

THE ONLINE STORE OF THE FUTURE

HOW TO PREPARE YOUR BUSINESS AND WIN



Introduction

We track retail innovation around the world and one of the most fascinating areas to follow has been the rapid development of online shopping. However, we think the biggest transformation is still to come thanks to factors like artificial intelligence, smart homes, 5G and the next wave of young e-shoppers.

That's why we've followed up last year's physical store of the future report with our vision for the online store. This report transports you five years ahead to reveal the digital store you need to start planning for now and gives you advice on where to build your business capabilities.



We are very grateful to all the experts globally that have contributed. I do hope it helps to prepare you for a very different future and to win.

Joanne Denney-Finch OBE
Chief Executive, IGD

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Research approach

In this report we answer three questions. In the next five years:

1. What will the online store of the future look like?
2. How do you prepare for the future?
3. What are the future considerations for your business?

We offer our view of the future, a benchmark of capability and an action plan to help you prepare.

To explore these questions, IGD has interviewed global heads of ecommerce at grocery manufacturers and some of the world's leading online retailers.

We also conducted an industry survey to test our vision and understand levels of preparation. We had 223 respondents from 42 different markets, from senior roles, including CEOs, vice presidents and directors.

We've drawn on the knowledge of IGD's global team of experts in online shopper insight, online, technology and supply chain.

The IGD team travel the globe from our offices in London, Singapore and Vancouver to meet with retailers and manufacturers, and to see best practice in action. We've accessed this innovation tracker to illustrate the report with examples and case studies from around the world.

Executive summary

Online stores will evolve rapidly to meet shoppers' changing expectations, enabled by transformative technologies. The online store of the future will contain five key features:

1

It will be a shopper's **personal micro store** with individualised and online-exclusive products, personalised promotions, recommendations, advertising and loyalty schemes.



77%*
think almost all digital communication to consumers will be personal

2

It will act as a **smart personal assistant**, connecting with various devices, preventing shoppers from running out of products and supporting their lifestyle goals.



71%*
think some retailers will provide a service to use the data from connected devices to provide personalised dietary recommendations

3

It will be **more efficient for shoppers**, easier and quicker to order products. They'll incur less food waste, as meal planners help with ordering quantities. Fulfilment levels will improve, and in cities, deliveries will be very quick and convenient.



82%*
think grocery service levels will be significantly better than today

4

It will help give shoppers a **frictionless combined offline and online shopping experience**. It will provide extensive information wherever people shop, bring personalisation to the physical store and help shoppers find and pay for products.



53%*
say they haven't or have just started to fully integrate their online and offline teams

5

It will at times be **invisible**, with shoppers buying products from shoppable digital content. In the future, people can be shopping at any time.



53%*
say they are prioritising the development of omnichannel marketing solutions throughout the shopper journey

54%*

Most CPG companies are not prepared for this future. 54% of respondents in our industry survey are only just starting to prepare.

Ten focus areas

1. Understanding shoppers
2. Omnichannel structure and processes
3. Flexible supply chain
4. People and skills
5. Range and choice
6. Omnichannel marketing
7. Financial management and KPIs
8. Leadership and agile culture
9. Competition and new routes to market
10. Future technology

*respondents to our industry survey



Change or fail

Grocery retail is seeing an unprecedented amount of change, driven by changing shopper expectations that can be met using transformative technologies.

Grocery retail is undergoing a revolution, driven by rising shopper expectations. Longstanding needs can now be met in new ways thanks to new technologies.

Shopper expectations

Shoppers seek many things, but above all:

- value (combining price with quality)
- choice
- convenience

This remains constant, yet shoppers' expectations of how these needs should be met continually evolve.

At IGD we've developed a STAR framework to categorise the forces of change.

Societal Shifts
Ageing population, urbanisation, time poverty, health and wellbeing

Transformative Technology
Artificial intelligence, big data, Internet of Things and robotics

Altering Authorities
Data regulation, big business and start-ups

Resource Resilience
Efficiency, future workforce and skills gaps

STAR model

Societal shifts and transformative technology in particular, will shape the online store of the future:

Societal shifts

- Health consciousness continues to rise. Online stores must be able to offer a wide range of healthy products, and make them easier to find.
- Populations in most developed countries are aging, so online stores will need to provide convenient ordering and fulfilment plus appropriate pack sizes.
- Globally, the population is urbanising. Kitchens are getting smaller, with less storage space. The online store must cater for new missions, offer faster fulfilment and new services.

