



# CGF Healthier Lives: Impact Through Collaboration

Tuesday, 16th June 2020, 14:00 – 16:00 CEST



Healthier  
Lives

# Welcome & Housekeeping



**Sharon Bligh**  
**Healthier Lives Director**  
**The Consumer Goods Forum**



# Anti-Trust Caution

As representatives of Association members, it is our shared responsibility to ensure that this meeting is conducted in accordance with the Statutes of the Association which state:

*"The association shall not enter into any discussion, activity or conduct that may infringe, on its part or on the part of its members, any applicable competition law. By way of example, members shall not discuss, communicate or exchange, any commercially sensitive information, including information relating to prices, marketing and advertising strategy, costs and revenues, trading terms and conditions with third parties, including purchasing strategy, terms of supply, trade programs, or distribution strategy".*

# Tips for a smooth session today

- All participants are on mute to enable good sound quality for the webinar
- Your role as a participant – please do ask questions via the chat or by email: [hw@theconsumergoodsforum.com](mailto:hw@theconsumergoodsforum.com) The CGF team will follow up with everyone on all comments/input you may have to help us reach our healthier lives ambition
- CGF will share an executive summary of the session with you
- The session is being recorded so you can share with your colleagues

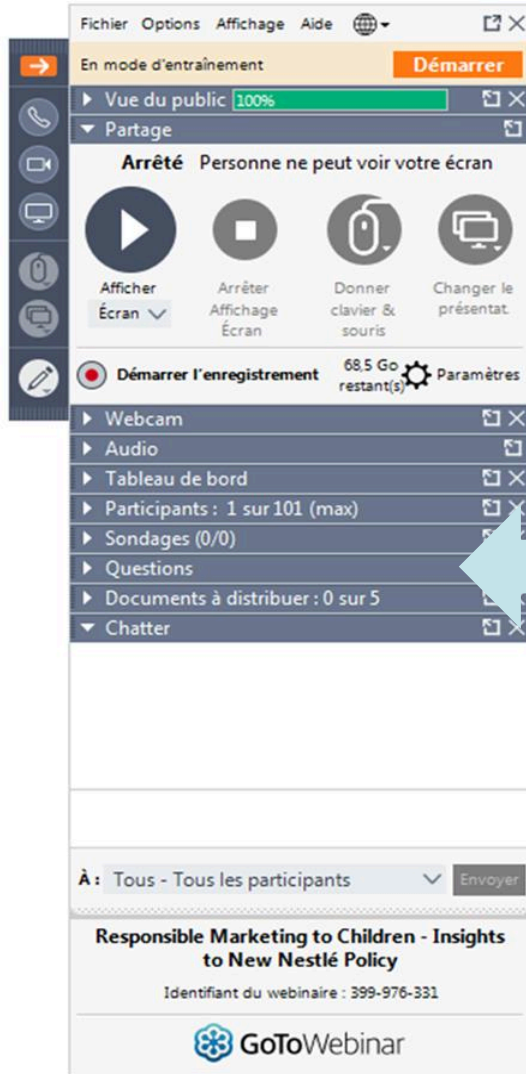


# Asking questions today & follow up:



You can ask questions during and after the webinar:

- Via email at: [hw@theconsumergoodsforum.com](mailto:hw@theconsumergoodsforum.com)
- Directly through the chat room of GoToWebinar



