR

The FLP Store Tour gave participants a back-stage pass to four innovative locations in and around Boston.

Boston brings many of the contemporary retail trends to life. The market is shaped by international, regional and local operators, resulting in a highly diversified food retail scene. Day 2 took delegates out of the conference room to explore Boston's retail scene. The FLP Store Tour, kindly sponsored by TCC Global, offered a great mix of retail formats – Wegmans Food Markets, Stop & Shop, Brothers Marketplace and Star Market.

Participants were guided around each location by store managers and directors, who showed how the stores are working to offer innovative shopping experiences to their customers, promoting healthier diets and finding effective ways to help reduce food waste.

Delegates also had the opportunity to exchange with the store managers, who provided added value with great candidness on their operations and challenges. Quizzed by participants, they shared rationales and data behind the site's choices, along with performance indicators and results. The guides happily showcased the various innovations and enhancements they had put in place to attract customers, as well as sustainability projects or employee development programmes they had rolled out. Tour participants filled up on both industry tips and tasty samplers at each location!



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Kris Ferreira

Assistant Professor of Business Administration,
Technology and Operations Management (TOM) Unit, Harvard Business School

KEY TAKEAWAYS

The best solution is one where both science and art are working together.

Your biggest challenge may well be implementation and change management.

Individual backgrounds and experiences are at the heart of the lesson.

Kris led an interactive masterclass and proved adept at eliciting thoughts from each participant to create lively discussions around the topic.

Given the diverse backgrounds in this room, you will learn as much from each other as from me. This is something we believe strongly here at the Harvard Business School and student participation is always on the agenda.

The use case you received in preparation of today's class is called Fashion: Art vs. Science in Fashion Retailing. I am a co-author of this use case and it is based on a real-life case that I was called in for during my research at MIT. The discussion we are having here is around art versus science. With my technical background, I used to support the more scientific approach. Now my experience has taught me that the best solution is the one where both science and art are working together.



MASTERCLASS AT HARVARD BUSINESS SCHOOL

Delegates were led on a journey to discuss the use and impact of data in retail. Together, they worked through a real HBS use case which was closely based on an example from the fashion galaxy. Participants explored how to best use data in decision making.

Guided by the professor at each step of the way, participants gave their thoughts on the data points most important in predicting product demand and consideration to take into account when developing a new pricing approach. Finally, they outlined an implementation plan for rolling out a new data-driven analytical pricing approach at this company. The visit wrapped up with themed campus tours of Harvard Business School.





KEY TAKEAWAYS

Analytics are critical for any initiative about collective improvement.

Where there is the potential to share data and learning across multiple stakeholders, there is the highest potential for collective improvement.

Leaders working with the CGF are in the best position to make collaborative connections.

Workshop 3 Analytics for Better Lives

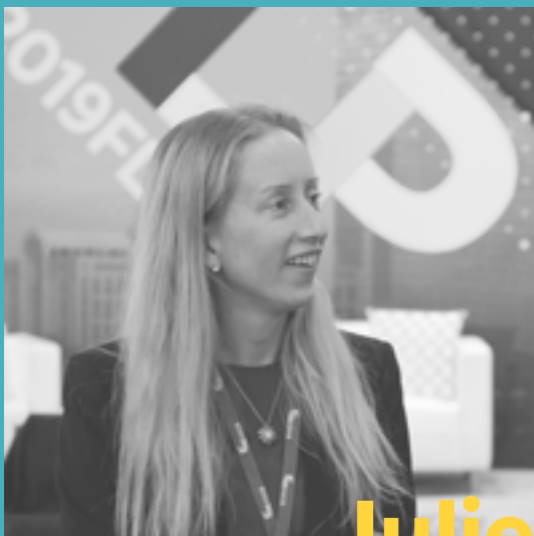
For the final workshop, Julie and Tom put delegates in the driver's seat to work on some of the industry's toughest challenges – sustainability, food safety, health & wellness and end-to-end value chain.

Tom started by prompting delegates to share their key learnings from the analytics journey so far. The top four – breaking down structural silos, defining a clear goal before investing in sophisticated analytics, owning the data in business functions and finding the right combination of science and art to harness both data and human experience.

Delegates then formed teams to put their minds together on those tough challenges and develop a series of potential use cases to advance each corresponding CGF initiative. They aimed to generate ideas that could be taken forward in the work of the CGF.



Session Facilitated by



Julie Lowrie

Expert Associate Partner,
McKinsey & Company



Tom Youldon

Associate Partner,
McKinsey & Company



The first task? Share what you find most urgent and compelling in each area and decide what you are going to change. On the easels dotting the room, each team wrote their goal in five words or less. The next step was to think about the data needed to solve this issue. Teams identified three to five sources and worked to ensure their use case would be focused, measurable, relevant, memorable and scalable.

The third and final task was to define what aspect of consumer behaviour or industry practice you are trying to understand, predict or shape. Each team concluded the exercise by choosing a captain, who in turn shared a goal statement on the FLP Network.



Duncan Goose

Founder and Director of Partnerships,
Water Unite

KEY TAKEAWAYS

Aspire to change lives, one person,
one day at a time.

There are still hundreds of millions
of people that don't have access to
clean water.

We need to invest in recycling
infrastructures to make plastic more
sustainable.

BUSINESS FOR GOOD

Duncan called the audience to action – to change lives, one person, one day at a time.