Transformative technology

- Artificial intelligence (AI) is rapidly advancing which will enable the online store of the future to be more personalised and to anticipate demand.
- We are increasingly surrounded by a network of smart, interconnected devices. It means shoppers will be able to access the store whenever and wherever they want, through screen-based or voice-activated devices.
- Developments in robotics, such as the picking of products, drones and autonomous vehicles means the online store can provide more convenient, efficient fulfilment.

The shopper of the future will therefore expect more choice, convenience, inspiration, personalisation and transparency. Online stores will play an essential part in meeting these needs.

Intensity of competition

Digital commerce brings new, innovative competitors and greater price transparency. Our industry survey showed:

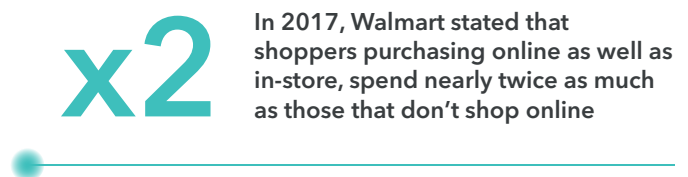


New services are exploring focused opportunities, e.g. using online marketplaces to smooth cross-border commerce, home meal delivery and meal box providers. In China, consumer-to-consumer commerce is growing and taking sales from retailers.

Reasons to prioritise online stores

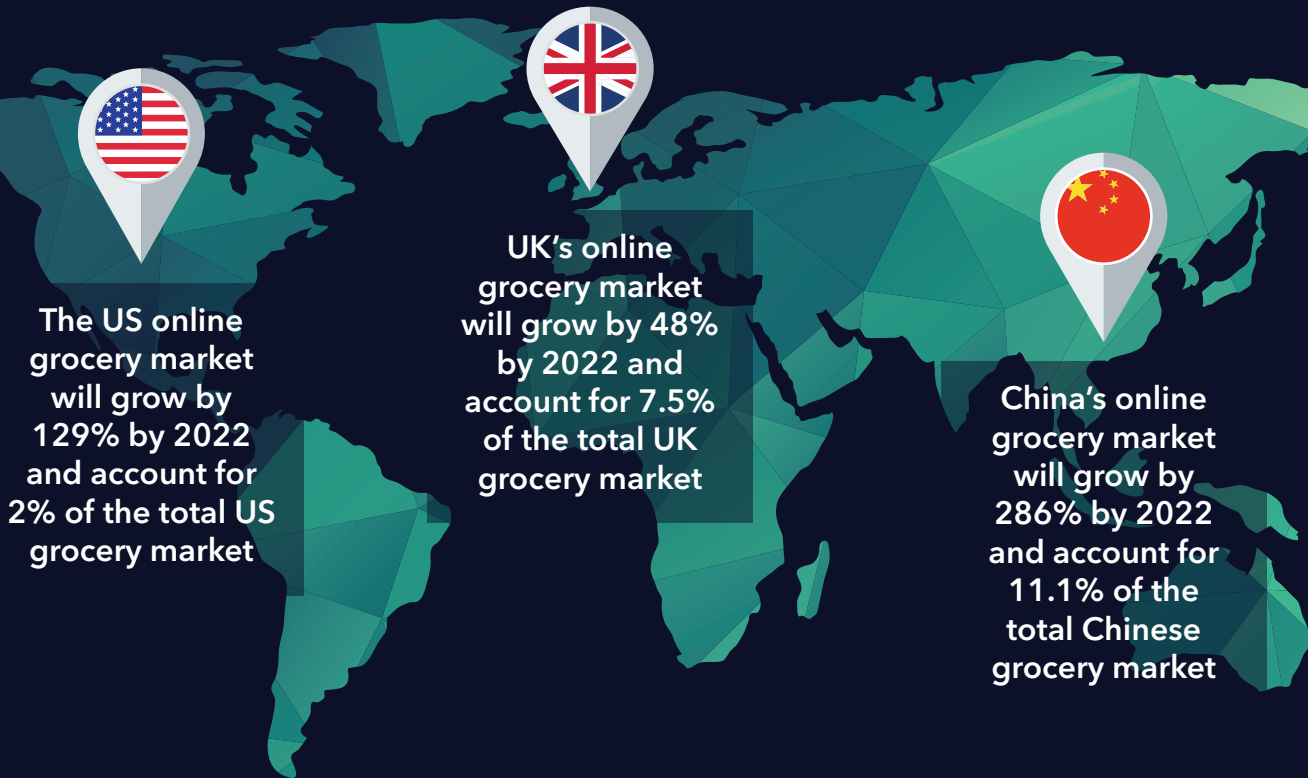
We sometimes hear people say that online retail is not a priority for their business because sales are too low and costs too high. This is a risky position for three main reasons.

