

INTRODUCTION NOTE

The Consumer Goods Forum organises a number of key industry events throughout the year, but perhaps none has the potential to impact the long-term growth of our industry like the Future Leaders Programme (FLP). This annual event, dedicated to helping nurture the very best talents our industry has to offer, has been a core part of our organisation for more than 60 years. In fact, it's the longest running event we have, and for good reason.

Designed for high potential young leaders, who represent the future leaders of the consumer goods industry, the annual FLP event includes strategic, operational and leadership modules for an interactive learning experience in an international setting. It represents an investment both in the individual and in the future of your company. It offers a unique opportunity for high-performers to develop fresh perspectives across the entire value chain, from manufacturing to retail to consumer, and helps build connections that can span entire careers.

But, don't just take my word for it. In putting this booklet together, we want to let the delegates and participating companies speak for themselves. Flick through the inserts and see exactly why some companies continue to send 5-10 delegates each year, why companies see FLP as a core part of their own internal talent development programmes and why our international settings continue to inspire diversity and creativity.

The Consumer Goods Forum is all about working collaboratively to drive positive change and secure long-term growth for our industry. The FLP is one of the tools helping us get there. We are growing our industry's future together.



Peter Freedman
Managing Director
The Consumer
Goods Forum

FLP IS EVERYTHING WE EXPECTED AND MORE

by



Like most companies, we have to be selective in the investments we make to develop our highest-potential talent. The Future Leaders Programme (FLP) got on our radar first and foremost because of the long-standing value we've received from our partnership with The Consumer Goods Forum, which we know is an outstanding organisation. As we began to research FLP further, we heard numerous examples and opinions from both participants and employers who were excited by the Programme and the networking opportunities they had enjoyed at FLP. This validated our initial views, and encouraged us to move from consideration to our first investments. We have never looked back!

REPORTING BACK ON THE FLP EXPERIENCE HAS PROVED INVALUABLE

We decide who attends the event by taking into account a number of factors. These include determining who will get the most personal and professional value out of attending, and who will be able to transfer their findings into realisable value to the organisation via knowledge sharing, enhanced networks and tangible uplift in revenue. We give preference to leaders with a track record of high performance when placed in ambiguous situations, who have high potential to advance in the company, and who are motivated to take on

continued responsibilities for growth. We also look at how critical their current role is to the company, and what critical roles they might play in the future.

We pride ourselves on our practice to share internally any new information from the conferences that we attend, including from the FLP. We activate these learnings by beginning a report-out session with our Senior International Leadership, and identify best practices that we can implement internally along with the retailers and suppliers that we support. Each senior leader then cascades this information to their respective regions and accounts. Additionally, at our internal semi-annual leadership conferences, we have account leaders (and their teams), who have implemented these best practices, share with their peers the business benefits and results they have achieved.

We also leverage this programme for our talent development needs by ensuring that the Future Leaders Programme is part of our orientation process for leaders who have recently transferred in from a different business unit within Daymon Worldwide. This enables them to get well-connected early in their tenure, see excellent examples of case studies, take store tours, and have the opportunity to learn from some outstanding minds in the consumer goods industry.

"Attending the Future Leaders Programme has proved to be a pivotal career moment for many of our international leaders. Nothing matches this experience for its deep immersion into global retailing. It is truly one of a kind."



Jim HOLBROOK

Chief Executive Officer
Daymon Worldwide

THE FLP HAS BENEFITED OUR LONG-TERM GROWTH

There are a couple of concrete numbers that make us realise the true long-term ROI of the Future Leaders Programme. First, 80% of the leaders we send to FLP end up earning promotions to positions of higher responsibility, up to and including the leader who now runs our international business. There is a powerful correlation between attending FLP and going on to greater things at Daymon Worldwide. Many of these promotions, it should be noted, have been to countries other than the participant's home market, which speaks to the global value of the FLP experience.

Second, seven out of every ten Daymon employees who attend the FLP have stayed with the company. This stability has allowed Daymon to capture the vast majority of the long-term benefit of this leadership development investment.

There is no doubt that our growth as a company is correlated to the growth and development of our high potential and high performing leaders. We regularly seek opportunities

to further enhance their development via stretch roles, trainings and coaching. The Future Leaders Programme definitely enhances our portfolio of offerings to develop our next generation of leadership talent.

KEY POINTS

We have tremendous success in retaining and developing our leaders that have attended the Future Leaders Programme.

