



GLOBAL SUMMIT

VIRTUAL 2021

THE FLAGSHIP EVENT of the Consumer Goods Industry

Executive Summary

21st - 24th
June 2021

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THE GLOBAL SUMMIT 2021

IN NUMBERS



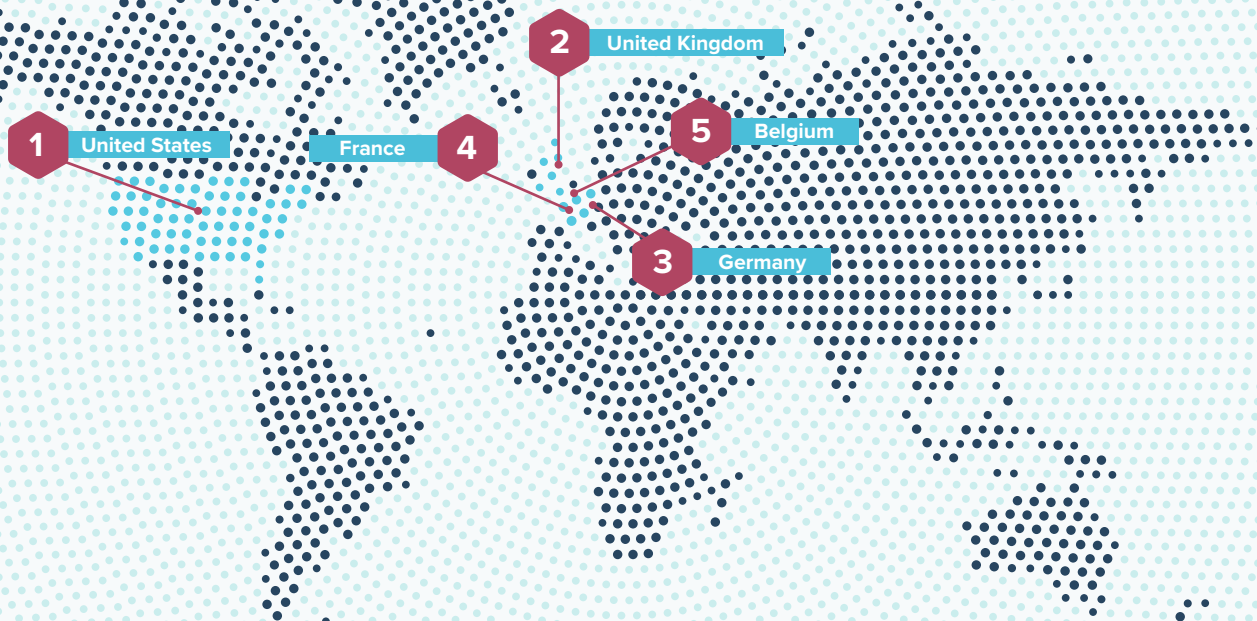
over
700
attendees



from
42
countries



over
200
companies



over
130
speakers

SOCIAL MEDIA



95k
impressions



5.4M
potential reach

NOW WHAT?

The world has changed since we last met in Vancouver, June 2019.

There are still a million questions out there on the long-term impact of COVID and how to build back better. These questions are compounded further by changing consumer behaviours and sentiments which continue to reflect the uncertainty of the COVID-19 crisis; the impact on businesses, relationships and the demands of consumers remains yet to be fully understood. Add to these the fast-approaching UN Food Systems Summit and COP26, and there is an even more heightened focus on what businesses are doing to secure sustainable food systems, protect the planet and look after both their employees and consumers. So, **Now What?**

THEY BUILT THE GLOBAL SUMMIT 2021

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Once more, our prized Official Sponsors trusted the sustained value of the Global Summit and supported the first-ever virtual edition of our flagship event. We would like to express our utmost gratitude to the companies below.



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Daniel Zhang // Chairman and CEO, Alibaba Group, and CGF Co-Chair

Wai-Chan Chan // Managing Director, The Consumer Goods Forum

Global Summit 2021 Moderator

Isabelle Kumar // Presenter & Journalist



THE NEW NORMAL

Monday 21st June 2021



LESSONS FROM COVID-19 & ITS MULTIFACETED IMPACT

The Global Summit was opened by CGF Managing Director Wai-Chan Chan, making his first appearance at the Summit in this capacity since he took on the role in June 2020. After opening remarks that set an optimistic tone for the event, Chan introduced the day's first panel, featuring leaders from the retail, manufacturing and consulting sectors.