1. Across the world, online is one of the fastest-growing grocery channels.
2. Online and offline grocery shopping are merging, and an online store will be increasingly vital to complement the physical store.
3. The digital world evolves faster than the physical world. Online stores will become increasingly compelling. New generations of shoppers will be less set in their ways and more likely to view online ordering as the norm.



Alibaba's executive chairman, Jack Ma, has said...

// The boundary between offline and online commerce disappears as we focus on fulfilling the personalised needs of each customer //



Our experts' views

North America



Stewart Samuel

Program Director
IGD Canada

"On-demand delivery platforms such as Instacart and Shipt have a major role in the channel, enabling several retailers to scale up quickly. Home delivery has become a growing focus as retailers aim to provide consumers with more convenient options.

"Several retailers have also been investing in their online digital marketing capabilities, developing platforms to enable their trading partners to better target their marketing dollars."

Europe



Simon Maynew

Online Retail
Insight Manager

"UK, France and the Netherlands remain the centres of innovation in Europe and we're seeing developments in personalisation, rapid delivery and voice ordering.

Retailers are executing omni-channel strategies and creating a frictionless online and offline shopping experience."

Asia



Shirley Zhu

Programme Director
IGD Asia

"South Korea, China and Japan are the leaders in ecommerce in Asia. Mobile plays a key role in connecting the online and offline worlds.

"Ecommerce and social media giants are driving the development with their vast ecosystems. As they expand beyond borders, we expect to see fast growth in other Asian countries."



What will it look like and how will it be used?

We've identified five key features of the online store of the future: personalisation, personal assistance, efficiency, a frictionless experience and invisibility. The following outlines our vision.

1. Your personal micro store

AI will help to unlock personalisation. The store's layout will be dynamic, able to predict the shopper mission. If you need a meal for tonight, for example, your homepage will display only the relevant solutions.

When generally browsing, you will only see the products and pack sizes likely to meet your needs.

Many products will only be buyable online where there is no constraint on shelf space. In high-value categories, there will be customisable products, so you can create your own ideal shampoo or cereal.

You will see personalised promotions. All the advertising you see will have messages, images and language relevant to you. This way, shoppers will get to see more new products.



Spoon Guru and Tesco

IGD Award winning Spoon Guru is working with Tesco to make it easier for shoppers to search for products based on their personal lifestyle or dietary needs. Using AI and nutritional expertise it analyses product ingredients to provide curated ranges based on over 180 food preferences.

Function of Beauty

Shoppers complete a questionnaire to clarify their haircare needs and receive a uniquely formulated shampoo and conditioner. The bottles arrive with the shopper's name printed on them.

And finally, to keep you coming back, you'll be part of a gamified and rewarding loyalty scheme.

The online store of the future will adapt to you, learning from experience. For instance, if it's an older shopper the page may adapt its font size and tailor its health-based suggestions.

All content will be device-responsive. Shoppers in Europe and North America will follow Asia and increasingly shop online through a mobile device.

Another popular way to shop will be by voice control. In and out of the home, you will be able to reorder products this way and ask for product information.



Alibaba 88 Membership

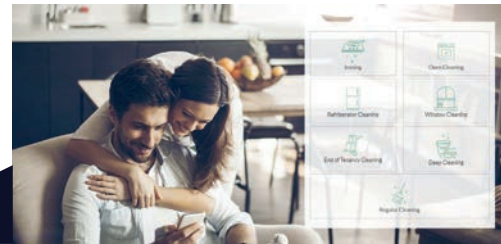
Alibaba calculates member points based on everything from the number and variety of stores visited and the types of goods they buy, to sharing product pages on social media. The more points, the more lucrative the benefits.



2. Your personal assistant

Smarter devices will make shopping simpler and more inspiring.