# Today's speakers



Sharon Bligh  
CGF



Mark  
Schneider  
Nestlé



Frans Muller  
Ahold Delhaize



Emmanuel  
Faber  
Danone



Özgür Tort  
Migros Ticaret



Isabelle Grosmaître  
Danone



Marcus Osborne  
Walmart



Shaohua Pu  
Bright Dairy and  
Food Co., Ltd



Xulin Guo  
Freshippo  
Alibaba Group



Kieron Boyle  
GSTTC



Judith Robinson  
Tesco



Daniel Servitje  
Grupo Bimbo



Carlos Mario  
Giraldo Moreno  
Grupo Exito



Lawrence Haddad  
GAIN



Rebecca Marmot  
Unilever



Pierre Chandon  
Insead



# Welcome to the Coalition of Action on Healthier Lives



**Mark Schneider**  
**CEO**  
**Nestlé**



**Frans Muller**  
**President & CEO**  
**Ahold Delhaize**

**CGF Board Co-Sponsors for Collaboration for Healthier Lives**



# Impact and Scale Through Collaboration



**Emmanuel Faber**  
CEO  
Danone



**Özgür Tort**  
CEO  
Migros Ticaret

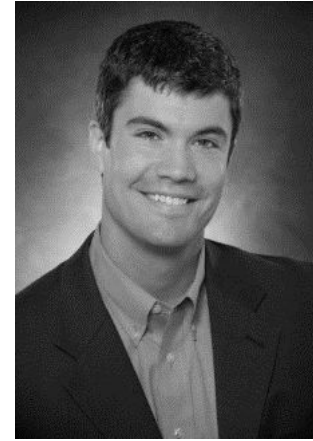
CGF Board of Directors Co-Chairs



# Healthier Lives: The Global Movement



**Isabelle Grosmaître**  
**Alimentation Initiative Catalyst**  
**Danone**

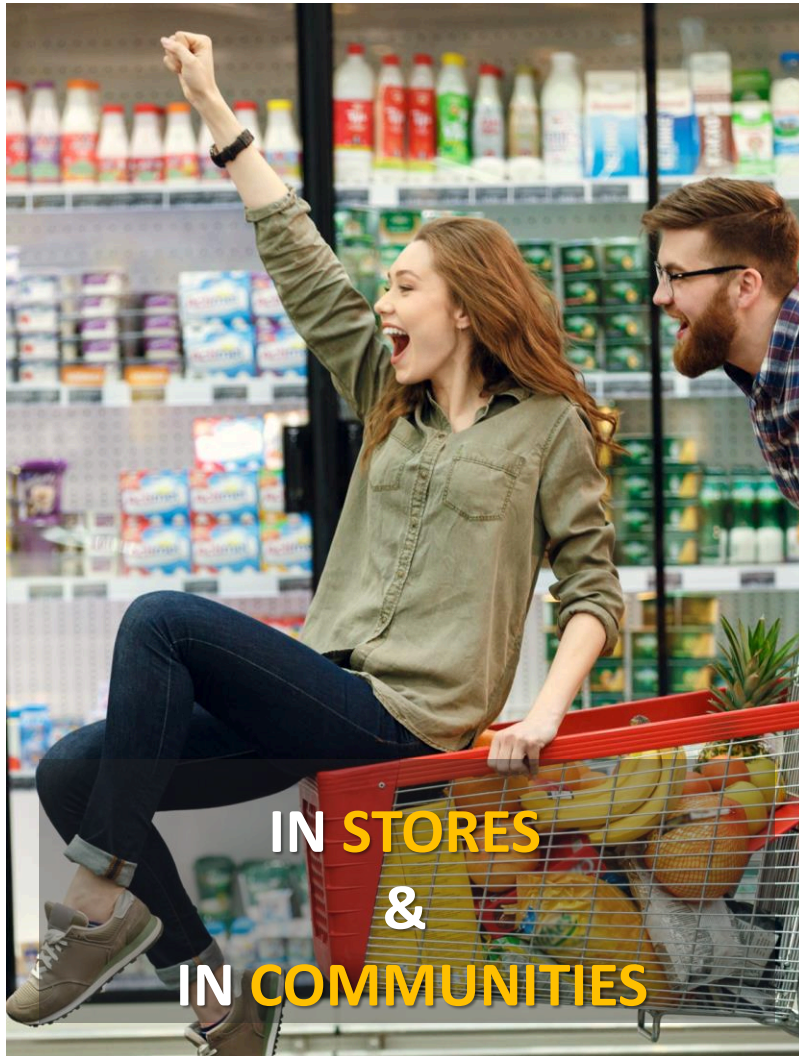


**Marcus Osborne**  
**Vice President**  
**Walmart Health**

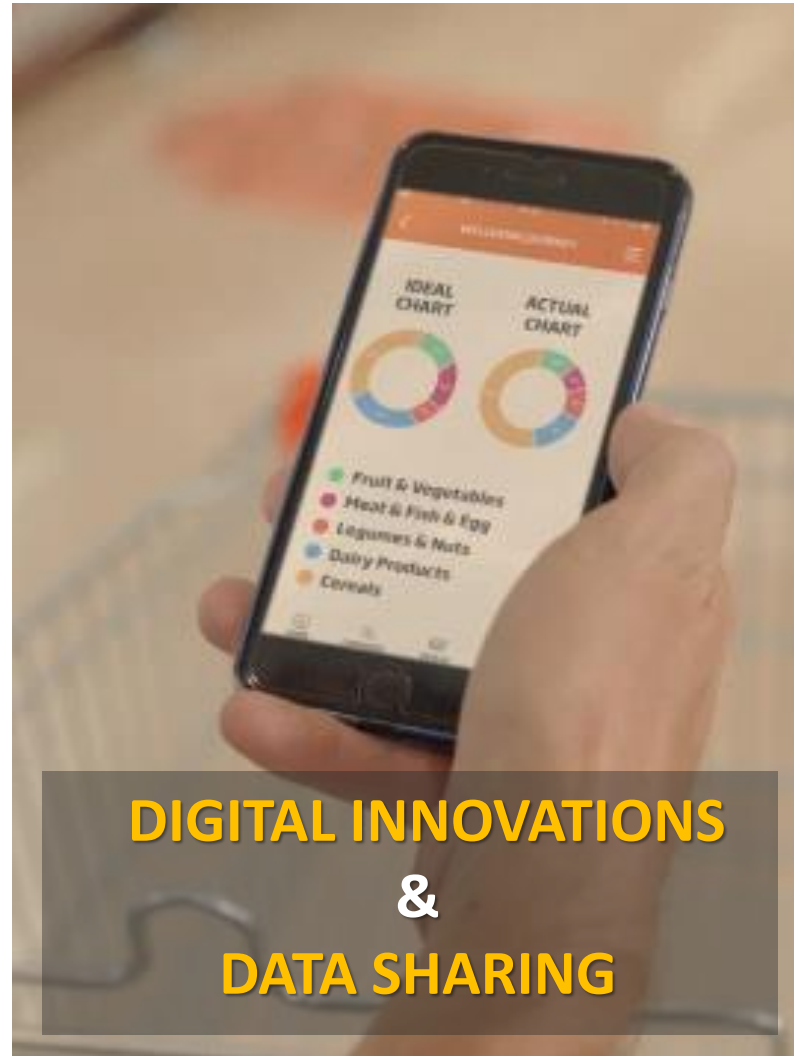
**Co-Chairs CHL Steering Committee**



# EMPOWER PEOPLE TO LIVE HEALTHIER LIVES WHILE CREATING SHARED VALUE



**IN STORES  
&  
IN COMMUNITIES**



**DIGITAL INNOVATIONS  
&  
DATA SHARING**



**EMPLOYEES  
HEALTH  
& WELL BEING**

# PARTNERS IN ACTION

34 CHL Coalition members



114 organisations acting locally



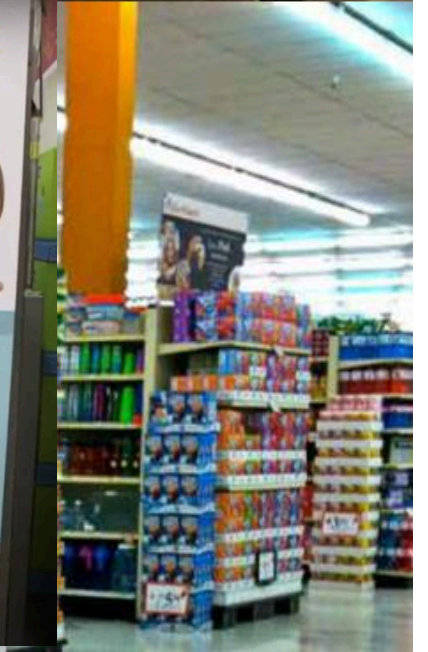
# 14 COUNTRIES IN ACTION



# COUNTRIES IN ACTION



USA



# COUNTRIES IN ACTION



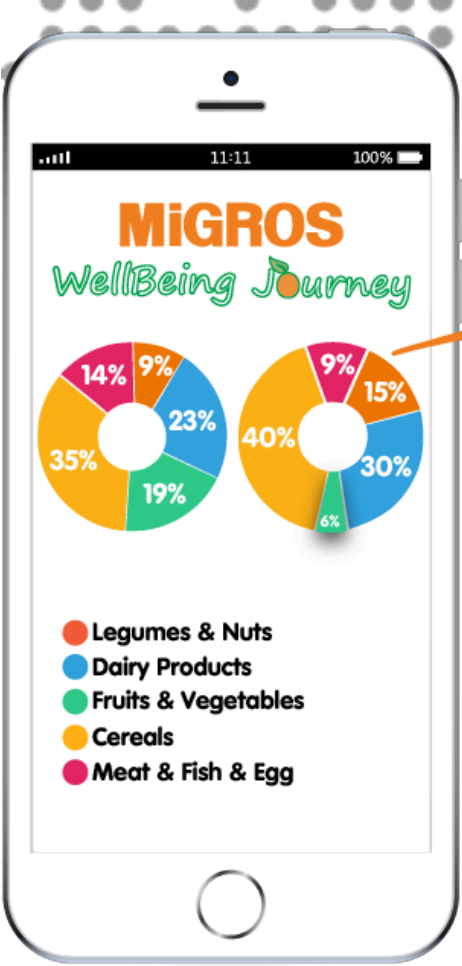
FRANCE



Plus on agit  
**ON S'Y MET**  
Mieux on se porte

**Collaboration For Healthier Lives**  
**'ON S'Y MET' GOES DIGITAL**

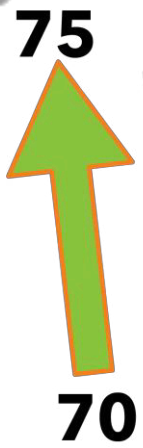
# COUNTRIES IN ACTION



TURKEY



**MiGROS**



# COUNTRIES IN ACTION

## TOKYO **NUTRITION FOR GROWTH**

Food, Health, & Prosperity for All



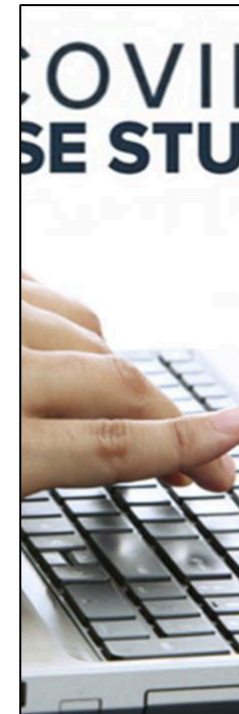
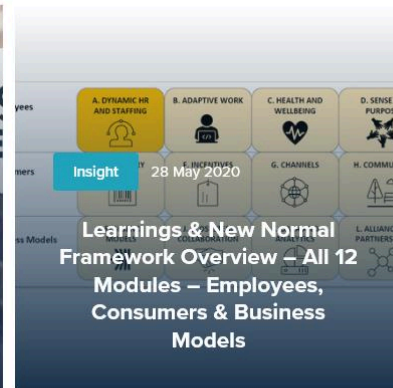
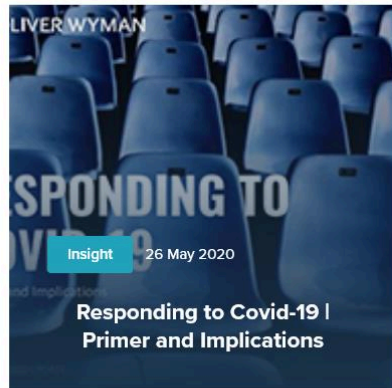
**JAPAN**

# GLOBAL LEARNING MECHANISM



A web platform to inspire companies and stakeholders to put health & wellbeing at the core of their strategic agenda

## Latest Covid-19 Insights & Resources



COVID  
CASE STUDIES  
& NEW NORM



REPORTS  
FROM LOCAL  
INITIATIVES



THOUGHTFUL  
LEADERSHIP  
PERSPECTIVES

[www.globallearningmechanism.com](http://www.globallearningmechanism.com)

# CHL China: Collaboration for Healthier Lives in a Digital World



**Shaohua PU**  
Chairman  
Bright Dairy and Food Co. Ltd



**Xulin GUO**  
Chief of Staff &  
Business Assistant to CEO  
Freshippo/Alibaba Group



## 2020 CHL Targets

Explore digital initiatives



Offline activities in scale



New Collaboration



## 2019 CHL Pilot

- Offline health shelf
- Student education activities
- Chinese consumer health & wellness survey

## 2020 "One for Good"

Activation for National Nutrition Week-NNW, 17<sup>th</sup> - 23<sup>rd</sup> May

### PARTICIPANTS

Co-chairs: Carrefour China & Nestlé

#### 7 Retailer & Platform



#### 9 Manufacturer



#### 4 Academic & Pro-bono Partner



### TOPICS

*Balanced nutrition, 3-Reductions (sugar/oil/salt)*

### INITIATIVES CHANNELS

#### Online:

- Nutritionist Live stream: 6 cities; 7 Live Streams, +48000 viewers
- Virtual Health Shelf: 2 platform (Carrefour applet, Ele.me App)
- Health interaction in community: Comments+Likes, 1000+

#### Offline:

- Offline Health Shelf: 7 cities; 16 stores, 1 year for some stores
- Published educational article: +25,000 viewers

#### Others:

- Interpretation on Big Data and Nutrition of Food Consumption: Published in NNW with Chinese Nutrition Society, viewer in real time: +340,000
- Own brand of healthier products: launch both online and offline



Upto 1st June: related news has generated +110 clippings with +2.7 billion impressions on multi-media channels.