Thibaut MONGON
Executive Vice President,
Worldwide Chairman,
Consumer Health,
Johnson & Johnson



John ROSS
President & CEO,
IGA, Inc.



Sven SMIT
Senior Partner,
McKinsey & Company

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Sven Smit, Senior Partner at McKinsey & Company offered a simple formula for predicting which pandemic habits will stick around and which will fade: «If everybody likes something, it's going to stay. If many don't, it won't.» He listed grocery e-commerce and telemedicine as developments that will retain their popularity and described the current moment as a time for optimism.



Wai-Chan CHAN
Managing Director,
The Consumer
Goods Forum

«We might ask ourselves the following question: Will we potentially gain more than we've lost economically?» he said.

Thibaut Mongon, Executive Vice President and Worldwide Chairman of Consumer Health at Johnson & Johnson, reminded the delegates that Covid-19 «is first and foremost a humanitarian crisis», and that spending and confidence are only rising in countries that are well ahead in their vaccination programmes. He predicted that the heightened demand for personal health solutions will continue, as will the digitisation of healthcare.

John Ross, President and CEO at IGA, Inc., said that consumer sentiment was dominated by fear throughout the pandemic, manifesting as behaviours such as larger basket sizes and a heightened focus on store cleanliness. «It may be our job to make sure that in all the ways that we serve that shopper, we make them feel smarter, make them feel more informed and have confidence that they can make these choices for their family, whether it's during Covid or coming out of Covid», he said.

KEY TAKEAWAYS

«If everybody likes something, it's going to stay. If many don't, it won't.»

Heightened demand for personal and digitised health solutions will continue after the pandemic.

Consumer goods companies and retailers must invest in consumer confidence in the post-pandemic recovery.


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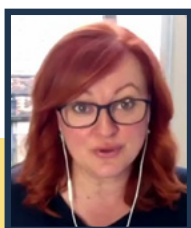


CONSUMERS TRENDS

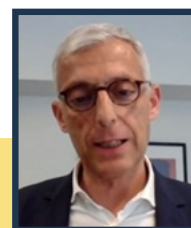
In the day's second panel discussion, three experts from leading consulting firms applied a quantitative lens to post-pandemic consumer trends. Like the previous panel, they saw overall economic growth, with an increased interest in sustainability and social and environmental justice.



François FAELLI
Global Leader, Consumer
Products Practice,
Bain & Company



Solitaire TOWNSEND
Co-Founder, Futerra.
Author of The Happy
Hero - How To Change
Your Life By Changing
The World



**Konstantinos
APOSTOLATOS**
Managing Director and
Senior Partner,
The Boston
Consulting Group

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Konstantinos Apostolatos, Managing Director and Senior Partner of The Boston Consulting Group, took a macroeconomic perspective that painted an overall positive picture. He pointed to growth in every country except Belarus and Myanmar, with six percent or more growth in the US, China and India. «This economic crisis has nothing to do with the 2008 economic crisis», he said, noting that balance sheets are more stable, the banking system has not been damaged and the savings rates of consumers have more than doubled in most economies.

François Faelli, Global Leader, Consumer Products Practice at Bain & Company, tempered the positivity. He reminded delegates that the pandemic exacerbated inequality and that the bottom third of consumers in terms of purchasing power and income suffered the hardest. «Do not lose sight of your biggest purpose, which is to care for the masses,» he cautioned. However, he expressed hope in the ability for business to «deliver innovation and bring healthier life to consumers.»

Solitaire Townsend, Co-Founder of Futerra, agreed with François. Through social media listening, her team saw an increase in conversations around food insecurity and anxiety around the English-speaking world. Other trends she noticed include an interest in a sustainable «planetary diet» and in food justice through a localised supply chain. Food justice and climate justice «is now a terminology that we're beginning to find millions of references to,» she said, «and this is a huge opportunity.»

KEY TAKEAWAYS

Growth is expected in every country except Belarus and Myanmar, but the quantity and quality of this growth varies by location.

The bottom third of consumers suffered the hardest during the pandemic; companies must not leave these consumers behind in the recovery.