The online store will help stop you from running out of products. Shoppers will subscribe to have their favourite products delivered regularly. AI will predict when you may run out and make or suggest a reorder. Household devices, such as washing machines, will connect to your store and reorder when necessary. This will lock in customer loyalty.



Helping

Unilever has invested in Helping, Europe's leading online marketplace for household services. Shoppers can book vetted and insured cleaning providers and buy Unilever's cleaning products.

60%

of respondents think automatically re-ordering products will be an established way of shopping for many people

The online store will offer more than just groceries, it will also help around the house.

With populations urbanising and tending to live in smaller properties, businesses will offer services such as home cleaning and laundry, that prevent the need for space-hungry appliances.

53%

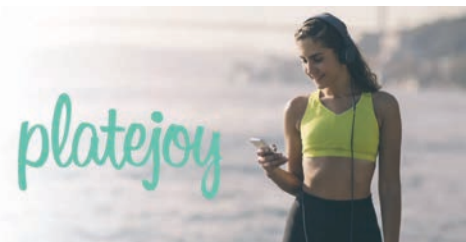
of respondents think some retailers and manufacturers will branch out into new value-added services

The online store will offer more than just groceries, it will also help around the house

Online shopping will also be more inspirational. Automatic reordering for some products will free up time for people to research the categories they are most interested in.

The store will provide product and meal recommendations, factoring in the weather forecast and your social calendar.

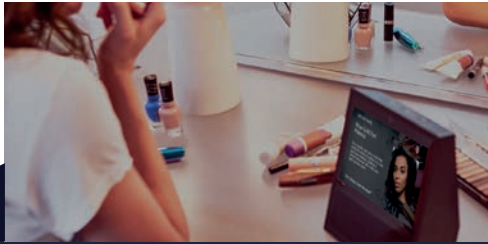
Shoppers that like to plan will be supported with personalised meal planners.



Platejoy

Shoppers complete a lifestyle quiz to clarify tastes, preferences and health goals. They receive custom plans with personalised recipes. Grocery lists are sent to order from their chosen online retailer.

The online store will use sophisticated digital assistants, like chatbots, to help shoppers. These will answer basic questions, such as product availability, through on-screen messages or voice.



Coty/Amazon Chatbot

Coty has worked with Amazon to launch a visual skill on the Echo Show. Shoppers can both hear and see personalised new beauty looks supported with step-by-step tutorials. It can sync with the shoppers' calendar to proactively suggest looks. Users can easily add the products directly to their Alexa shopping list.

The shopper of the future will aspire to live a healthier life and use connected devices to help, from tracking exercise to monitoring weight. The online store will access this data to provide product recommendations.



of respondents think online grocery service levels will be significantly better than today. This includes orders being provided on time and in full

Especially if you live in the city, you'll be offered more options for fulfilment.

Deliveries will only get faster and more convenient.



7FRESH

JD.Com's supermarket focuses on fresh foods and offers delivery in 30 minutes for shoppers within a 5km radius. JD.Com plans to open over 1,000 of these stores.



of respondents think some retailers will provide a service to use the data from connected devices to provide personalised dietary recommendations

Unattended deliveries to homes, cars, even 'straight to the fridge' will grow in popularity.

3. The efficient store?

For shoppers, the online store of the future will be more convenient.

It will be quicker and easier to find and buy products. Login and payment will use facial, voice or touch recognition technology.

Shoppers will waste less, with more choice of pack sizes and meal planners that help manage quantities and advise on using leftovers.

Shoppers will enjoy a better fulfilment service with more deliveries, on time and in full and products delivered at the right quality and freshness.



Amazon Key

Amazon Key enables unattended home deliveries. It also supports Amazon Home Services (shoppers book services from trusted providers), so the cleaner, the handyman or plumber can complete their work whilst you're not at home.

Amazon Key recently extended to unattended car deliveries, in partnership with General Motors and Volvo.

For retailers and manufacturers, the online store of the future provides both opportunities and challenges.

Data from the online store will guide product development. Retailers will see gaps in their ranges through unfulfilled search requests and have a better understanding of product quality through ratings, reviews and feedback to chatbots.

Fulfilment will benefit from robotics. Supply chain forecasting will be more accurate. This will mean online pickers have fresher products to select, helping overcome one of people's biggest barriers to shopping online. Improvements in service will reduce the number of returns and make deliveries quicker.