乐 在 新 鲜

让更多人感受

Let More People Enjoy  
Happiness of Delicious and Health

美味 和 健康 的快乐



# Dairy Industry Revitalization, Quality Development, Fresh Future



Lactoferrin | Immunoglobulin | Lactoperoxidase

**振兴奶业 优质发展 鲜致未来**  
首届中国奶业新鲜峰会  
First China Dairy Fresh Summit

**上海宣言**

我们呼吁,认真总结首届中国奶业新鲜峰会的思想成果,汇集各方的宝贵经验和共同智慧,为“三个共同持续推动”做出积极贡献。

我们倡议,对首届峰会成果加以推广实践,让成果得以不断延续。为振兴奶业,领立标杆,鲜活未来,携手同行。

**光明® 优倍 UBEST**

**75°C鲜活力**  
活性蛋白活性酶

免疫球蛋白  $\geq 100\text{mg/L}$

乳铁蛋白  $\geq 30\text{mg/L}$

乳过氧化物酶  $\geq 2000\text{U/L}$

FRESH MILK 净含量:950毫升

75°C鲜活力  
喝得到的鲜活力营养!

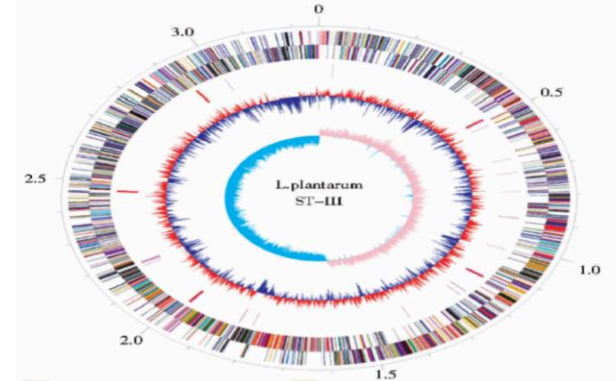
早晚一杯  
满满鲜活

喝牛奶,喝的是活性营养

优倍鲜奶,采用75°C巴氏杀菌工艺,保留更多鲜活营养,所以,记得每天喝优倍哦!

每天的鲜活力,就从一杯优倍开始吧!

码上订奶



**光明® 畅优** 畅享自然菌衡力

新品上市

植物乳杆菌ST-III  
中国发明专利号: ZL 03 1 16377.7

**益菌多 零负担**  
每瓶含1000亿活性乳酸菌



Bright Dairy has established the highest freshness assurance standards covering the entire industry chain. The upgraded Bright Premium Fresh Milk launched at the D20 Summit contains a higher content of active proteins and active enzymes, including immunoglobulins  $\geq 100\text{mg/L}$ , Lactoferrin  $\geq 30\text{mg/L}$ , Lactoperoxidase  $\geq 2000\text{U/L}$ .



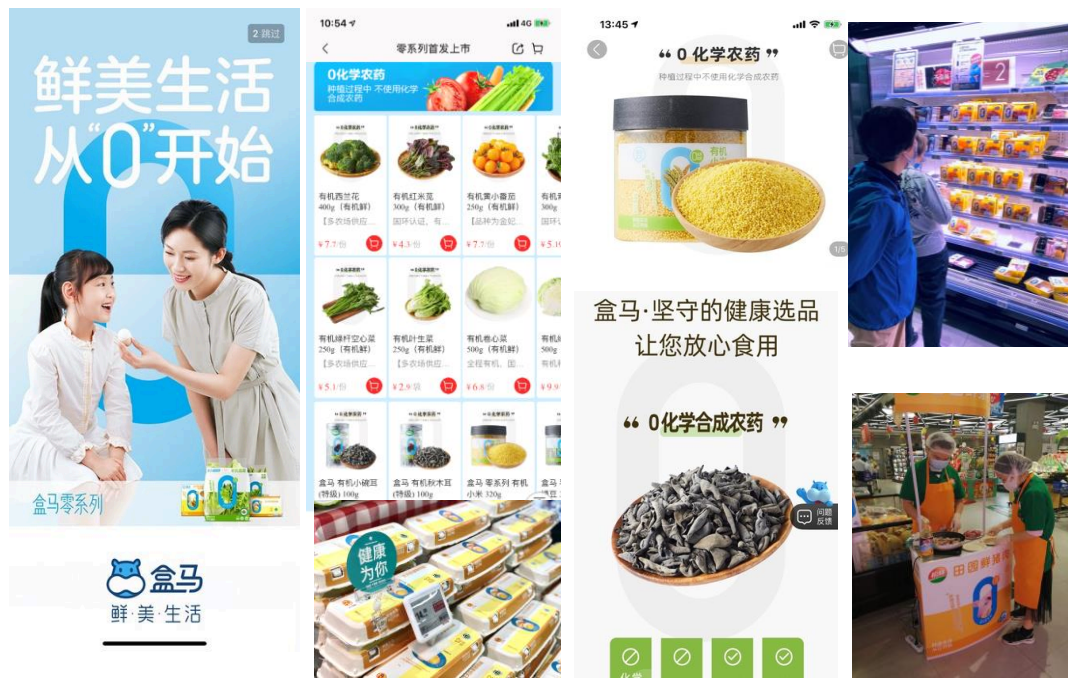
# One For Good Initiative

## “One For Good” initiative of CHL China

Bright Dairy set “One For Good” label for the low-sugar and reduced-fat yogurt Momchilovtsi, the yogurt without any additive “Ru Shi”, the skimmed and semi-skimmed fresh milk “U best”.



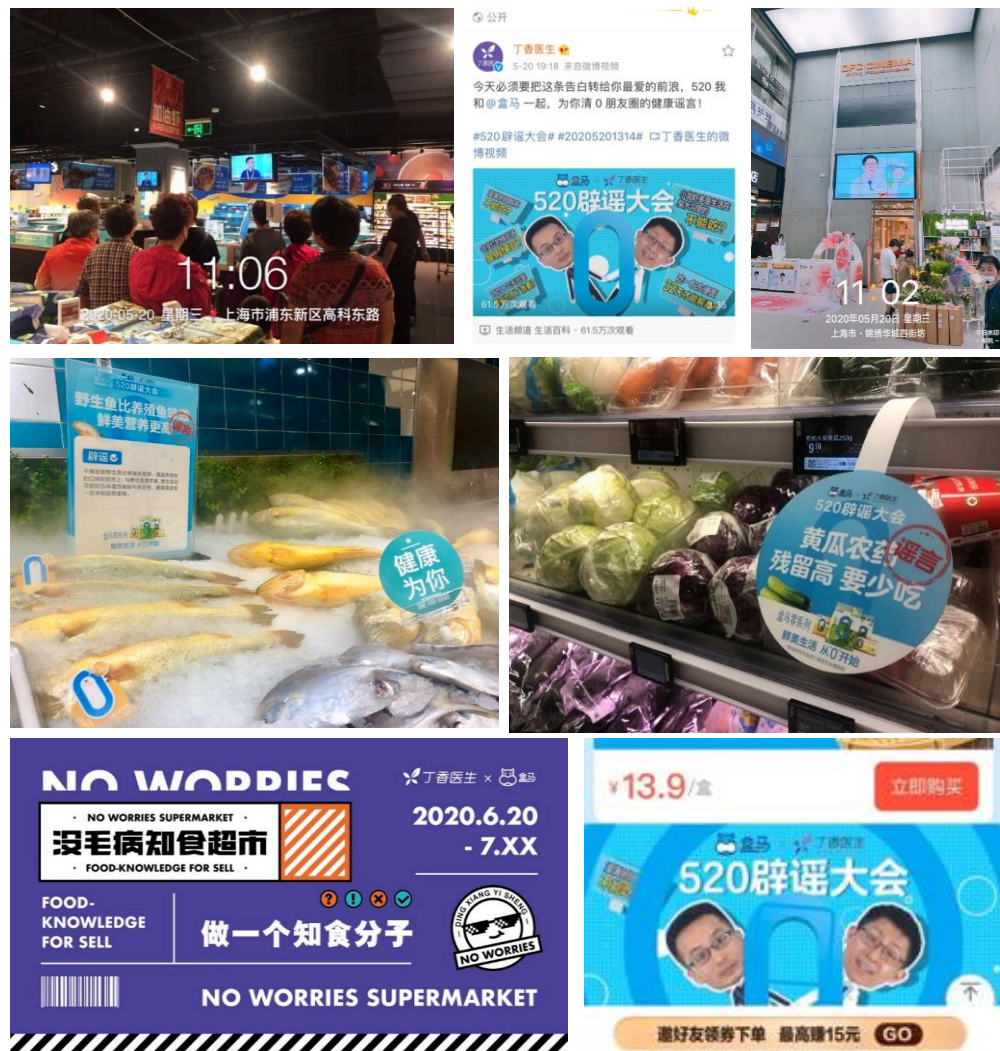
# Freshippo Launched “Zero series” in May