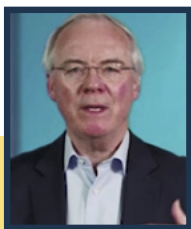
Food justice and climate justice are gaining precedence in the mainstream, which poses opportunities for the consumer goods industry.


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FIRESIDE CHAT with Rodney McMullen



Rodney McMULLEN
Chairman and CEO,
The Kroger Co.

Rodney McMullen, Chairman and CEO of The Kroger Co., the largest supermarket company in the United States, spoke in the first of the Summit's several Fireside Chats. This intimate, one-on-one format allowed McMullen and other leading CEOs to share pandemic experiences and reflections.

McMullen began with a retrospective on key moments from the pandemic, from the days of panic buying to shifting mask recommendations. All throughout, he expressed pride in his employees' ability to adapt. «If you would have had me outline what I would have hoped our team would have accomplished, they far surpassed anything that I would have ever been greedy enough to ask for», he said.

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Digital tools and e-commerce helped support the team's work and identify consumer demand. Through AI and machine learning, for example, Kroger was able to identify that the e-commerce demand was over 100 percent more than what they could then provide, and therefore increased hiring in that part of the business.

Moving into the future, the company will continue to work towards its zero hunger and zero waste commitments through partnerships with organisations including Feeding America. Kroger stores have also become Covid-19 vaccination sites and offered a million-dollar lottery for one recipient every week for five weeks. «When you look at our purpose, to feed the human spirit, it's really easy to see that direct connection on things that we're doing to feed that human spirit», he said.

KEY TAKEAWAYS

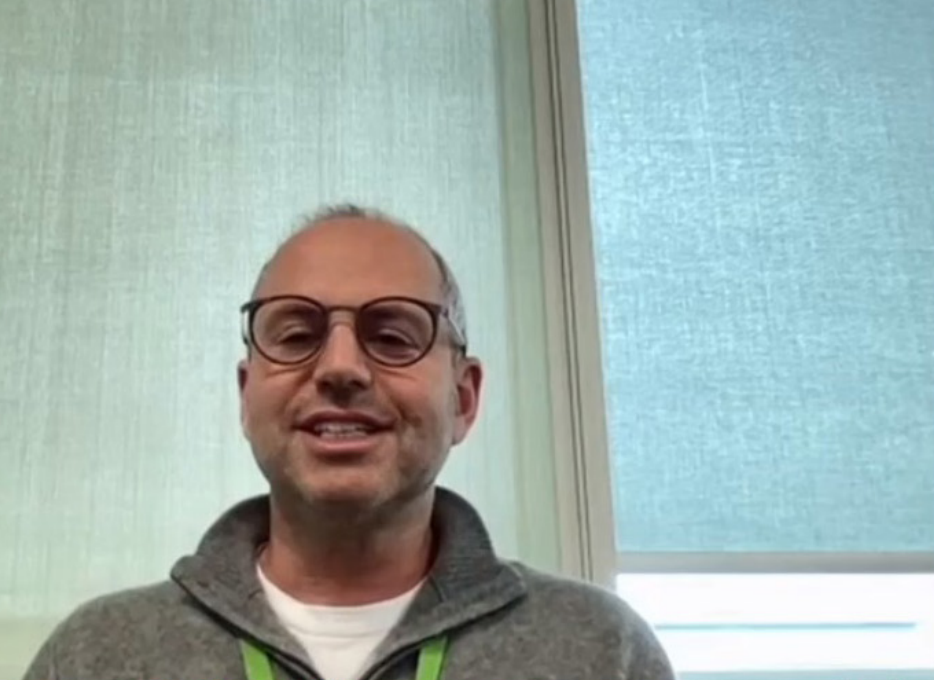
Large companies' success during the pandemic was determined by its regional leaders and employees.

Demand for options such as e-commerce may be higher than expected. Invest in machine learning and other analytic tools to determine this.

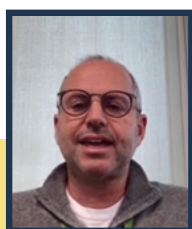
Major ESG achievements are possible through collaboration with the non-profit sector and other partners.

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FIRESIDE CHAT with Tim Steiner



Tim STEINER
CEO,
Ocado Group

The following Fireside Chat with **Tim Steiner, CEO of Ocado Group**, offered a different take on the rise of online grocery. Ocado Group provides robotics-enabled customer fulfillment centres that help retailers provide efficient e-commerce options. Steiner's work with numerous retailer clients allowed him to share a birds-eye view of the sector.