- **70% retention rate for all leaders who have attended the Future Leaders Programme.**
- **80% of our leaders who have attended FLP have either been promoted or have taken on roles of increased responsibility in a different geographical location.**



FLP HAS SUPPORTED OUR BUSINESS GROWTH FOR MORE THAN 20 YEARS

by

Develey
SENF & FEINKOST

When I began attending the FLP 20 years ago we had just started our international expansion. Joining the FLP gave us a great opportunity to open our mind and meet interesting people from around the world. This has helped us better understand the dynamics of international retail and get first-hand market insights.

WE LIVE FLP – SUPPORTING & CONTRIBUTING TO ITS SUCCESS

From the beginning we have always been active members of the FLP. In doing so, not only have we received a number of benefits from our ongoing

participation, we have also tried to give back by serving on the FLP Committee. We have dedicated members that join the FLP on a constant basis. We are not just attending the FLP, we are living it! We pass on the insights we gather at the store visits, presentations and the learnings from its leadership and strategy module.

It is always a pleasure to contribute and share our own insights with the FLP delegates and to hear their thoughts and comments on how we are doing business around the world. Having participated in an FLP panel discussion, it was a genuine pleasure to interact with the other future leaders.



“The Future Leadership Programme is fully integrated into our leadership development programme and has become a fixed event in our calendar. It is an excellent platform for exchanging with people of the same mind set. After 20 years, FLP remains a very important driver for our international growth.”



Michael DURACH
CEO and Owner
Develey

FLP WILL REMAIN A KEY PROGRAMME FOR US

The FLP will remain a key talent development programme for us and we will continue to support by volunteering past participants to join the FLP Committee. It's a very special programme that has proven to provide valuable support to the development of our top talents, many of who have gone on to enjoy international leadership roles within the company.

KEY POINTS

- We have participated in the FLP for more than 20 years.
- We have supported FLP with 3 volunteers joining the FLP Committee and through 1 FLP Chairman.



FLP HELPS US BE BETTER RETAILERS

by



The Future Leaders Programme was one of the most memorable experiences that I've had in my professional life. This programme has had an amazing impact on my career. It always gave me a shot of energy and new ideas to put to work in my company. I had the opportunity to share time and experiences with brilliant colleagues, which has made me a better retailer and a more holistic person. Most programmes are specialised in marketing, supply chain or IT. FLP focuses more on integrative principles like strategic leadership, management and development. I very much recommend high potentials to join the FLP. It is the best instrument for continued growth that executives can use for themselves and for their organisation.

REPORTING BACK HELPS EXPAND FLP'S IMPACT

We choose leaders with the most potential to attend the FLP events. The candidates chosen are those best capable of transmitting the knowledge gained to their team, to better multiply the results throughout the organisation. And, with DIA having 7,700 stores worldwide, it's great that the FLP moves from city-to-city around the world. This provides us with a great opportunity to send a variety of people of different backgrounds to benefit from the FLP experience.



"FLP is a window to the world, to other geographies, to other people in this industry. It is a unique chance to get first-hand insight from best-in-class business leaders and peers. It's the perfect mix of stimulating learning, collaborative working sessions and...it's a lot of fun. What's not to like?!"



Antonio COTO GUTIERREZ

Executive Director America,
Global Executive Director of Franchising
DIA

Upon their return to the office, there's a new and contagious excitement about the possibilities moving forward. But what I found most notable about what they brought with them was an improved vision of how to manage the day-to-day dynamics with their team. It has helped them breed collaborative conditions, which allows the rest of the organisation to flourish.

Our FLP experience isn't just about attending as a delegate. One of the things we enjoy most about the FLP is interacting and sharing experiences with other delegates.

FLP HELPS UNLEASH YOUR CREATIVITY

The forward-thinking sessions and workshops are a great opportunity to challenge one's own thinking and to unleash creativity in a safe environment. People with moonshot thinking mentalities are an asset in this digital era characterised by exponential growth and disruptive changes. Participants of the FLP travel through a challenging journey where this kind of thought process is very much encouraged and developed. A whole range of opportunities are at their fingertips in every event. I believe that FLP is the way to achieve an amazing impact on every future leader's career.



AWARENESS OF FUTURE TRENDS VITAL TO FUTURE LEADERS

by  FairPrice

As a supermarket co-operative with a social mission of moderating the cost of living for Singaporeans, we are always on the lookout for how we can improve our competency to deliver quality, service and value to our customers in this highly competitive industry.