- ✓ 80+ SKUs
- ✓ Vegetable, Meat, Dairy, Seafood, Fruit
- ✓ 70+ stores in Shanghai and Beijing
- ✓ More SKUs later



# Online Talk Show to Prompt the Concept



- ✓ Partnership with media and content providers to stimulate more conversations in various consumer circles
- ✓ Online show + offline broadcasting, maximizing customer reach
- ✓ “Zero” cost campaign
- ✓ CHL endorsement



# In-store Live Video to Further Prompt the Idea



- ✓ Leverage the advantage of offline stores
- ✓ Leverage the power of technology
- ✓ Leverage the expertise of experts and KOL and KOC
- ✓ Leverage the resource of partners



# Delivering on our goal in CHL UK: what have we learnt, impact on the community and future ambition



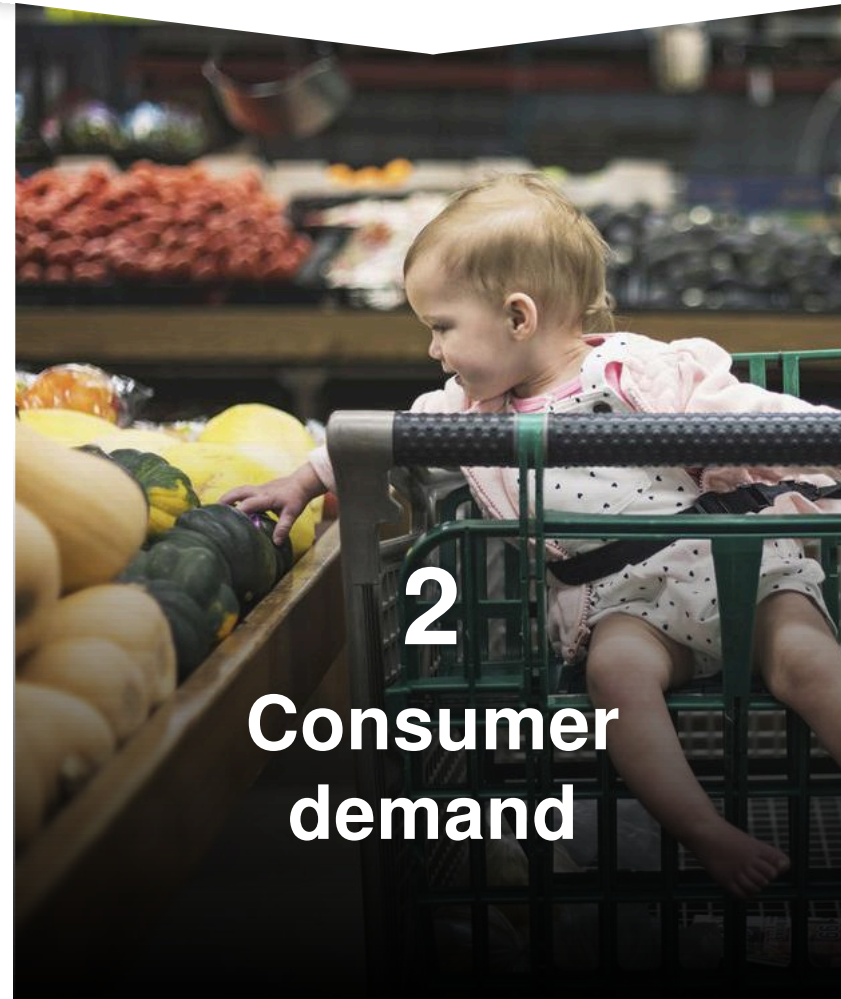
**Kieron Boyle**  
**Chief Executive**  
**Guy's & St Thomas' Charity**



**Judith Robinson**  
**Head of Health – Product**  
**Group Quality**  
**Product Development**  
**Tesco**



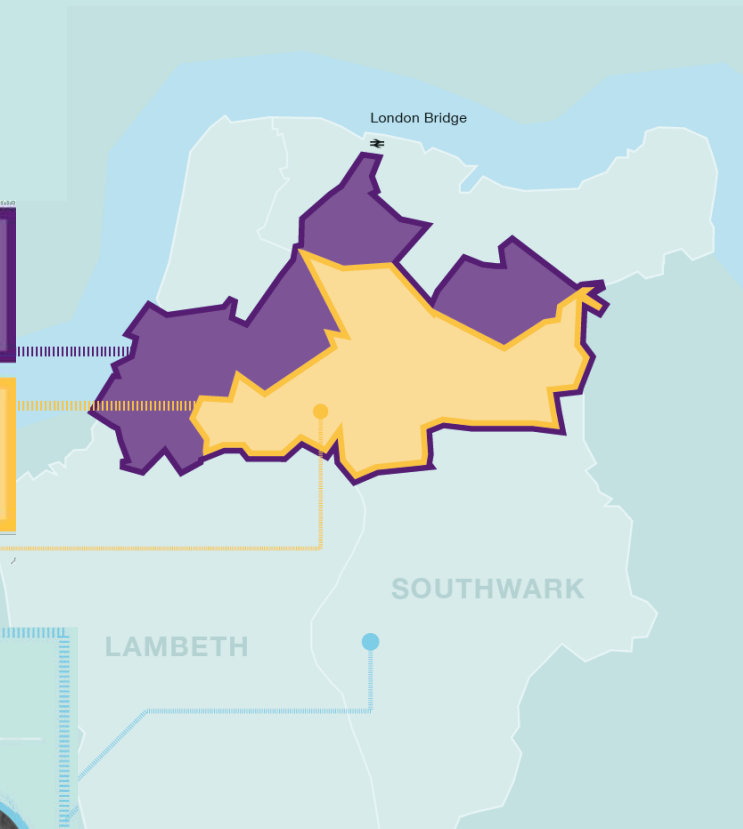
# Why do we need to act?





The areas with the highest rates are concentrated along a corridor that runs across both boroughs.

12 local wards within this area also have the lowest median incomes and highest proportion of BAME population.