Steiner began by saying that the grocery sector had seen a rapid shift to e-commerce during the pandemic, and that shift is only expected to accelerate. In the midst of the crisis, however, shoppers were willing to accept «poor execution, less range and higher prices»; in the future, they will demand better options.

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In order to provide these options, Steiner sees retailers moving into an omnichannel model that turns some brick-and-mortar locations into warehouses to serve their e-commerce platforms. The remaining brick-and-mortars may be upgraded to a more experiential model with features such as in-store dining options, pharmacists and other incremental services.

He predicted further developments to make omnichannel grocery more efficient in the future, including automated facilities, delivery by drone or autonomous vehicle and even robot-harvested vertical farms. These developments will ultimately lead to sustainability benefits, with less shelf-edge packaging and less vehicles on the road. «The industry is going to change beyond all recognition», he said in closing.

KEY TAKEAWAYS

Consumers will be less willing to accept «poor execution, less range and higher prices» in online grocery in the future.

Automation, including robotic fulfillment centres and autonomous vehicle delivery, will help online grocery become more profitable.

As online grocery gains precedence, some brick-and-mortar locations will be converted into warehouses, while others will become more experiential to draw customers.

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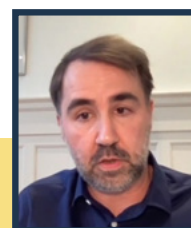
WHAT'S NEXT: INSIGHTS FROM CEOS



Malina NGAI
CEO,
A.S. Watson



David TAYLOR
Chairman of the Board,
President and CEO,
Procter & Gamble

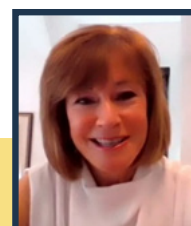


Tobias WASMUHT
CEO,
SPAR International

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The CEO-driven nature of the Summit continued into this plenary, which brought together chief executives from three of the world's most prominent consumer goods companies. Moderated by **Barbara Bukovac, Vice Chairman of Consumer Markets at PwC**, this conversation allowed leaders to compare their experiences in disparate yet interconnected parts of the global market. The session also connected to the newly-published report from the CGF and PwC, which included insights from 16 CEO interviews, including the three panelists.



Barbra BUKOVAC
Vice Chairman,
Consumer Markets,
PwC

Tobias Wasmuht, CEO of SPAR International, helms a retail franchise with a presence throughout Europe, Asia, Africa and Oceania. In every region, «the mission was to make the store safer than home», he said. While improving health and sanitation measures, the company also invested heavily in e-commerce with an emphasis on mobile platforms. «We've gone from going online to get delivery of essentials, to online being increasingly lifestyle, convenience led and mission led», he said.

Malina Ngai, CEO of A.S. Watson, focused on work her company — the world's largest health and beauty retailer — undertook to help employees and customers feel safe and engaged throughout the pandemic. This initiative included appointing «Chief Smile Officers» within the company, who spread information about mental health through social media and other venues. The company also stepped up its digital presence with updated apps, mobile payment options and even an augmented reality makeup tool that works if the user is wearing a mask.

David Taylor, Chairman of the Board, President and CEO of Procter & Gamble, shared further methods to keep employees engaged during a crisis. He introduced a concept he called «positive gossip» — encouraging employees to talk about each other's good work. He also went into detail regarding the company's ESG commitments, including making the workplace diverse and inclusive and going carbon neutral within the decade. «Manufacturers and retailers can be leaders in both of these areas, and we need to be», he said. «We need to set an example, starting with what we do ourselves.»

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KEY TAKEAWAYS

Investing in employee engagement and well-being is key to surviving a crisis.

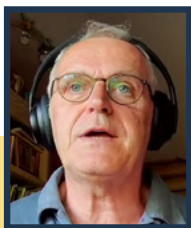
Retailers and manufacturers can set an example by committing to ESG priorities.

Cleanliness and sanitation will continue to give retailers a competitive edge after the pandemic.





HOW TO CHANGE A RETAIL COMPANY'S CULTURE? A VIEW FROM RUSSIA



Jan DUNNING
CEO,
Magnit

The last two plenaries of the day turned the spotlight to regions of the world that are sometimes overlooked on the global stage: Russia and the Middle East. A conversation with **Jan Dunning, CEO of Magnit**, one of Russia's largest retailers, helped delegates understand circumstances unique to this country and offered a perspective from a company that was long reluctant to adopt online grocery.

