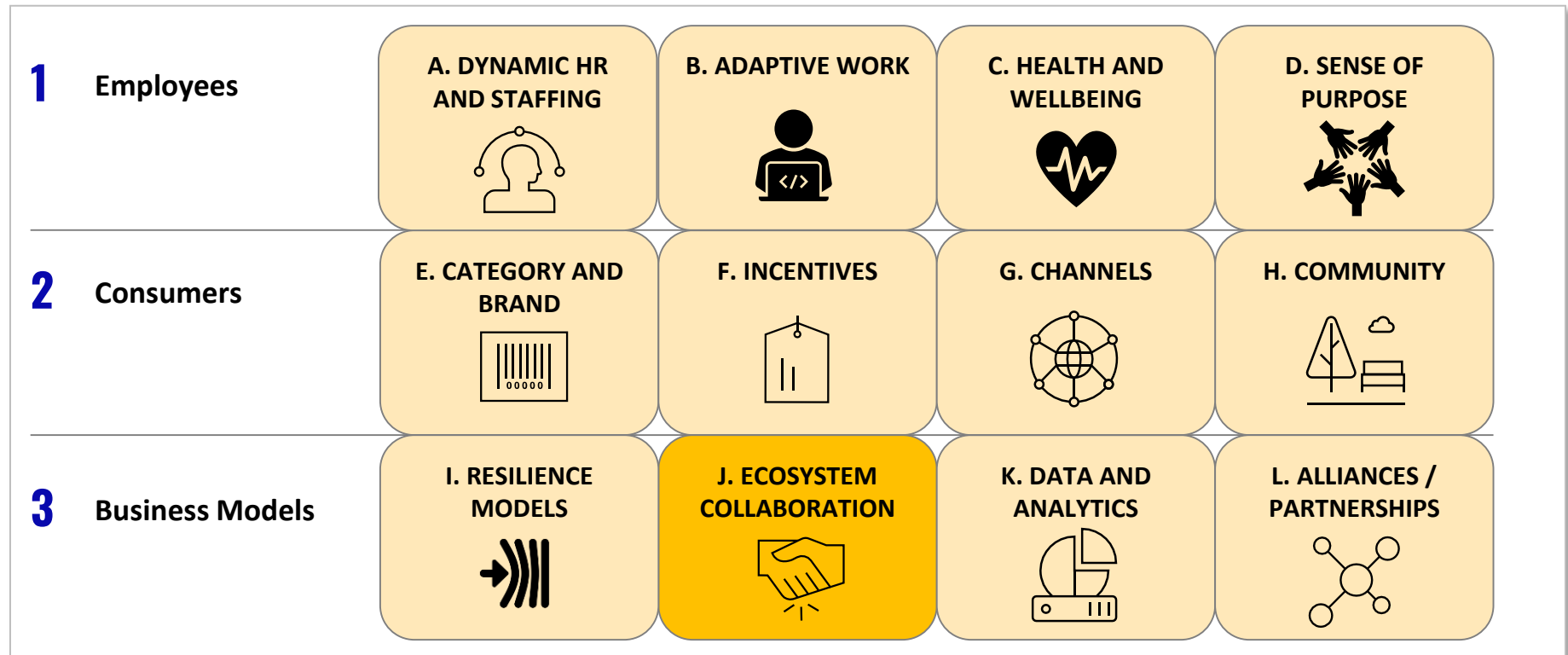
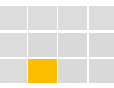


# LEARNINGS & NEW NORMAL FRAMEWORK OVERVIEW



*Looking for similar sections?*

- Filter to any module in the “Covid-19 Framework” filter on the GLM for other module summaries
- Search “**Learnings**” in the GLM for all module learnings summaries
- Search “**New Normal**” in the GLM for all module new normal summaries



# LEARNINGS SUMMARY OVERVIEW

## J. ECOSYSTEM COLLABORATION



### Challenges/ trends

#### Maintaining Business Continuity (Short-term)

- DCs and logistics saturated (given high demand, scarcity of drivers, etc.)
- Some manufacturers incapable of fulfilling all orders
- Demand spikes in online
- Out-of-home options closed, but people still want to order



### Key learnings

- Organize suppliers to directly serve stores or store hubs
- Increase delivery capacity using last-mile delivery partners
- Partnerships to offer practical, yet unique, offerings (i.e. restaurants / chains to prepare eat-at-home meals)