#### Camberwell Green

Child obesity prevalence



£31,840  
avg household income

6 in 10  
residents from  
BAME background



#### Dulwich Village

Child obesity prevalence



£58,400  
avg household income

2 in 10  
residents from  
BAME background



GUY'S &  
ST THOMAS'  
CHARITY

FORUM



Healthier  
Lives



# A disconnect between the evidence and the public's understanding of childhood obesity



## Experts

Societal
Solvable
High
End Point
Engineered
Complex System
Critical
Change environment
Gradual change

## Mapping the Gaps

TYPE OF ISSUE
CHILD OBESITY
PREVALENCE
INDIVIDUAL BEHAVIOURS
CHILDREN'S TASTE
FOOD ENVIRONMENT
INTERACTIONS BETWEEN S-E FACTORS
SOLUTIONS
APPROACH

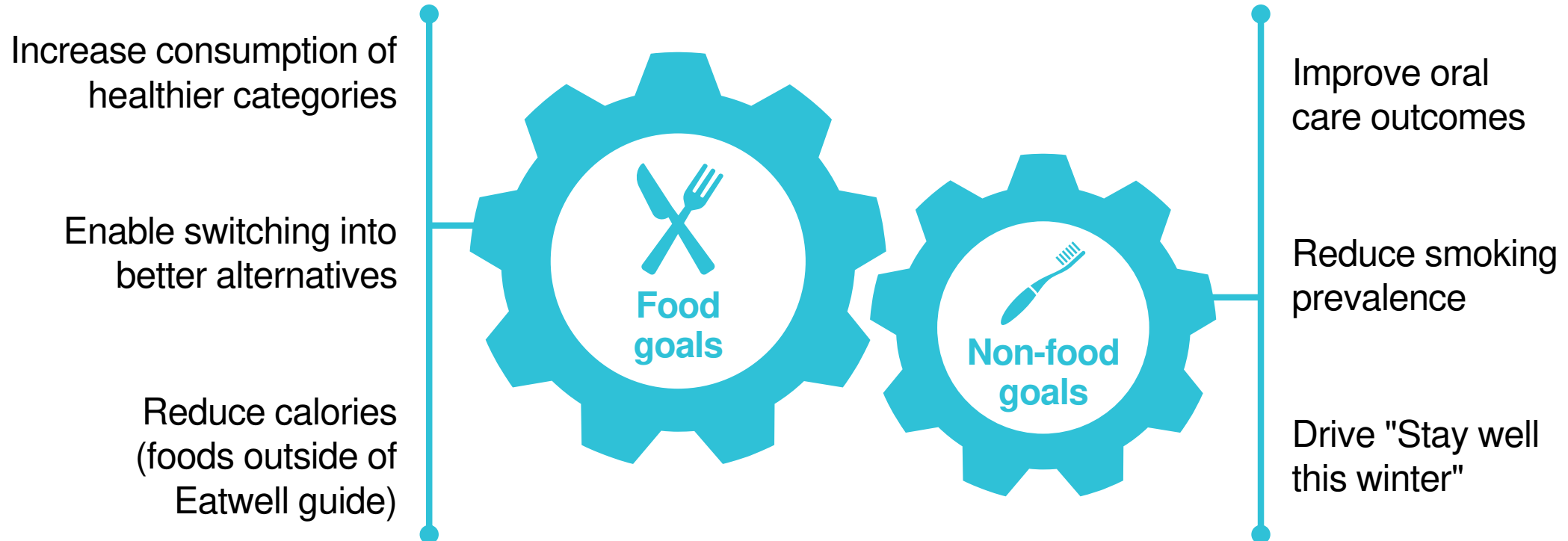


## Public

Individual
Death sentence
Average
Source of problem
Natural
Fast Foods & Sweets
Not on the radar
Educate parents
All or nothing



# CHL UK launched in Lambeth & Southwark in March 2019 with an ambitious agenda across 6 core goals



**Core initiatives launched in March 19  
and looking to scale up now**



# ... driven by a broad set of stakeholders



Coordination / Organisation



Greater London Authority  
Food Policy Team



Retailers



Sainsbury's



M&S  
EST. 1884



Manufacturers



PEPSICO



ONE PLANET. ONE HEALTH

MARS



FERRERO



Johnson & Johnson

COLGATE-PALMOLIVE



Health authorities & academics

Public Health England  
University of Oxford



Local stakeholders

GUY'S &  
ST THOMAS'  
CHARITY

Southwark & Lambeth  
City Councils



Other key partners

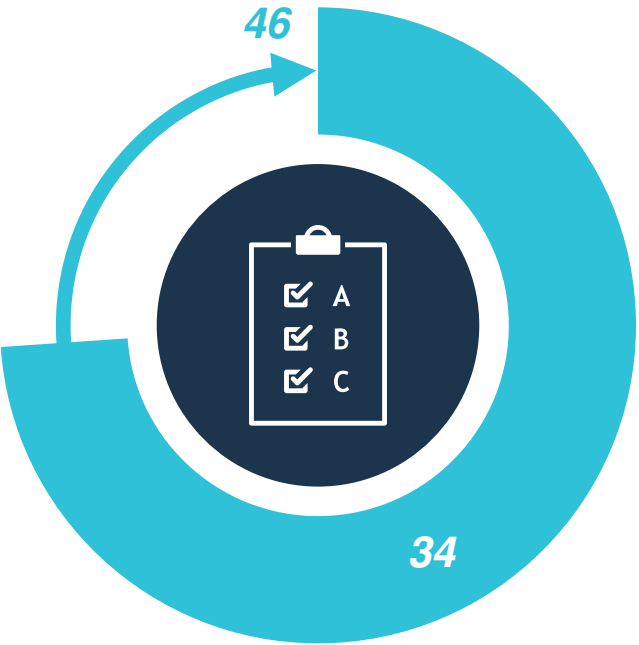
Capgemini



Spoon  
Guru



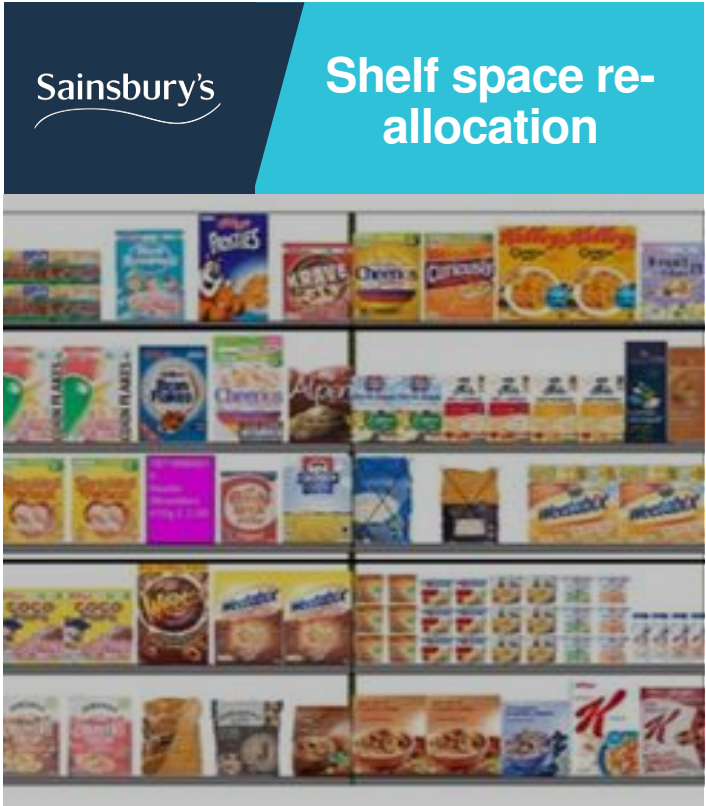
# Strong traction so far, with 34 initiatives landed across a number of different levers








**34**  
Out of 46 planned  
initiatives have  
landed in stores and  
online to date



# 3 examples of recent initiatives



## We've learnt a lot...

-  Need to **align goals early** with all participants and internal stakeholders
-  **Engaging with public health bodies and academics** critical for external credibility
-  **Important to have at least 2 retailers** driving initiative, with a central accountable **PMO lead** to co-ordinate launch & planning
-  **Manufacturers should reduce burden on retailers** by coming with fully fledged, category-wide initiatives
-  **CHL should be part of the CEO T2T agenda** to facilitate collaboration, and internal teams (sales / commercial) briefed early

## ... but a number of challenges remain


-  **Balancing ambition & pragmatism**
-  **Aligning goals & actions**
-  **Funding**
-  **Buy-in & mobilization**

# What's next for CHL UK?

## Planning for 2021 trials

**Food**

Pivot interventions to health & sustainable diets

**Non-Food**

Build on current momentum

## Three avenues to scale

- 1 Sustain**

Ensure Lambeth & Southwark action sustained going forward
- 2 Replicate**

Replicate existing and introduce new interventions in another UK city
- 3 Nationwide**

Develop specific initiatives for integration in joint business plans individually