Dunning noted that the existential impact of the pandemic, combined with a 2.8 percent rise in average income due to government investments, has led the Russian consumer

to be more value-driven — he or she «wants quality for a good price», he said. This manifests in a higher demand for fresh fruit and vegetables and healthy, locally-sourced food.

In addition to ramping up the stock of these products through Magnit's own farms and other sources, the company adapted to meet consumers' demand for e-commerce — something the company had previously avoided. «Why not online? Because online is not as profitable, less efficient, less scope, costly, very often does not make money», Dunning



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said. During the pandemic, however, the company realised that it could both bring in new customers and serve existing ones better through an omnichannel approach.

Magnit has also responded to the demand for sustainability by adopting stringent food waste and CO2 reduction goals. He spoke of the potential for these commitments to influence other businesses in Russia — as long as Magnit sticks to them. «As a manager, you should never underestimate the example you have», he said. «People look at what you say and people look at what you do, and if that's not in line, that undermines your message.»



KEY TAKEAWAYS

Though online grocery may seem less profitable on paper, it can help bring in new customers and serve existing ones better.

Russian consumers, like those in the rest of the world, are increasingly demanding healthier, more sustainable and more local options.

«As a manager, you should never underestimate the example you have.»

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AGILE & INNOVATIVE RETAIL IN TURBULENT TIMES: A VIEW FROM THE MIDDLE-EAST



Ofra STRAUSS
Chairperson of
the Board,
Strauss Group

The day's final plenary introduced **Ofra Strauss**, **Chairperson of the Board at Strauss Group**, one of Israel's largest food producers. Strauss, who is the granddaughter of the founders of the 82-year-old company, spoke of leading the company through the double crises of the pandemic and regional volatility.

The erosion of trust in the supply chain that resulted from the pandemic was «a first-time experience which in our generation, the generation after World War Two, had not experienced», Strauss said. As a food producer, it was

Strauss Group's job to keep people fed and, equally importantly, to alleviate their fear of food insecurity.

Strauss expressed her pride in the efforts of businesses, government, NGOs and others to work together during the pandemic. The success of Israel's vaccination programme in particular makes her optimistic about the potential for cross-sector collaboration to develop further solutions, such as sustainable methods for producing meat and dairy to feed the world's growing population. She also looked forward to a future in which the food industry and public health are intertwined.

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In order to foster this collaboration, companies must pay attention to the inequality that surrounds them. «If some parts of society don't feel included, we will see it», she said, alluding to the Israeli-Palestinian conflict and to movements such as Black Lives Matter around the world. She added that she is «hopeful about what can be done if both sides are really open to change.»



KEY TAKEAWAYS

«If some parts of society don't feel included, we will see it.»

The global vaccine collaboration exemplifies how businesses, governments and other stakeholders can work together to create solutions.

The food industry's main responsibility is to feed consumers and ensure their confidence in the supply chain.

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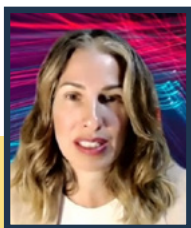
OPPORTUNITIES, CHALLENGES & PRIORITIES

Tuesday 22nd June 2021



THE FUTURE OF RETAIL IN APAC

The second day of the Global Summit opened with a spotlight on the Asia-Pacific region, a focus that would continue through many of the following sessions. CGF Managing Director Wai-Chan Chan, who is well versed in the region and its markets, moderated a discussion between two experts on APAC trends and opportunities.



Melanie SANDERS
APAC Leader,
Retail Practice,
Bain & Company



SEAH Kian Peng
CEO,
NTUC Fairprice
Enterprise



Wai-Chan CHAN
Managing Director,
The Consumer Goods
Forum

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Melanie Sanders, APAC Leader of Retail Practice at Bain & Company, began by illustrating the APAC context with data insights. «Asia is an absolute crucible for innovation», she said, adding that 75 percent of incremental market growth globally comes out of Asia, as well as 60 percent of online growth, and online penetration rates in the region are double that of the rest of the world. She cautioned against the fallacy that Asia is a homogeneous region, however, and noted that countries such as India are quickly catching up to China in terms of mobile penetration and other factors. She also predicted that brick-and-mortar stores in the region would soon become «either showrooms for sort of high-emotional, high-engagement purposes, or pickup and fulfillment points for immediate consumption», reiterating a point from Tim Steiner's Fireside Chat.