Richard Liu, founder, CEO and chairman of JD.Com has even said his goal is for the business to be "100% operated by AI and robots".

We will see greater collaboration in the supply chain, including manufacturers pooling resources to sell directly to consumers.

However, there will also be new challenges and potential inefficiencies. Shoppers will expect faster deliveries, and this means smaller, more frequent orders. Customers will also be less forgiving of mistakes.

4. The frictionless store

The online store of the future will be better integrated with physical stores, creating a frictionless shopping experience.

Before visiting a physical store, you will be able to look online to check in-store, real-time availability, access product information, get product usage ideas and read reviews.

When you arrive at the physical store you will then benefit from personalised offers and recommendations.

An online app will help you find products and pay for your shopping without cash.



Auchan

Auchan Minute is a 18 sq. m unstaffed convenience store, operating 24 hours a day. To enter the store shoppers use their smartphone to scan a QR code and pay via WeChat before leaving the shop.



Alibaba Hema Supermarket

Shoppers download the Hema app to access product information, recommendations and make in-store payments. The supermarkets also act as fulfilment centres capable of delivering products in 30 minutes for shoppers within a 3km radius, 24 hours a day.

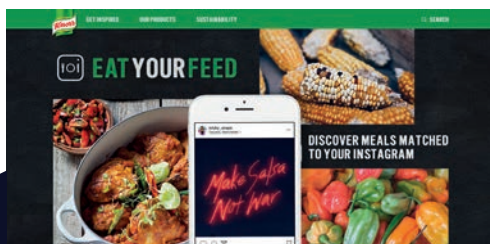
5. The invisible store

You won't even need to visit your online store to buy products. Alongside voice ordering, the majority of digital content you see will be shoppable. You could be watching a video or see a still image and just click on it to buy the product. There will be no limits to when you can be shopping.

China has been leading the merging of media, entertainment and shopping, and Europe and North America will follow.

Mik Mak

This service allows shoppers to buy from a video. It also enables them to rate and see product reviews.



Instagram Knorr

Eat Your Feed uses visual recognition technology to match your food snaps with personalised recipes from Knorr's recipe database



We Chat

We Chat has close to one billion users and allows them to sell goods and services to their contacts, advertising them through the app's newsfeed, called Moments.

We Chat also has integrated mini-programs or apps that can be used to sell products. For instance, Pinduoduo offers prices for individual purchases and group buys, allowing you to make a purchase with friends.



Preparing for this future

**We've identified ten areas that grocery
businesses should focus on to win in online.**

We've identified ten areas that businesses need to focus on:

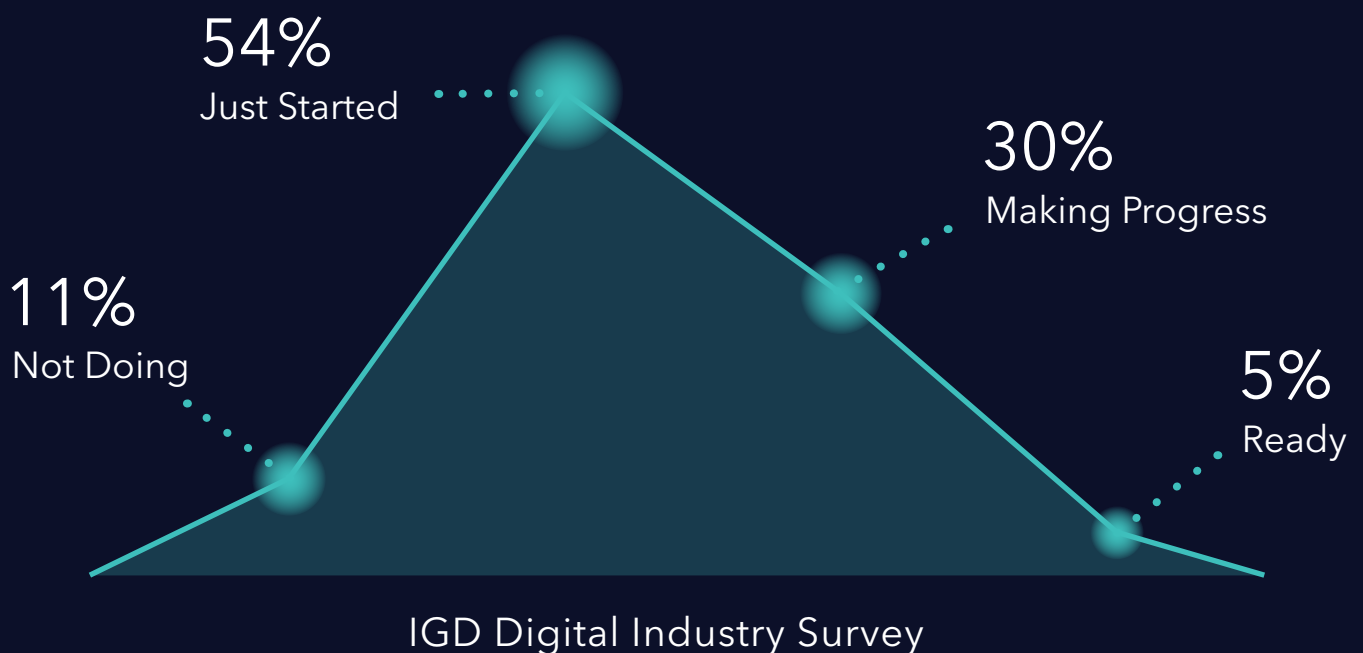
1. Understanding shoppers
2. Omnichannel structure and processes
3. Flexible supply chain
4. People and skills
5. Range and choice
6. Omnichannel marketing
7. Financial management and KPIs
8. Leadership and agile culture
9. Competition and new routes to market
10. Future technology