People development is, therefore, one area where we pay close attention. We regularly seek to update our management team and employees on what the latest trends and best practices are within our industry globally, especially trends that have yet to develop in Asia.

The Future Leaders Programme is one of the CGF's events that we have participated in the past and continue to find useful as a key development tool.

FLP FITS WITHIN OUR STAFF DEVELOPMENT FRAMEWORK

FLP fits in well as one of the development tools in our staff development framework where our employees get the opportunity to network with counterparts in the same industry across the globe. It supports knowledge sharing across our entire industry and is at the forefront of exploring future trends, two things that prove very useful for our future leaders' development.

It is an incentive for our middle managers with

good potential to be nominated to participate in this event. These managers could come from any department within our company, including operations, purchasing and supply chain, for example.

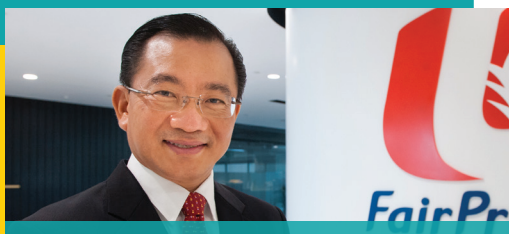
They have the opportunities to receive real-time updates and sharing from key players who may have progressed in more advanced phases than us on certain initiatives such as online retail and "click & collect".

We have also asked those employees who were fortunate enough to enjoy the FLP experience to share key takeaways from their learnings with relevant project teams and fellow colleagues. Such sharing happens in project proposals, department meetings, taskforce solution development sessions and, sometimes, even at Executive Learning Days.

PAST FLP DELEGATES REFLECT ON THEIR EXPERIENCES

Many of the past participants who attended this event have moved up within the company, having taken bigger roles or moved into new ones. When asked about how they felt about their individual FLP experiences and what they enjoyed most, several benefits were highlighted:

"This Programme is an invaluable resource that augments our talent development programme by providing promising talents an opportunity to gain a deeper appreciation of today's business challenges while looking ahead at future growth opportunities".



Kian Peng SEAH
CEO,
NTUC Fairprice Co-operative Ltd

- About the business of retail: one of our senior branch managers, Dennis Ma, highlighted how FLP helped him realise that one must be open to embrace change and when competition is fierce, you should not look too much at your competitors, but rather look at your customers – about what they do and how they might react in the future. The customers have to be won over again and again.
- About establishing one's career: our supplier management manager, Serene Ma, reflected on how she learned that we should not be so concerned about job titles and to simply respect the person who is your superior and learn from his/her strengths. She also noted how she learned to stay open to new opportunities.

- About leadership: Serena also noted how teams better value leaders for their leadership more so than their knowledge. As an individual, you have to be humble and keep your feet on the ground. Everyone deserves respect, whether they are from the bottom rungs or at the top of the organisation. But, in the end, no personal interest is more important than the group's interest.

All-in-all, it is clear that the FLP experience has benefited our future leaders and we will continue to send our top talents, so they can continue to learn from their peers, meet new people and share best practices globally.



FLP HAS BECOME A KEY MANAGEMENT DEVELOPMENT TOOL

by



We are operating in a knowledge society and in a knowledge economy, where talent will determine our future. Therefore, ICA wants to be an inspiring company and a place where people and business can grow. In order to develop ICA and its employees, we provide a wide range of different leadership programmes and development opportunities for leaders at all levels in the organisation. As such, we give some of our leaders a great opportunity to gain international experience and network with colleagues in the global retail industry through the Future Leaders Programme. The FLP complements other development activities for managers and specialists who we believe have a bright future within ICA.

ICA is a member in The Consumer Goods Forum in order to get insights about current and future retail trends and to share experience and knowledge with other members from all over the world. During the last ten years, ICA has had between four to seven managers or specialists participate in the FLP every year.

ICA expects that learnings and experiences from the Programme will provide long-term benefits for ICA, in a clear and broad way within the Operating Companies as well as the ICA Management Team.

OUR STRUCTURED SELECTION PROCESS GUIDES OUR FUTURE LEADERS

With the congress designed for future leaders, ICA wants to invest in people contributing to the company and allow them to develop new perspectives and find out what it takes to be a successful leader.