My background is in advertising and marketing. Inspired by the book Jupiter's Travels, I quit my job to travel around the world by motorbike. It was an amazing two years, and not without incidents – from hitting a deer in Canada, being shot at in Mexico, surviving an earthquake in Indonesia and a hurricane in Honduras.

In the aftermath of a natural disaster, relief supplies included food but not drinking water, which was too scarce. It struck me that even though we take it for granted in the Western world, water is often the most valuable thing in a developing country. A billion people in the world didn't have access to clean water. Two million people die every year from water-related diseases.

When I went home, I started reading about corporate social responsibility and I became fascinated by how business can operate in this space. In parallel, I was profoundly moved by photos that defined a moment of time in a crisis. Imagery is a very powerful thing, and these sparked my interest in water, which in turn sparked my interest in plastic.

I asked myself how I could help. That led me to create a project that sells water in developed countries to fund water projects in developing countries. If a tiny project in a tiny market share could make such an amazing difference and save thousands of lives with access to clean water, just imagine how many lives you could change if you did this at scale. The CGF is about collaboration, and I hope this is something you can all get behind.



Vincent Colliard

Polar Explorer,
Icelegacy

KEY TAKEAWAYS

The polar regions are the number
one victim of the acceleration of
climate change.

It's about taking one step at a
time to achieve what seemed
impossible.

Use your unique opportunity
to make great profits and great
change at the same time.

BE PART OF THE CHANGE FOR A BETTER FUTURE

Vincent shared some riveting stories of survival and perseverance in extreme conditions while pulling the curtain on drastic changes altering our planet.

A good farmer is someone who leaves the land in better shape than when he received it. The big elephant in the room called growth may be responsible for breaking the average but I'm not here to tell you that corporations are polluting the world – we're all polluting the world. But here as future leaders, you have the power to make a change and impact millions of people.

An explorer is someone who's working towards a cause and my mission is to show you the fragility of the polar regions, the number one victim of the acceleration of climate change. Why would I need to ski across the biggest glaciers of the planet? To create awareness of the glacier recession. We created the Icelegacy project, which collaborates and contributes to the scientific community.

I've traversed challenging terrains in extreme weather conditions – from surviving collapsing snow bridges and persevering despite ice blindness to skiing for two weeks with a broken toe. I am not telling you these stories to say I am strong or can resist pain. It's about taking one step at a time to achieve what seemed impossible – just like for our planet.

I'll leave you with the legend of a hummingbird, who attempts to fight a forest fire one drop of water at a time. When ridiculed, the hummingbird replies, "I'm just trying to do my share". We have an opportunity to each do our share and I ask you to use your unique opportunity to make great profits and great change at the same time.

NETWORKING MOMENTS



**DON'T LET THE CONVERSATION END HERE!
JOIN THE FLP NETWORK ON WORKPLACE NOW**

The FLP Network is a **global, year-round network** of young leaders in the consumer goods industry and is reserved exclusively for FLP Conference alumni from CGF member companies. Hosted in Workplace, it gives them a chance to discuss **trends, insights** and **challenges** among peers and to have a **unique access to CEOs** via webinars and exclusive content.



SCAN TO JOIN

Ask to join:

1. Scan this QR-Code or follow the invitation link (<https://theconsumergoodsforum.facebook.com/groups/TheFLP>)
2. Log in or create an account
3. Download the Workplace mobile app

If you have any questions :

f.ballve@theconsumergoodsforum.com

THE IDEAL CANDIDATE



Our aim is to build the elite future leaders' network for the global consumer goods industry. Through the annual FLP Conference and the FLP Network, we connect the fast-track professionals and help them build connections that will last throughout their career.

We believe that candidates who best correspond to the criteria below will be most able to contribute to, and benefit from, the FLP community.

BUSINESS CREDENTIALS

PERSONAL ATTRIBUTES



Among the company's very best – a recognised rising star. Companies must be supportive of the participant attending FLP activities.



A true leader and team-player who believes in the power of collaboration and in the responsibility as leaders to drive change for the better.



Recognised for extraordinary achievements, outstanding professional track record particularly in the past 5-10 years, potential to impact the industry's next 15+ years.



While we have no firm age limits, our experience is that the participants who will benefit most from the FLP will be aged 30-45years old.



Recognised as a high potential for Executive Management Leadership positions by the company.



A global perspective and profound motivation for learning, to advance self and company.



Responsibility for a business unit, a brand / category, a function on local / regional / global level.



Has demonstrated significant first contributions to the consumer goods industry and society at large.



The CGF encourages companies to consider gender and other forms of diversity when selecting candidates.

What is The Consumer Goods Forum?

The Consumer Goods Forum is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide. Uniquely positioned as the organisation bringing consumer goods retailers, manufacturers and their service providers together globally, the organisation is expertly placed to drive positive change across the industry to benefit both people and planet, and help members secure long-term, sustainable business growth.

www.theconsumergoodsforum.com



FLP

What is the FLP?

The FLP exists to create a network of recognised young leaders that together can build a sustainable future for the consumer goods industry. Our mission is to help your company prepare your fast-track leaders for the challenges in their careers, as they rise to the next level. Our approach is two-fold: an annual event, the FLP Conference, which brings together the brightest talents from our industry for three days of networking, best-practice sharing and further learning; and the FLP Network, a global, online community of young leaders from CGF member companies, who have already earned the right to represent their companies at the global level.

www.tcgfflp.com

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