#### Examples of supply chain collaboration

- General Mills is skipping steps in supply chain by bypassing its own warehouses and delivering straight to store warehouses
- Smart & Final stores in US are planning to bypass distribution centres where possible
- Amazon is not accepting shipments of certain products in its warehouses in order to free up space for critical medical supplies and household products
- Sysco and PFG are leveraging its supply chain services to food retail

#### Managing the Crisis (Medium-term)

- Increased criticality of certain suppliers and need for new ones
- Demand through online channels still far above capacity
- Work-from-home continuing among large share of population
- Still low demand for out-of-home options



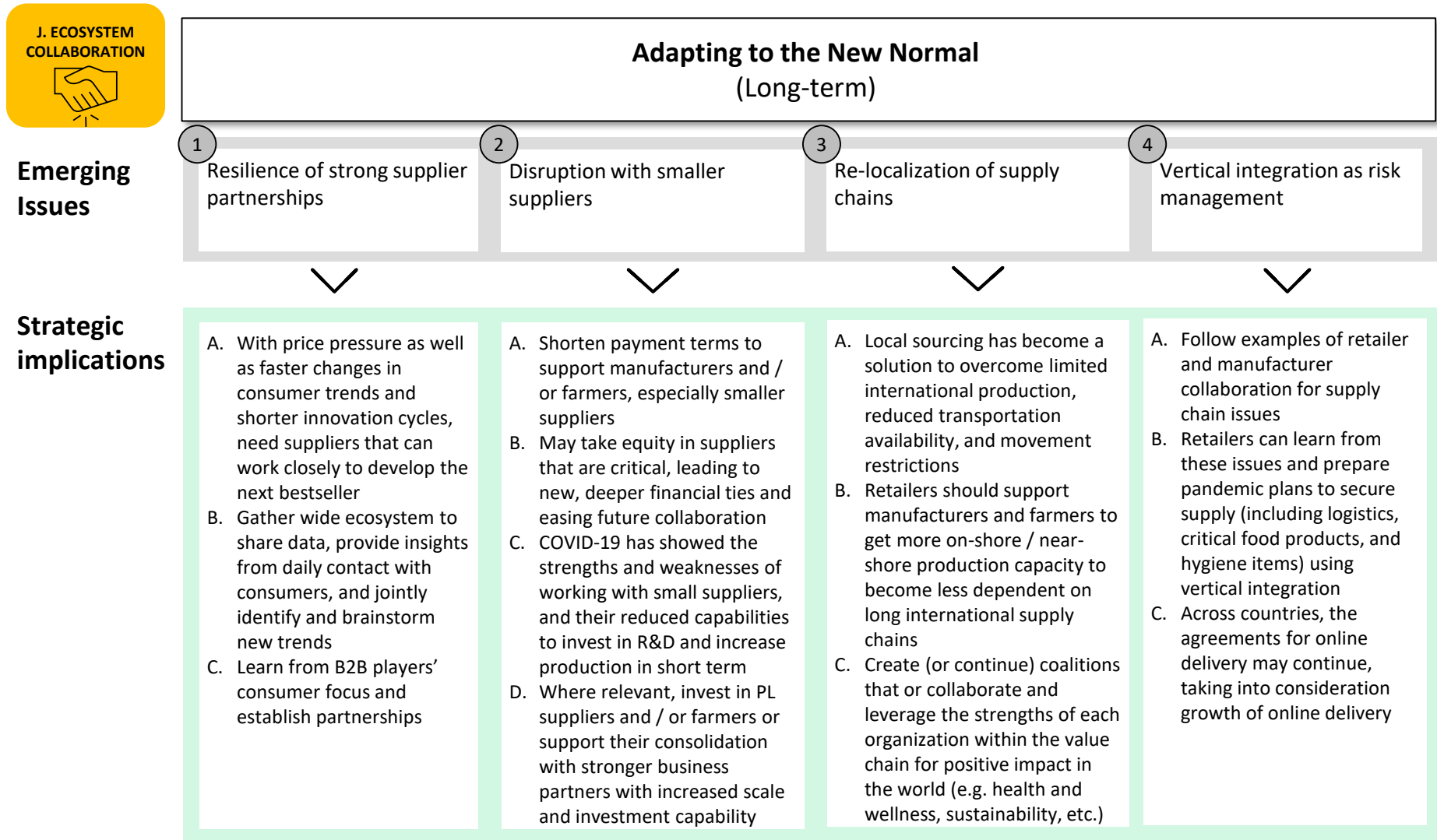
- Integrate with critical suppliers (e.g., fix demand volumes, data sharing) and / or add new suppliers
- Extend delivery partnerships forged during the crisis
- Enter into discussions to offer a wider range in stores
- Evaluate acquiring or partnering with choice intermediaries and last-mile delivery companies