The ICA participant process:

ICA has a structured and defined participant process to make a selection from the potential candidates:

- The management teams for ICA's Operating Companies identify talented leaders with a minimum of three years of employment
- These candidates then receive a personal invitation to apply from Petra Albuschus, CHRO & ICA School
- Group HR reviews motivation from the application forms
- Group HR conducts the selection process where the leaders' motivation, group composition and diversity are important criteria

ICA's expectations on participants before, during and after the Programme:

"It's a great opportunity to let leaders from our group experience the networking and knowledge-sharing in the Future Leaders Programme. They have brought back inspiration and valuable insights, which they have presented to the ICA Management Team."



Before the Programme

- Dialogue between employee and direct manager regarding employee's, manager's and company's expectations
- Lunch with a previous participant

During the Programme

- ICA's participants meet for daily sum-ups and reflection sharing
- Network with internal and external participants

After the Programme

- The participants get together to sum-up learnings and important issues for ICA to work with in our current or future business
- The participants jointly present learnings and important issues to the ICA Management Team
- Each participant presents learnings and important issues to their own Management Team
- Each participant has a dialogue with their direct manager to talk through:
 - Individual learnings
 - Group learnings
 - How to implement learnings in our business

FLP HAS HELPED DEVELOP SUSTAINABLE GROWTH AND TALENT DEVELOPMENT

The majority of our managers who have participated in FLP – more than 70 have done so over the years - have continued to develop within ICA. Some managers are now responsible for an Operating Company and are members of the ICA Management Team, while others have changed positions within our company to broaden their management and business experience. We can clearly see how our Talent Management work, in combination with participating in FLP, has contributed to internal mobility within ICA management positions.

The most significant benefits our company receives from our involvement in FLP can be seen when the participants are well prepared for the Programme and are able to apply new learnings into our business and in their future leadership role. Building a strong network between the ICA participants is also important for future cooperation between our different operating companies. Our experience is that both internal and external relations developed during the Programme last throughout a working career.

In conclusion, our CHRO Petra Albuschus sums up the benefits of FLP and why ICA continues to support the event: “To participate in the FLP gives our employees a great opportunity to grow a personal network where they can receive and build capabilities and best practice from the global retail industry, discussing related issues and identify promising business opportunities for retail. This is knowledge that gives insights to our whole company”.



FLP IDENTIFIED AS THE RIGHT TOOL TO DEVELOP TALENT

by



IGA is a global independent grocery brand with more than 5,000 stores worldwide, but our corporate offices are small. In the United States, for example, our corporate headquarters runs with a staff of fewer than 50 people, all working together to provide the marketing, branding and training resources that enable our 1,200 IGA USA retailers to compete in an increasingly challenging marketplace. With such a small staff, it's critical that we attract and retain the industry's top young talent—the kind of innovative thinkers who will push boundaries, and move our 90 year-old brand into the next 90 with relevant ideas for today's modern shoppers. The Future Leaders Programme (FLP) has become an important part of the process by providing team members with an educational and rewarding experience that sets the stage for them to develop into our company's next level executives.

It was five years ago when we sent our first team member to FLP. Since that time, we've had one employee in particular who has attended FLP on numerous occasions and who is now also a member of the Future Leaders Committee, meaning he works with other committee members in FLP event/programme development. FLP has created an invaluable platform of experience for him as a field manager who occupies many different roles working

with fellow team members, our retailers and other members of the industry.

FLP has exposed him to management perspectives not generally seen in his day-to-day operations. Forward-looking content in each FLP session has provided him with insights to address the evolving business environment he encounters in the field each day, and the skills he needs to coach our retailers on what it takes to maintain relevance in a constantly changing marketplace. And while the information and insights he encounters at FLP may not be immediately integrated into our brand model, it is often applied over time and incorporated into our longer-term mission.

On the Future Leaders Committee, he works with other members to determine FLP event/programme development, which has on more than one occasion created crossover event planning and speaking ideas for our own events. Even more importantly, he's developed an intimate relationship with his fellow committee members, enabling him to create an influential peer network that spans different industries. These mutually beneficial relationships have given us the opportunity to grow our business across different sectors, and learn from the insights these new partners share.

"The Future Leaders Programme brings together the industry's best young talent. They return inspired, energised and ready to share. If you encourage their innovative ideas, their enthusiasm and creativity can inspire the entire organisation."