Seah Kian Peng, CEO of NTUC Fairprice Enterprise and a member of the Singapore Parliament, shared a perspective situated in Singapore and his position at the helm of a retailer that operates as a social enterprise of the country's national trade union centre. «In Singapore, you've seen a sheer acceleration of all things digital», he said. «Those retailers who didn't have any e-commerce engine were living on borrowed time.» He called digitisation a «strategic imperative» for retailers and that only truly omnichannel operators would be successful in the future. However, he hedged this statement by stating that «the right solution hasn't quite arrived» and that further developments were necessary to make online grocery as profitable as its brick-and-mortar counterpart.



KEY TAKEAWAYS

Globally, 75 percent of incremental market growth comes out of Asia, as well as 60 percent of online growth.

Within a decade, the Indian market may look similar to how China looks today.

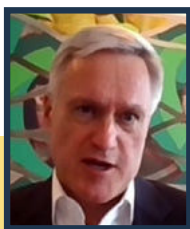
Brick-and-mortar stores in Asia will increasingly become either showrooms or pickup and fulfillment points.

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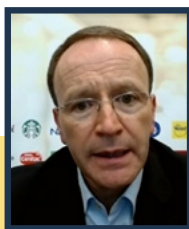




WAYS TO BUILD RESILIENCE IN TOUGH TIMES



Frans MULLER
President and CEO,
Ahold Delhaize



Mark SCHNEIDER
CEO,
Nestlé



Brian McNAMARA
CEO,
GSK Consumer
Healthcare

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Three consumer goods industry CEOs took the virtual stage in this session to discuss further pandemic lessons and learnings. This session was moderated by **Sharon Bligh, Director of Collaboration for Healthier Lives at the CGF**, and focused on the impact of the pandemic on consumer and employee health.

Mark Schneider, CEO of Nestlé, recalled the rise in consumer interest around health and wellness during the pandemic. He said that immune-boosting products



Sharon BLIGH
Director, Collaboration
for Healthier Lives,
The Consumer
Goods Forum

had seen a huge increase in demand and called upon companies to provide accurate information around these and other wellness products. «Brands really know they need to be trusted sources of health and prevention, and also sources of knowledge, and hence the digital communication around these brands is going to be very much geared to that», he said.

Brian McNamara, CEO of GSK Consumer Healthcare, noted that the rise in sales of over-the-counter health and wellness products was accompanied by a drop in regular checkups, immunisations, cancer screenings and other forms of preventative health care. He agreed that brands have the responsibility to inform their consumers about health and suggested that encouraging preventative health care could be part of that campaign. «The big opportunity here is to really think holistically about it», he said. «How can we support, educate consumers to live healthier lives?»

Frans Muller, President and CEO of Ahold Delhaize, pointed to home cooking, one of many at-home activities that became more popular during the pandemic, as a place for retailers and producers to encourage healthier choices. He also said that brands could share information about sustainability in the same way that they share health information. «We have a lot of knowledge in the industry, the manufacturers and retailers together», he said. «We have to talk about it more ... and do that together to reach a better, more sustainable planet.»

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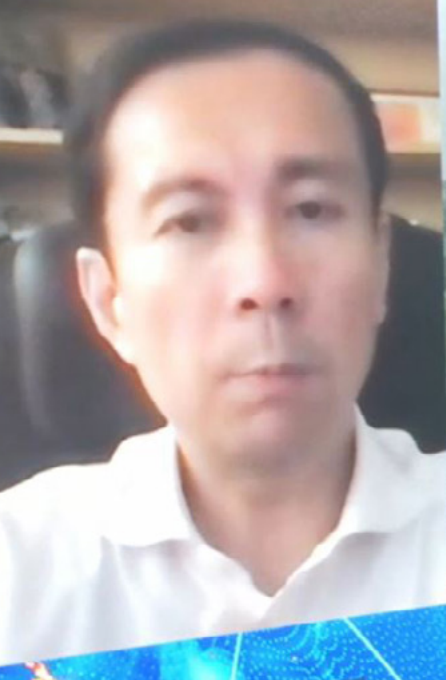
KEY TAKEAWAYS

Consumers want healthier choices, but may not be confident in their ability to make those choices.