# CHL LatAm: Reaching the Most Vulnerable in the Age of Covid-19



**Daniel Servitje**  
CEO  
Grupo Bimbo



**Carlos Mario Giraldo Moreno**  
CEO  
Grupo Exito



COLOMBIA



CENTRAL  
AMERICA



MÉXICO



# TAKE AWAYS



- **Regional Boards** : crucial to accelerate Coalitions of Action.  
*LatAm coalitions : H&W, GFSI, Food Waste, Data*
- **Collaborate for sustainable, impactful & replicable strategie**  
*Engage companies governments, academia, civil society and communities.*
- **Innovate & adapt to new context**
- **Measure impact & use data and leverage collective capabilities**  
*Learn, strengthen and scale initiatives.*  
*Track behaviours : define new strategies and develop new portfolios.*  
*e.g. Sales +11.7% in México measured by BCG & 38% sales gap tracked by Nielsen in Colombia*



# New Labelling Regulations in Mexico

- New definitions and amendment to nutritional facts
- New Front of Pack labelling



CONTIENE EDULCORANTES, NO RECOMENDABLE EN NIÑOS

CONTIENE CAFEÍNA – EVITAR EN NIÑOS

- The strictest regulation worldwide until now applies only to packed food and beverages.
- Nutritional profile (limits for critical nutrients) the toughest worldwide
- Complex and costly implementation times: 1<sup>st</sup>. phase on October 2020 (nutritional facts) and April 2021 (commercial dispositions)
- Very aggressive communication campaigns are expected

## Product improvement will not be encouraged

- Aligned to PAHO nutrient profile.
- Thresholds based on the calories of critical nutrient in reference to the total calories of the product.
- The fewer calories of the product, the more restrictive will be levels to meet.
- In many cases reformulation to improve products becomes unfeasible.

## Communication about benefits of the products with warning signs will be restricted

- Seals or recommendation legends or recognition by professional organizations or associations.
- Nutritional & healthy claims.

## Restrictions on products with characters aimed at children

- Children's characters aimed to children that incite, promote or encourage their consumption.
- This rule poses a constitutional question since it would prohibit the use of figurative trademarks in food and non-alcoholic beverage packages.



# Grupo Éxito, Solidarity and business in the Corona Virus Crisis.





## 2. Suppliers Support



## 1. Children's nutrition



**ESTA-  
MOS  
CON**

## 3. "White phone" & actions for vulnerable population



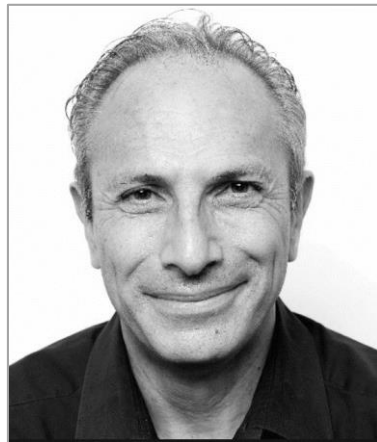
## 4. Solidarity basic basket



## 5. Textil reactivation



# Employee Health & Wellbeing: The Workforce Nutrition Alliance



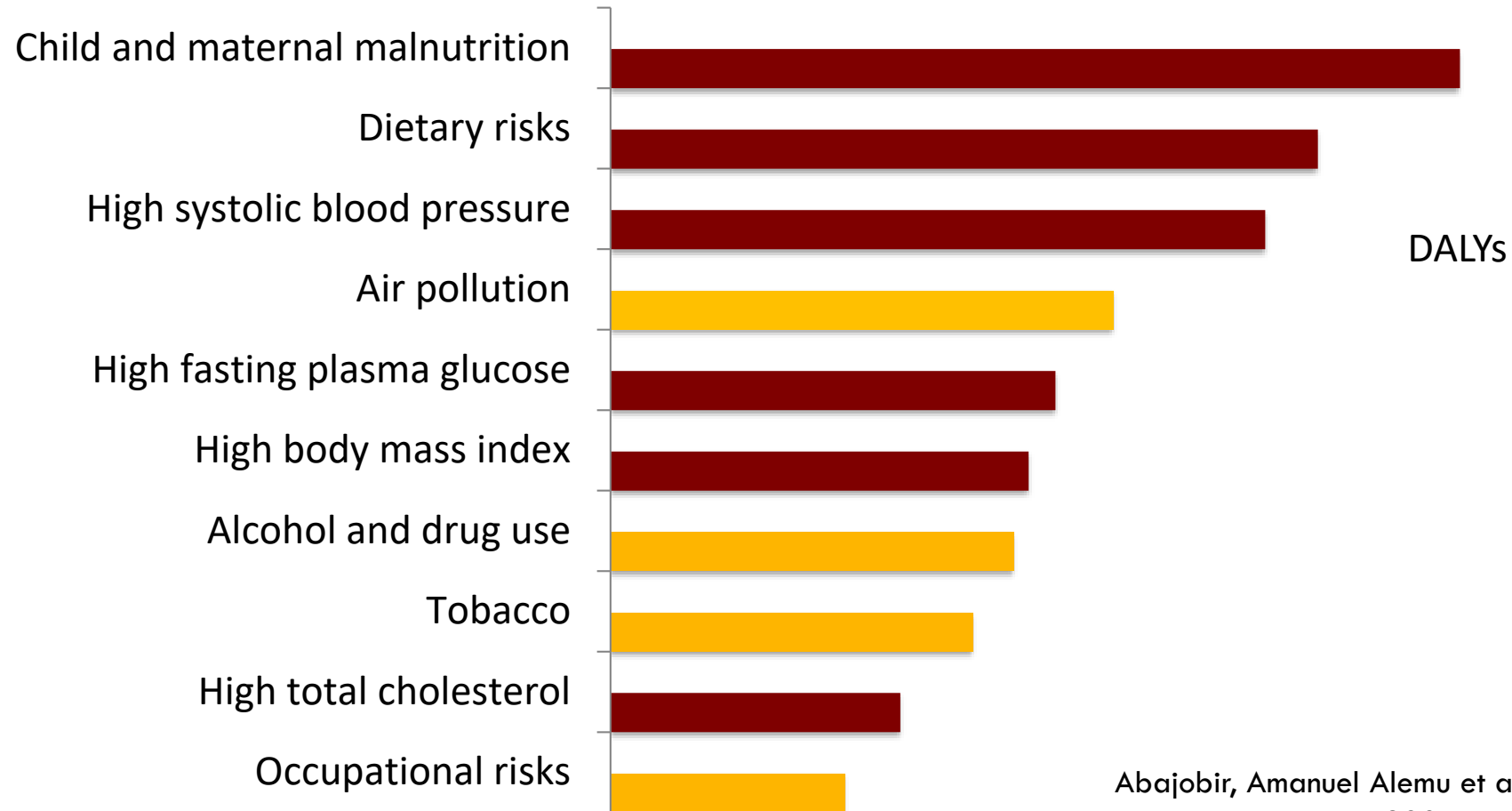
**Lawrence Haddad**  
**Executive Director**  
**GAIN**



**Rebecca Marmot**  
**Chief Sustainability Officer**  
**Unilever**



# Most global burden of disease risk factors are linked to diet



Abajobir, Amanuel Alemu et al.  
The Lancet , Volume 390 , Issue 10100 , 1345-1422.  
2017.

# Over half of the global population will spend at least 1/3 of their adult lives at work. They can and do benefit from workforce nutrition programmes



## Organization level benefit



Reduced absenteeism



Enhanced productivity



Lower rates of accidents and mistakes



Greater job satisfaction



Financial benefits

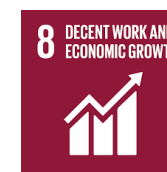
## Macro level impact



SDG 2 (zero hunger)



SDG 3 (good health and wellbeing)



SDG 8 (decent work and economic growth)

# The Workforce Nutrition Alliance helps employers set up effective WFN programs and evolve into becoming champions



Workplace nutrition programmes have significant benefits for employees, employers and the society

REDUCED ABSENTEEISM

+

ENHANCED PRODUCTIVITY

+

LOWER RATES OF ACCIDENTS

+

GREATER JOB SATISFACTION

The Workforce Nutrition Alliance scorecard makes it easy to assess where you stand and where you want to go

HEALTHY FOOD AT WORK

&

NUTRITION EDUCATION

&

NUTRITION-FOCUSED HEALTH CHECKS

&

BREASTFEEDING SUPPORT

We help you to set up or improve your workforce nutrition program in six easy steps

1

ASSESS SITUATION

2

SET A TARGET

3

DEVELOP PLAN

4

ACCESS SUPPORT

5

MONITOR

6

REAP REWARDS

Your journey to become a workforce nutrition champion is about to start with the Workforce Nutrition Alliance

Beginner

Bronze

Silver

GOLD

# Employee Health & Wellbeing

3 focus areas for all CGF members to put employees at the heart of our agenda

1. **Promote safety first**
2. **Support the CGF/GAIN Workforce Nutrition Alliance**
3. **Development of wellbeing KPIs**





## Lamplighter – the business case for employee wellbeing



Lamplighter is Unilever's health and wellbeing programme:

- Physiological assessments
- Nutritional assessments
- Mental resilience tools
- Bespoke diet & exercise plans
- On-line support material



**81,480** employees from **75** countries attended our Lamplighter programme in 2019

Aggregated data over the last 8-years showed a **2.57:1** ROI



### Evaluation of Seeds of Prosperity found:



Diets became **more diverse** in both locations in India.