Mark BATENIC

CEO,
IGA Inc



SHARING INSIGHTS AND KNOWLEDGE KEY TO FLP SUCCESS

Over the years we've sent a variety of up-and-coming executives to FLP, always keeping in mind their role with the company now, and our plans for them in the future. The decision has been made based on reward for performance, but also on the programme itself. Last year, for example, we sent team members who would benefit from particular sessions—and one of our employees, IGA Health & Wellness Advisor was asked to speak based on her contributions to the CGF Health & Wellness Pillar.

There has been one constant throughout our experience with FLP—everyone we've ever sent has benefitted exponentially from the experience, and in turn, so has the rest of the company from the insights they have gained.

We've made it a standard practice for the attending team member/s to prepare an overview of the speakers' key points and how they apply to what we do here at IGA. From there, it's an easy step to think about what was learned from

those speakers—and in particular the creative breakout sessions—and generate practical ideas for our own business applications. Exposure to a variety of successful and innovative business processes has had a dynamic impact on our new programme initiatives—especially as it relates to coping with the many emerging disruptive forces that are entering our marketplace, whether it's related to technology, changing consumer behaviours or new competitors.

FLP DELEGATES PROVIDE CONTAGIOUS ENTHUSIASM

You're simply not going to find more of the industry's young talent in one place than at the Future Leaders Programme. And when you put motivated, like-minded, hard-working people in a group together like that, it's going to have a lasting impact on them. The key is getting the rest of your team to open up so that the enthusiasm becomes contagious.

We've tried to encourage the continued growth and support the development of our FLP attendees' ideas by involving them in all areas of the company, and also other areas of the CGF.



KEY POINTS

- **7 IGA team members sent to FLP in the last five years**
- **IGA Director of Business Development Brian Horrigan: Future Leaders Committee Member**
- **2015 FLP Speaker: IGA Health & Wellness Advisor Kim Kirchherr, MS, RDN, LDN, CDE, FAND**

FLP SUPPORTS BUSINESS & EMPLOYEE DEVELOPMENT GOALS

by



The Consumer Goods Forum truly is the pre-eminent association for the consumer and retail industry, and as such KPMG has a long-standing relationship with them. We saw the Future Leaders Programme as an ideal, substantive means to help develop the next generation of senior talent in our practice.

As a network of highly-respected providers of audit, advisory and tax services to the world's largest consumer companies, we must continuously build our senior team to best serve our clients. The FLP enables our highest-performing people to interact with other future leaders from top retailers, manufacturers and service providers, enabling them to refine their sector knowledge and leadership skills, while building an exceptional network of global contacts. The Programme helps KPMG develop our next generation's leadership capabilities, but of equal importance, it supports our altruistic ambitions to be an admired employer that offers meaningful opportunities for its people to build challenging, rewarding careers.

FLP PROVES AN IMMERSIVE EXPERIENCE

KPMG has a number of established, internal leadership development programmes for team members identified as future partners, and we ensure that our participation in the FLP is cohesive

with those initiatives. Each year, we encourage our practice leaders in more than 40 countries to select their highest performing managers and directors to attend the event, as a key element of their annual professional development plans.

To ensure they get the most benefit from the experience, before, during and after the event, we provide our candidates with pre-event work, so they can fully immerse themselves in the workshops and site visits. We also design post-conference assignments to help KPMG attendees share their learnings with their home office. For example, following the Montreal event in 2013, we asked our UK-based delegates to host an educational event for more than 100 colleagues from our London office to share FLP highlights. They planned an impressive TedTalk-style event, and they enlisted other KPMG subject matter experts to elaborate on the event's themes, including a particular focus on digital. This served to both strengthen the entire team's awareness of key industry trends and also raised their appreciation of the in-house expertise we possess on those issues.

KPMG's involvement also extends well beyond sending delegates, since our existing practice leadership is very engaged in the Programme. As the

"For the last several years we've encouraged our sector leaders in each country, in an effort to recognise and develop our own future leaders, to consider sending their emerging stars. We've sent people from multiple countries each of the last three years and the collective feedback regarding the value of the experience was excellent. It is a great opportunity for our young leaders to network with their peers in the sector and also to gain key leadership insights from CEOs and other inspirational speakers."