Applying this list along with our industry survey, allows us to gauge how prepared the industry is.

We found that 11% of respondents' organisations hadn't even begun to prepare, whilst 54% had only just started.

In the next section, we look at each area in more detail to advise you on how to prepare.

How prepared are retailers and manufacturers for the online store of the future? % of respondents



1

Understanding shoppers

This is always critical in the consumer goods sector. It is time to move on from the generalisation that online is for busy families. There are many and varied lifestyle, cultural and dietary needs that online stores must meet.

In the future, companies will consider how best to serve different shopper groups online such as businesses, single people and empty nesters.

We believe greater data collaboration between retailers and manufacturers is now required to understand shoppers in depth.

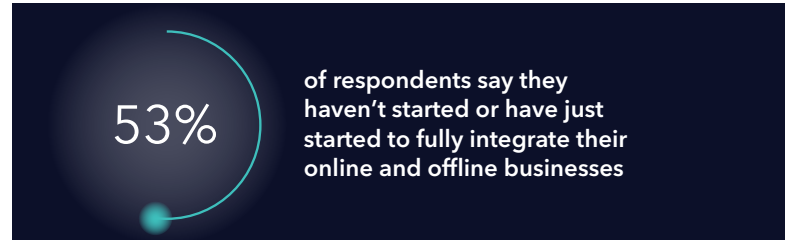
This will help to improve the shopping experience, speed up innovation and make investment more efficient.

Data derived from the online store could be combined with social listening tools and deeper shopper research to track and understand needs.

Personalisation is a game-changing opportunity but retailers will need to make their data better and cleaner for this to work effectively.

2

Omnichannel structure and processes



Winning companies will create a frictionless offline and online experience for shoppers. This includes marketing campaigns, fulfilment, customer service and loyalty schemes.

Retailers and manufacturers could complete an audit to clarify customers' problems when shopping online and offline. They will understand the root causes and then resolve.

One potential root cause is structure. Many retailers and manufacturers have created separate online teams to establish the channel.

To create a frictionless shopping experience, businesses could upskill and unify online and offline teams. Depending on the size of the business, an online centre of excellence could help to maintain best practice and co-ordinate experiments.

Another possible root cause of friction is process. Successful retailers and manufacturers will ensure existing processes are improved to provide frictionless shopping.

3

Flexible supply chain



61%

of respondents say their supply chain function doesn't, or is just starting to, understand what to do about digital commerce

Shopper needs can only be met effectively if the supply chain function is involved throughout the evolution of the online store.

In the short term, winning retailers and manufacturers will create joint business plans and share data to ensure they meet shopper needs. Retailers would also benefit by providing manufacturers with a long-term plan.

Supply chain KPIs need to be updated and reprioritised.

Fulfilment centres will become further automated requiring more accurate product data. Winning companies will therefore improve their processes to ensure data accuracy.