Handwashing frequency improved in Assam.



Program participants viewed the program positively and reported feeling **increased loyalty** to employers.

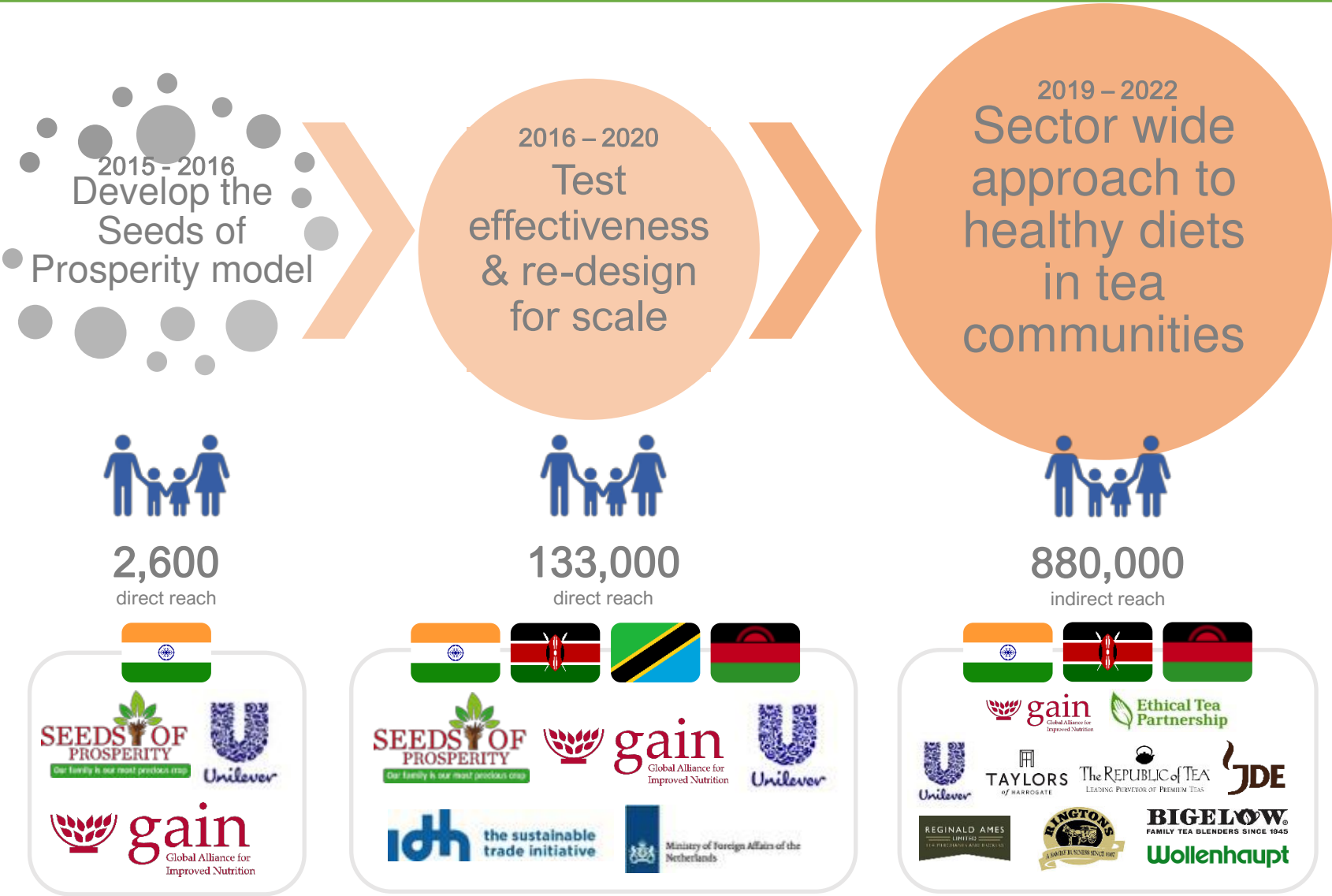


“Since I take care of **better nutrition and hygiene** in my family, I am able to **reduce the medical fees** for my children.”

Poornima, smallholder farmer in Tamil Nadu

“Since I **eat more food groups**, I am **less tired** during my plucking.”  
Neha, estate worker in Tamil Nadu

# Seeds of Prosperity – Scaling for further impact



# A new ecosystem of collaboration with academia



**Pierre Chandon**  
**The L'Oréal Chaired Professor of Marketing**  
**Innovation & Creativity, Director**  
**INSEAD Sorbonne University Behavioural Lab**





The Business School  
for the World®



# A new ecosystem of collaboration with researchers

**Pierre Chandon**

The L'Oréal Chaired Professor of Marketing - Innovation  
& Creativity at INSEAD

Director, INSEAD Sorbonne University Behavioral Lab

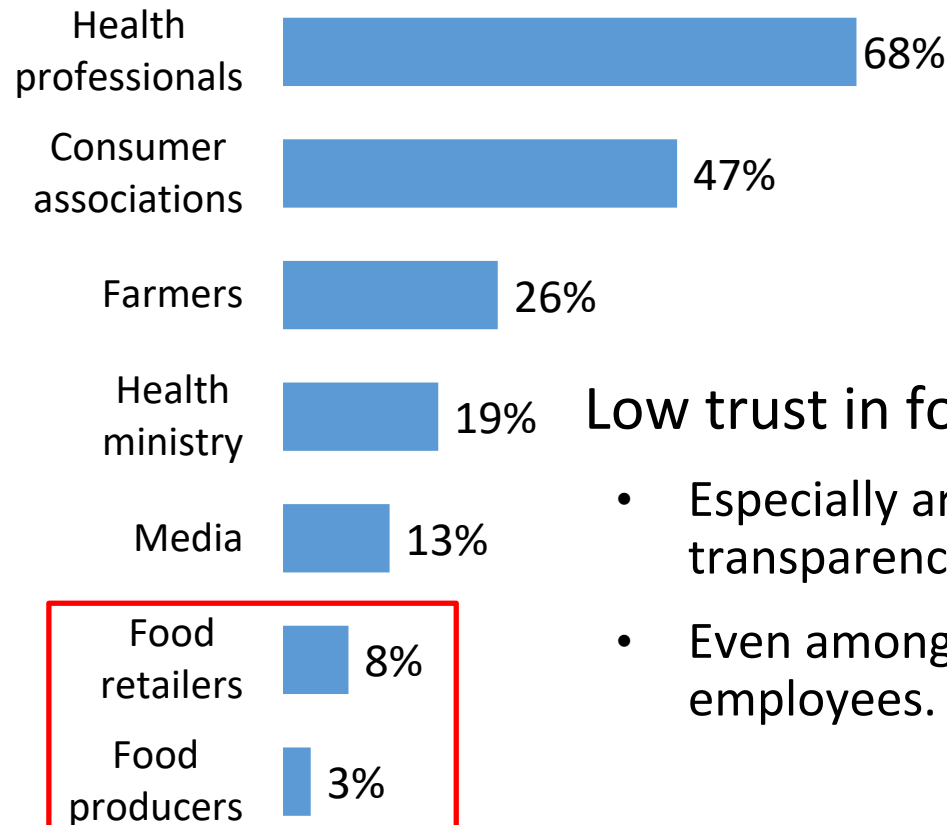


# Collaborating to Create Trust

The Business School  
for the World®



*Who do you trust to provide reliable information about healthy eating?*



## Low trust in food sector

- Especially around transparency.
- Even among sector employees.