Willy KRUH

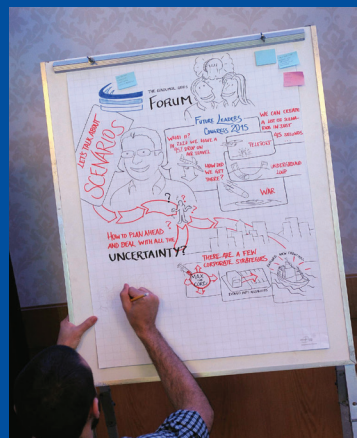
Global Chair, Consumer Markets
KPMG International

Global Chair of Consumer Markets at KPMG International, I make a point of attending the full conference, so I can truly interact with this bevy of impressive participants and exchange perspectives. I was thrilled to speak as a feature panelist at the 2013 Montreal event on the topic of strategies for harnessing the power of diverse talent, and our senior leadership team is looking forward to opportunities to lend our expertise, and support event organisers and attendees at the 2016 FLP in London.

POST-EVENT FEEDBACK HIGHLIGHTS FLP'S POSITIVE IMPACT

Since I have been actively involved in the FLP, I have witnessed the positive impact it has on our people, our

member firms and our clients. I have seen the value the attendees bring back from each event, especially in terms of their heightened confidence as potential leaders. In a warm, fun and informal setting, they meet peers at their level, interact directly with high-profile speakers, boost their sector knowledge and hone their practical management skills. By hearing from industry experts on real-time issues – and getting the chance to contribute their own views – delegates come back with a higher level of global knowledge of industry trends and leading practices that they share with colleagues and apply to their client engagements. Past delegates have provided overwhelmingly positive feedback on this event and I'm proud that we've seen several participants promoted, including to partners, to recognise their noticeable development into strong leaders.



WHY THE FLP MATTERS TO McCain

by



Performance and talent matters at McCain, and tools like The Future Leaders Programme are integral to our focus on developing talent. FLP provides talented individuals with a unique opportunity to build a global network, gain exposure to global thinking, learn from top CEO's, and share best practices. It also enables our participants to return to the business with a higher degree of global awareness of key industry trends – helping to shape our future thinking and remain competitive.

We believe that the most effective leadership development happens on the job, and the FLP allows us to apply this development model. Participants are chosen through our talent review process, and demonstrate strong performance and potential for more demanding roles in the future. Many alumni have moved into more senior positions thanks to development opportunities like this.



“At McCain we want our leaders to shape the future of our company and our communities. Participation in the FLP is a great way to expose our talent to leadership insights and different ways of thinking - that drive results, collaboration and innovation. Participants consistently return from this program with enthusiasm, fresh thinking and a desire to share and lead. ”



Max KOENE
President & Chief Executive Officer
McCain Foods



FLP SUPPORTS OUR INTERNAL DEVELOPMENT STRATEGY

by

**MİGROS
TİCARET A.Ş.**

Migros has been the leading retail company in Turkey for over 61 years. Within the scope of our 1,400 domestic stores, and the ones abroad, we have approximately 22,000 employees whose average age is 31. We do, therefore, have a great potential for improvement and learning.

As a strategy, we believe that all of our employees have the potential to become managers in the future. As such, we build their career and training plans with this perspective in mind, and results show it's a strategy that works. 98% of our management personnel were recruited internally.

As a board member company of the CGF, we consider the FLP to be a platform for our star talents to get inspired by world-class leaders. We believe in the positive impact of this platform, and felt it important to get involved from the beginning as both mentors and mentees. Our main expectation from the event was to have a global platform where leaders from different markets could share their experiences and visionary ideas. It hasn't disappointed and we feel it helps us keep up-to-date with new trends.

FLP IS ABOUT A SHARED EXPERIENCE THAT SUPPORTS DEVELOPMENT TODAY

Employee development is a crucial topic for Migros. We conduct a training platform called the Migros

Retailing Academy (MRA) that allows our employees to manage their own career systematically, fairly and objectively by providing them a choice of models, methods and trainings. MRA also manages a "Leadership Faculty" where our future managers and talents are trained.

We also have an in-house mentoring system that is creating opportunities to exchange knowledge and experience that goes beyond formal training. Within this scope, we have provided an average of 19 days of training to each of our employees in 2015. And with this model, MRA was admitted to the "Training Top 125" list published by Training Magazine, as one of the world's most successful learning and development programmes.

Towards this vision, we have been participating in the FLP since 2014, which was held in our native Turkey. At the Istanbul event, our CEO Özgür Tort gave a talk and shared his business experiences with the audience. We also sent two other C level executives and one director. Our CHRO Demir Aytaç participated in the organising taskforce for the Istanbul event and he is now volunteering on the FLP Committee. He also attended the FLP event in Rio de Janeiro in 2015 where he shared his insights on being "young & connected" as part of the "Young Leaders in Emerging Markets" panel.