#### Examples of supplier payment terms

- Morrison's in UK aims for 48 hour payment terms, rather than 14 days
- Tesco in UK shortens period of payment terms from 14 to 5 days
- Aldi announced immediate payment terms to small suppliers (<£1m) as well as Systeme U in France (<50m€)
- Sainsbury's moves to immediate payment terms
- Walmart revised supplier financing agreements so that suppliers get payments more quickly
























# NEW NORMAL HIGHLIGHTED INSIGHTS





# HIGHLIGHTED CASE STUDIES (1 OF 2)






















Case Study (CS)	E	Employees	D	Digital and online
Module Legend:	S	In store	C	In communities

Name / Region	Logo	CS Module	Overview	Contact
Kroger	 	 E D S C	Purchasing gallons of milk from dairy farmers who have struggled to find new buyers to purchase excess supply	<a href="#">Food Navigator USA</a> , or contact Sharon Bligh at The Consumer Goods Forum
Danone	 	 E D S C	Financial support for small value chain partners, extended payment terms, and relief fund	Isabelle Grosmaître, Alimentation Initiative Catalyst
Walmart México & Centroamérica	 	 E D S C	Temporary program to support micro and small suppliers – shorten payment period & waive two months of rent	Viridiana Hernández, ESG Squad lead Luis Herrerías, Corporate Marketing DM
X5	 	 E D S C	Offer rent holidays for tenants that had to suspend operations; provide discounts for all those that continue to operate	Maria Podkopaeva, Project Manager, Sustainable Development
Grocery retailers & Doordash	 	 E D S C	Grocery retailers have on-demand access to specific Dasher fleets to fulfil deliveries as first priority	Contact Sharon Bligh at The Consumer Goods Forum
Carrefour	 	 E D S C	Commits to source 100% of its products in France once the present stocks are sold out	<a href="#">Lesechos Article Link</a> , or contact Sharon Bligh at The Consumer Goods Forum
Danone-Blendina	 	 E D S C	#MerciLesAgris campaign to thank farmers; encourage buying local	Isabelle Grosmaître, Alimentation Initiative Catalyst

Please view numerous additional case studies, submitted by CGF members, in the Case Study Library

## HIGHLIGHTED CASE STUDIES (2 OF 2)

Case Study (CS) Module Legend:	E	Employees	D	Digital and online
	S	In store	C	In communities

Logo	Name / Region	CS Module	Overview	Contact
	Sainsbury's 		<p>(E) (D) (S) (C)</p> <p>Help smaller suppliers by paying them immediately and making financing available; increase production volumes quickly to meet consumer demand</p>	Nilani Sritharan, Health Living Manager
	Sonae 		<p>(E) (D) (S) (C)</p> <p>Increase number of suppliers as members of its Continente Producers Club, to help more producers maintain sales</p>	<a href="#">ESM Magazine Article Link</a> , or contact Sharon Bligh at The Consumer Goods Forum
	Grupo Exito 		<p>(E) (D) (S) (C)</p> <p>Anticipates payments to small and medium sized suppliers to help mitigate impact on cash flows and help preserve employment rate</p>	Catalina Ramirez, Corporate Marketing and Sustainability Coordinator
	Carrefour 		<p>(E) (D) (S) (C)</p> <p>Commits to fixed prices and quantities on 10 main species to support French fishing sector</p>	<a href="#">Carrefour Article Link</a> , or contact Sharon Bligh at The Consumer Goods Forum
	Konzum 		<p>(E) (D) (S) (C)</p> <p>Opened additional sales channels for local producers affected by closure of greengrocers; ready to offer repurchasing capacities and sales networks to affected producers</p>	<a href="#">ESM Magazine Article Link</a> , or contact Sharon Bligh at The Consumer Goods Forum
	Lotte 		<p>(E) (D) (S) (C)</p> <p>Started a 'Flower Bucket Relay' to help flower farmers that are suffering from cancelled events</p>	<a href="#">CGF Article Link</a> , or contact Sharon Bligh at The Consumer Goods Forum
	Walmart 		<p>(E) (D) (S) (C)</p> <p>Offers rent relief to in-store businesses and changing supply-chain financing program to help qualified suppliers get payments faster</p>	Marcus Osborne, Vice President, Walmart Health

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