Peer to peer collaboration is an opportunity. For example, manufacturers could work together on direct-to-consumer fulfilment.

As we see more personalisation, retailers and manufacturers will need to understand the impact of their costs to ensure it can be provided profitably.

4

People and skills



47%

of respondents say their teams as a whole don't or are just starting to understand digital commerce

For those manufacturers just starting to develop online, the priority is customer-facing sales roles that can fix and maintain the basics like imagery and descriptions.

To support online and offline integration, businesses should encourage colleagues to have experience in both areas.

Online experts are in high demand, so companies need to address retention. Colleagues could benefit from clear career paths and retention incentives.

Winning retailers and manufacturers will update learning and development programmes to build more digital skills.

In addition to technical skills, businesses will need more people that are agile, curious, good problem solvers, communicators and team players.

To attract the best people, companies may need to be more flexible in their work practices, e.g. dress code and home working.

5

Range and choice

Successful retailers and manufacturers will use data from online shopping to support product development. The best development teams will consider the online supply chain so products are easy to pick and fulfil. They will carefully consider product personalisation to ensure the costs don't outweigh the benefits.

Winning businesses will use online stores to trial new products, with successful ones moving offline. Retailers will work with suppliers to sell exclusive ranges.

Some online stores will sell complementary ranges from across non-competing retailers. Manufacturers could also use their direct-to-consumer operations to test new products and differentiate from retailers.

In high-value, high-engagement categories, new specialist online services will continue to emerge. Examples include health and beauty, pet, and beers, wines and spirits.

Winning retailers and manufacturers will prioritise the categories that have a latent demand for much wider choice.

6

Omnichannel marketing



Leading brands will use various channels to create an emotional connection. Successful companies will stimulate consumer-generated content and customer advocacy, whilst ensuring all digital content is shoppable. More marketing content will be produced in total due to targeting, e.g. for age groups and regions.

With IGD research showing 36% of UK shoppers visiting an online site before they go to a store, retailers should ensure consistency of look and feel.

To support shoppers researching online and purchasing offline, both retailers and manufacturers should ensure online product information is fully accurate and easy to understand.

In future, automatic reordering and personalisation could reduce the visibility of brands. Successful brands recognise the urgency of converting customers by ranking highly on relevant search terms, offering clear imagery and attracting new shoppers through on-site media.

7

Finance management and KPIs

With online and offline stores increasingly merging, retailers will need to create new measurements of success.

It's a challenge many listed retailers are facing. Investors traditionally concentrate mainly on shorter-term measures whereas the best online businesses have kept a strong focus on the long term.

Winning businesses need a blend of short and long-term metrics. They will pay increasing attention to customer satisfaction and loyalty. Retailers will take great care of their most loyal shoppers bearing in mind their total lifetime value. They'll think not just about total spend but also estimated proportion of disposable income when rewarding customers for loyalty.

Online stores should never be viewed as stealing sales from physical stores. Instead, retailers delivering frictionless online/offline shopping will focus on total sales and profitability of the integrated business.

To support an omnichannel strategy, teams need clear, shared objectives to avoid competing internally in silos.

8

Leadership and agile culture



38%

of respondents say they don't or have just started to create an agile, knowledge-sharing culture

Creating the online store of the future will require leadership teams to think long term and back this with investment.

Leaders are responsible for creating a plan fit for the future and securing the buy-in of employees and other stakeholders.

Successful leaders will ensure teams understand the rationale for new KPIs, whilst keeping the entire business updated on performance.

To remain competitive, winning leaders will create an agile, knowledge-sharing culture and ensure their business isn't held back by fear of failure.

The leadership team will also have to make the decision on how to upskill the organisation. Buy in the expertise? Develop in-house? Collaborate?

9

New competitors and routes to market

Given the pace of innovation, both retailers and manufacturers must be outward-looking to spot the quick-wins and game-changing developments. This means regularly reviewing digital plans and being flexible based on shopper needs.

The trap, for established businesses, is to see new routes to market as of only marginal interest. They may then try to shoehorn established products and practices into the new channels, with little success given that others are dedicating themselves to the new opportunities.

To remain competitive and speed up development, some companies have therefore created separate teams to disrupt themselves.



ZX Ventures

Part of AB InBev, ZX Ventures was launched in 2015 to develop new products and businesses that address emerging consumer needs. The organisation leads the development and management of ecommerce with AB InBev. It's always on the lookout for new disruptors to collaborate with.