"We see employee development as a top priority for our operational excellence strategy. Investing in talents is key to differentiate our offer. FLP is a great opportunity to experience the different points of view and inspiring ideas in a global network and to develop business minds and leadership skills."



Ömer ÖZGÜR TORT
CEO,
Migros Ticaret

This programme provides a great opportunity to share experiences and see different perspectives. It also offers the chance to realise that retail and manufacturing sectors don't differ from country to country so much and experience similar challenges. This event provides a platform to share best practices from all over the world. Different points of view inspire new ideas.

Of course, it's not just about attending. Whenever we participate in the FLP event, our attendees share their insights and new experiences with their colleagues when they return through reports and updates on the developments discussed. This makes the gained knowledge more accessible to more colleagues in the company.

FLP STRENGTHENS OUR INTERNAL DEVELOPMENT PROGRAMMES

We think that the FLP is an important event that gathers top talents and future leaders from within our industry

and around the world. The participants can see different perspectives from leaders and network with their peers globally. The engagement of our CHRO on the FLP Committee also enables us to be at the heart of the event.

Thanks to the FLP event, we have an opportunity to learn from, and interact with, the world's pioneering consumer goods companies. It's an event that has proven invaluable for improving our own talent development programmes and in contributing to our continued businesses success. We're very proud of our Migros Retail Academy and the success of our leadership programme, but being part of FLP has taken us to the next level.

In the meantime, one of the C level executives was promoted and assigned Head of our International Operations.



FLP HAS EXCEEDED OUR EXPECTATIONS AT PEPSICO

by



PEPSICO



As a founding member of The Consumer Goods Forum, PepsiCo first got involved with FLP to learn more about how retailers approach strategic opportunities across their value chain. But we have gotten much more from FLP over the years. It has enabled PepsiCo delegates to deepen their understanding of the evolving omni-channel landscape, retail operational challenges, and how CPG companies and retailers can improve their collaboration across developed and emerging markets. FLP is an excellent leadership development platform, one that PepsiCo has been honoured to sponsor and chair over the past several years.

LEVERAGING FLP AT PEPSICO

At PepsiCo, we have developed a FLP delegate selection process within each of our six global divisions through which we identify high-potential sales talent to each year's FLP conference. Prior to the event, we provide a custom briefing to our delegates to make sure they make the most of the conference and their time in a new market. When our delegates return, they meet with their manager and colleagues to share what they have learned, what they will apply to their business, and how they will evolve their leadership approach. Many of our delegates



"Taking an active role in developing our high-potential talent is the most important thing we can do to ensure the future growth of each of our companies and the retail and CPG industries. The Future Leaders Programme gives our talented young leaders the opportunity to discuss the rapidly evolving marketplace and the skills they will need to lead for a new generation. PepsiCo's participants consistently return from the programme energised and armed with the fresh perspectives that are vital to our continued growth."



Indra NOOYI

Chairman and CEO,
PepsiCo, Inc.

apply retail best practices they see on the FLP market visit to the development of their local business – benefiting PepsiCo and our retail partners alike. All of our delegates return home energised by FLP’s rich content, global networking opportunities and insight into a new market.

Over the years, a number of PepsiCo’s senior executives have contributed to FLP conferences by serving as speakers and by engaging with emerging industry leaders who are delegates. FLP is a unique complement to PepsiCo’s internal, global leadership development programmes. Uniquely, FLP provides the opportunity to meet and collaborate with retail leaders from around the world.

FLP HAS PROVIDED MANY BENEFITS TO PEPSICO DELEGATES

FLP provides delegates a modern, nuanced training on strategy in our fast-changing industry. Taking delegates through today’s digital and physical marketplaces in both developed and emerging markets provides critical perspective that we see better equips delegates to navigate the industry and make leading, forward-looking decisions when they return from the FLP experience. Our FLP delegates also find the guided, in-depth market visits to a variety of retail formats to be very insightful. And all of our FLP delegates especially appreciate the hands on workshop where they collaborate with retailers and other CPG representatives on non-competitive, industry projects. Equally, PepsiCo delegates value networking with peers and FLP senior executive speakers.