## Covid-19 has put the spotlight on science

- Governments and opinion leaders seek scientific advice.
- The general public has become educated about the scientific process.



Source: Credoc (France, 2009), Edelman (US/EU, 2019)



# Collaborating to Produce Evidence

The Business School  
for the World®



## Recent academic publications using data from CGF members

Journal of the Academy of Marketing Science  
<https://doi.org/10.1007/s11747-020-00723-5>

ORIGINAL EMPIRICAL RESEARCH

### Effects of front-of-pack labels on the nutritional quality of supermarket food purchases: evidence from a large-scale randomized controlled trial

Pierre Dubois<sup>1</sup> · Paulo Albuquerque<sup>2</sup> · Olivier Allais<sup>3</sup> · Céline Bonnet<sup>1</sup> · Patrice Bertail<sup>4</sup> · Pierre Combris<sup>3</sup> · Saadi Lahlou<sup>5</sup> · Natalie Rigal<sup>4</sup> · Bernard Ruffieux<sup>6</sup> · Pierre Chandon<sup>2</sup>

Received: 1 November 2019 / Accepted: 1 April 2020  
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#### Abstract

To examine whether four pre-selected front-of-pack nutrition labels improve food purchases in real-life grocery shopping settings, we put 1.9 million labels on 1266 food products in four categories in 60 supermarkets and analyzed the nutritional quality of 1,668,301 purchases using the FSA nutrient profiling score. Effect sizes were 17 times smaller on average than those found in comparable laboratory studies. The most effective nutrition label, Nutri-Score, increased the purchases of foods in the top third of their category nutrition-wise by 14%, but had no impact on the purchases of foods with medium, low, or unlabeled nutrition quality. Therefore, Nutri-Score only improved the nutritional quality of the basket of labeled foods purchased by 2.5% (−0.142 FSA points). Nutri-Score's performance improved with the variance (but not the mean) of the nutritional quality of the category. In-store surveys suggest that Nutri-Score's ability to attract attention and help shoppers rank products by nutritional quality may explain its performance.

**Keywords** Nutrition · Labelling · Supermarket · RCT · Food · Field experiment · Policy



Journal of the  
**Academy of  
Marketing  
Science®**



**Harvard  
Business  
Review**  
FRANCE

JAMS  
@JAMS\_updates

"Surveys have shown that consumers like the idea of simplified nutrition labels and lab studies have suggested that they help identify the healthiest options, but do they work in real life?" Learn more from a new JAMS study! [knowledge.insead.edu/marketing/what...](https://knowledge.insead.edu/marketing/what...)  
@INSEADKnowledge



**What's Up Front? The True Influence of Nutrition Labels in Real Life**  
A major randomized controlled trial finds that nutrition labels help healthier foods but do not hurt junk foods, leading to a much smaller boost than in lab  
[knowledge.insead.edu](https://knowledge.insead.edu)

HBR France  
@HBRFrance

Les leaders de l'industrie #agroalimentaire n'ont aujourd'hui plus le choix, ils doivent s'impliquer. [ow.ly/xAU250yad1w](https://ow.ly/xAU250yad1w) par @pierrechandon  
@INSEAD #nudge #marketing #alimentation



**Collaborer pour promouvoir des comportements alimentaires plus sa...**  
Les leaders de l'industrie agroalimentaire n'ont aujourd'hui plus le choix, ils doivent s'impliquer. A en croire certains, l'industrie agroalimentaire ne  
[hbrfrance.fr](https://hbrfrance.fr)



# Collaborating to Bootstrap Action

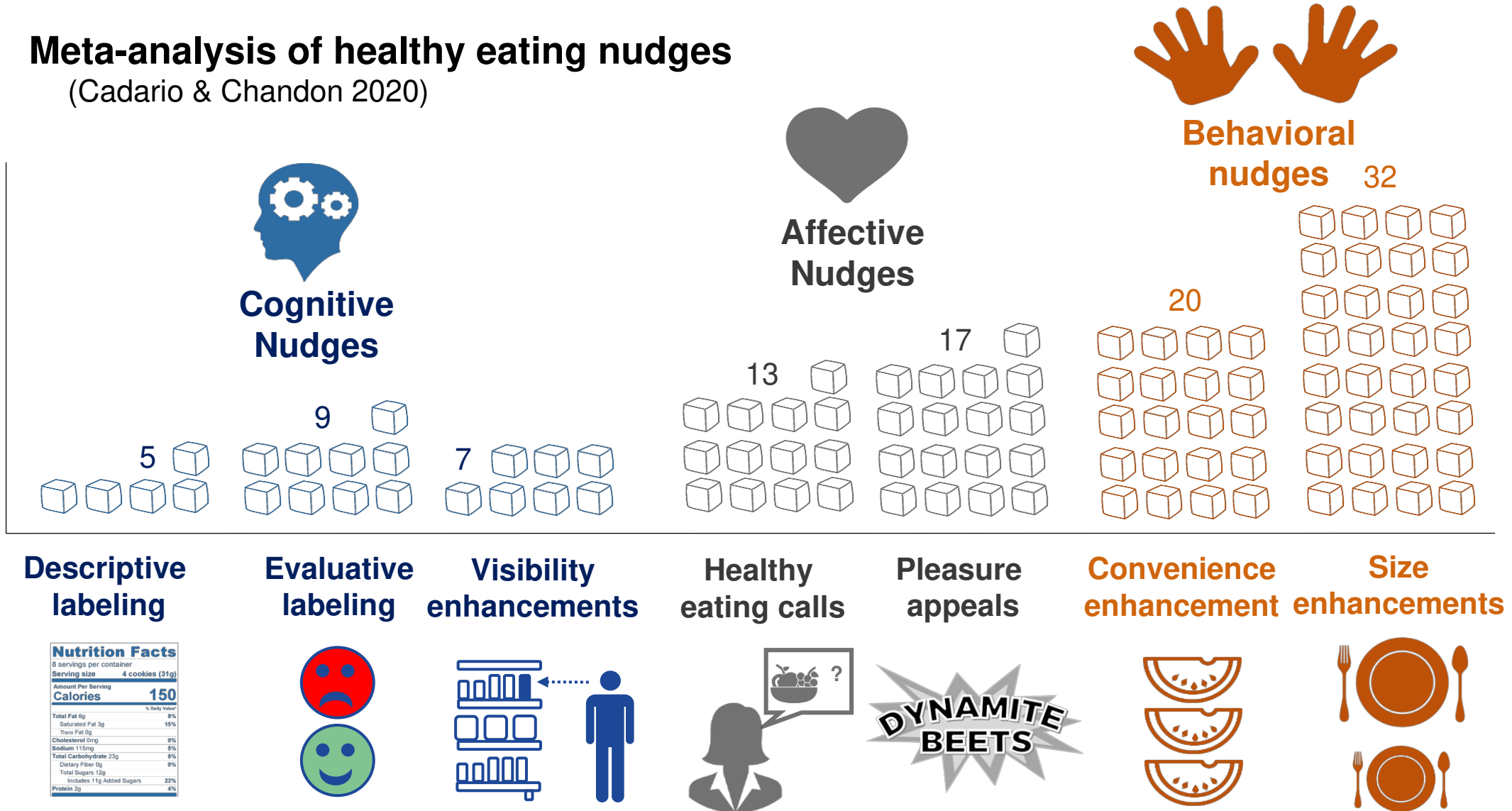
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## Meta-analysis of healthy eating nudges

(Cadario & Chandon 2020)

One sugar cube = 10 kcal



(Cadario & Chandon *Marketing Science* 2020)

# Collaborating: Do's and Don'ts

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## In principle

- Adopt a long-term view because academic timelines are different.
- Pre-register study design and performance indicators.
- No direct funding or consortium model.

## In practice

- Collaborate from the start, not just at the measurement stage.
- Discuss data sharing agreements ahead of time.
- Balance scientific/reductionist goals and impact/holistic goals.



# Q&A



**Sharon Bligh**  
**Healthier Lives Director**  
**The Consumer Goods Forum**



# Closing Remarks



**Mark Schneider**  
**CEO**  
**Nestlé**



**Frans Muller**  
**President & CEO**  
**Ahold Delhaize**



# Thank You!



[www.tcgfhealthandwellness.com](http://www.tcgfhealthandwellness.com)



[hw@theconsumergoodsforum.com](mailto:hw@theconsumergoodsforum.com)



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