New alliances may be essential to capitalising on emerging opportunities. Companies need to choose their technology partners carefully.

10

Understanding the impact of future technology

Staying fully future-proof requires keeping up to speed with the latest disruptive technologies.

The turnaround time from laboratory to mass uptake keeps reducing, so it is dangerous to wait until a new technology is well established before considering it.

This doesn't mean leaping on to every new bandwagon but it does mean identifying and evaluating the real potential game-changers.

Successful businesses will span the world to see which technologies are breaking through elsewhere. They will be quick to experiment but also to abandon these when results are disappointing.

The skills do not all need to be held in-house. Companies can outsource to insight providers, work with universities or create incubators.



Walmart No.8

Store No.8 is Walmart's incubator to identify emerging technologies and internally nurture start-up businesses. It's named after an Arkansas location where Walmart founder Sam Walton was known to experiment.

Our suggestions for technologies to keep track of include AI, data security, robotics, augmented/virtual reality, autonomous vehicles, blockchain and 3-D printing.



Consideration checklist



Share data

To improve shoppers' online and offline experience, share data to understand behaviour and customer problems. Collaborate to resolve these issues more quickly and make investment in the total business more effective.



Test new products

With limitless shelves and extensive data, online is the ideal test bed for new product development. Use range reviews and dark stores to test online-exclusive products and start scoping the opportunity for product personalisation.



Frictionless shopping

Consistently produce relevant, shoppable digital content that gives shoppers a frictionless experience from discovery to purchase.



Ready for disruption

Review your structure and processes to ensure the business can quickly understand and respond to new routes to market, competitors and technology.



Internal integration

To maintain a frictionless shopping experience, set the goal of integrating your online and offline teams. Provide the right support, like training, online centres of excellence, updated processes and new KPIs.



Leadership

To drive and maintain these changes, your leadership teams should regularly walk the digital store and experience the digital path to purchase. Keep talking about frictionless shopping and the importance of both the physical and online store.

Next steps

IGD Services Limited provides a range of commercial services including research and insight on the food and grocery industry.

Here are five ways in which you can follow up on the report:

1 WE DELIVER

Why not commission us to present the online store of the future at your workplace? We can tailor the briefing to correspond to your needs.

2 KNOWLEDGE

For regular insights from IGD, sign up to our free, weekly online and digital newsletter.

igd.com/newsletters

3 PERSONALISATION

Interested in commissioning specific research for your business? Why not speak to us.

4 TRAINING

We can help you prepare for the future through our workshops or bespoke training.

5 EVENTS

Come to our Digital Commerce 2018 event in London to hear from the world's leading manufacturers, retailers and innovative start ups.

igd.com/dcom

So, take the next steps with us today at...

igd.com/nextsteps

Want to know more?

IGD regularly publishes research on strategic challenges and opportunities for the food and grocery sector.

This Online Store of the Future report builds on our Evolution of the Physical Store report last year, examining what retailers and suppliers can do to meet evolving shopper needs.

Our Bridging the Skills Gap report assesses current and future skills gaps in our industry and recommends solutions.

Our Eating Out Eating Well research explores the commercial opportunities arising from the growing consumer demand for healthier choices when eating out of home.

To access these reports and all our recent free content visit: igd.com/igdfutures

Coming soon in the IGD Futures series: a vision for Shoppers in 2025, our Supply Chains for Growth report and early in 2019, our view on Developing the Digital Skills of the Future.

Sign up to be the first to
receive these reports...

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IGD is a training and research charity. IGD has a trading subsidiary (IGD Services Limited) which provides a range of commercial services including research and insight on the food and grocery industry. The net profits from these commercial services help fund IGD the charity.

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Registered Charity No. 309939



The Consumer Goods Forum ("CGF") 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. It brings together the CEOs and senior management of some 400 retailers, manufacturers, service providers, and other stakeholders across 70 countries, and it reflects the diversity of the industry in geography, size, product category and format. Its member companies have combined sales of EUR 3.5 trillion and directly employ nearly 10 million people, with a further 90 million related jobs estimated along the value chain. It is governed by its Board of Directors, which comprises more than 50 manufacturer and retailer CEOs. For more information, please visit:

www.theconsumergoodsforum.com