FLP HAS BEEN ON OUR AGENDA FOR OVER 30 YEARS

by **Pick n Pay**

Pick n Pay has long been a supporter of FLP. Many of the current leaders benefited from FLP through their career and we currently have 50 alumni within our business who have attended over the last 30 years. We like FLP because it is both rewarding and challenging to the leaders we send. Attendees always rave about the candid, challenging and inspiring talks that seasoned industry veterans have given in the leadership sessions. The attendees also come back with a host of ideas that they can apply to the challenges they are addressing today and in the future. However, I think one of the most valuable parts of going to the FLP is the development of an international network of high calibre contacts from non-competing retailers that one can use for the rest of your career to help think through the challenges that you face. The value of FLP is in many ways the quality of the people who attend FLP.

FLP CORE PART OF PICK N PAY'S LEADERSHIP PROGRAMME

We see the FLP as part development, part reward. Our human resources team invites applications from around the business and who are already in leadership roles, and who have been identified as playing a significant role in moving the business

forward in the next 10-20 years. We manage this budget centrally as it is a big investment. Before the event, the group meets together and discusses expectations, goals and, importantly, what they are going to add to the conference. We expect our attendees to arrange additional store visits, retail conversations and activities around the conference to make sure they get the most they can out of the trip.

The main deliverable from the attending group is a report highlighting the key learnings and how they are going to apply those learnings to their respective areas. They present their findings to the group executive, Chairman and their respective teams. In addition, we try to create the opportunity for them to report back to the FLP alumni, to keep the energy going beyond the year of attending.

The FLP is just one of the leadership development and reward programmes that we run. But, we find it is a powerful way to put together small teams of our top talents and an invaluable tool in making sure our leaders are forward focused and thinking about the future of retail and their ability to define themselves at Pick n Pay.

"I know of no better way to make sure our leaders get exposed to new ways of thinking, challenged about what we could do differently and rewarded for the leadership they are already showing. They come back energised and focused on what we could do better."



Gareth ACKERMAN

Chairman
Pick n Pay Stores Limited

FLP DEVELOPS AND REWARDS TOP TALENTS

We have sent leaders from all parts of our business to FLP, including store managers and those from our HR, Marketing, Strategy and Merchandise teams. All have benefited from the Programme. The biggest of these benefits is expanding their vision for what is possible and understanding the types of directions that we as retailers need to change to if we are to continue to be relevant to our diverse customer needs. Former attendees distinguish themselves by having an international network they can reach out to and understand how other similar companies have approached similar challenges.

We also know that our leaders feel rewarded when they are selected for the Programme. Because of this we see great loyalty from our FLP alumni and the vigour with which they are leading Pick n Pay is certainly enhanced through their involvement in FLP.

Our FLP alumni now occupy many of the key leadership positions at Pick n Pay. We have 3 serving on our group executive team and 3 of our 6 regions are run by leaders who attended FLP.

KEY POINTS

- **Number of alumni currently at Pick n Pay: 53**
- **Number of attendees in last 5 years: 17**
- **Attendance date of longest-serving FLP Alumni still at company: 1988**



SUPPORTING THE FUTURE LEADERS PROGRAMME

by *The Coca-Cola Company*

The Future Leaders Programme (FLP) is a central part of The Coca-Cola Company's long-term engagement with The Consumer Goods Forum. The FLP brings together some of the best managers of an entire generation of retailers and manufacturers – managers who go on to lead industry around the world. The FLP provides the opportunity to encourage future business leaders as they expand their networks globally across a rich and complex business.

ENCOURAGING LOCAL PARTICIPANTS AND GLOBAL PERSPECTIVES

The FLP has strongly promoted three central elements, which we support:

- **A mix of delegates from different functions and locations**

We encourage participation by managers from varying functions and locations, including the host country. Our “future leaders” will be drawn from different places and diverse backgrounds.

- **The opportunity to exchange personal insights on leadership and the future of business**

We welcome the opportunity for open discussion of important business issues through formal presentations and work groups.

- **Building Networks**

Developing an understanding of the complexities of international business and building skills and relationships for the future is centrally important to the emerging leadership communities that are built at these events.

“The CGF Future Leaders Programme aims to build a diverse resource of seasoned leaders who will help guide our industry into an exciting but complex future. We encourage and support this crucial ambition.”



Muhtar KENT

Chairman of the Board of Directors
The Coca-Cola Company



GALYA FRAYMAN MOLINAS

President, Turkey, Caucasus & Central Asia Business Unit, The Coca-Cola Company
Leadership Session, Istanbul 2014