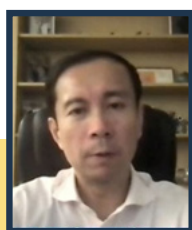
Brands can use digital communication to become trusted sources of health information.

The rise in home cooking is a channel for opportunities to provide consumers with education and healthier choices.





NEW RETAIL - TRENDS AND LEARNINGS FROM CHINA IN THE POST-PANDEMIC WORLD



Daniel ZHANG
Chairman and CEO,
Alibaba Group,
and CGF Co-Chair



Wai-Chan CHAN
Managing Director,
The Consumer Goods
Forum

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In another plenary focused on APAC retail trends, **Daniel Zhang, Chairman and CEO of Alibaba Group**, shared a perspective from the top one of the world's top 10 most valuable corporations. His story, situated in the first country to emerge from the pandemic, offered a glimpse into a potential future for other markets.

Zhang first defined the «two flying wheels» of Alibaba: the consumer marketplaces, which globally serve over 1.1 billion customers; and the B2B side of the business, which include a cloud computing platform, data intelligence services and other e-commerce tools. «I'm neither a manufacturer nor a retailer, so we're just a new animal to CGF», he said.

Despite not technically being a retailer, he had many insights to share on retail trends in China. Though consumers are no longer socially distancing, they still prefer to buy groceries online, he said. Most retailers have realised this and are moving into omnichannel, with the brick-and-mortar stores transitioning into a more experiential model. «I always say, if you only use your store as a warehouse, why not have a dark warehouse instead of a premium location?» he said.

Alibaba has two main strategies for adapting existing retail formats to new demands. The first is to empower these formats with digital capabilities to create incremental sales opportunities away from stores and to upgrade their POS systems to a SaaS, cloud-based system. The second, especially useful for fresh produce and other perishable products, is to integrate online inventory with existing offline models, allowing for on-demand delivery. «This integrated model could be the future of retail», Zhang said. «It's all about the redefined customer experience, and meeting or going beyond their expectation.»

Zhang, who is the new Co-Chair of the CGF Board of Directors, also touched upon the potential of the CGF to accelerate innovation in the industry. «Can we make all these Coalitions more inclusive and more impactful?» he asked. «Then we can make CGF, as an organisation, as a platform, have not only a larger scale, but purpose.»

KEY TAKEAWAYS

Consumers in China still prefer to buy groceries online even after social distancing ceases to be a requirement. Consumers elsewhere will likely also do so.

It may be more cost effective to have a dark warehouse in which human input is limited than a traditional brick-and-mortar store in a prime location.

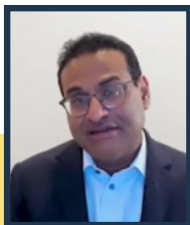
If the CGF functions as a platform that empowers, rather than directs, members' initiatives, it may be able to have larger scale and more impact.

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FIRESIDE CHAT with Laxman Narasimhan



Laxman NARASIMHAN
CEO,
Reckitt

Laxman Narasimhan is the CEO of Reckitt, a British health and hygiene company with over 200 years of history. Many consumers around the world turned to Reckitt products, which include Airborne, Dettol and Lysol, to protect their families against Covid-19. Narasimhan recognised that role in a Fireside Chat that discussed corporate responsibility and agility.

«The real lesson in this in some ways is, you mistreat the planet, and it's going to come back», he said, referring to the impact of urbanisation, globalisation and climate change on the spread and virulence of disease. He noted,

however, that humans historically react to major crises with creativity and innovation, such as the invention of the printing press following close on the heels of the Black Plague. «We see the printing press in biotechnology and material science as well as

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digital technology all coming together today», he said. «And I think what we're therefore going to see really is another Renaissance that comes together as human innovation begins to find its way in the world.»

Some examples of innovation that Narasimhan sees in the consumer goods industry include the e-commerce revolution, the digitisation of the supply chain and the biotechnology revolution in health products. He also predicted that, just as the Black Plague led to more rights for the working class, the pandemic would prompt businesses to understand the true value of their frontline workers and re-engage on its social contract, which «keeps us all safe», he said.

He expanded that social contract to consider the impact of business on the world at large. «With this pandemic, what we realise is there are fractures we face in society because the pursuit of profit growth has come at the expense of too much, and perhaps too many», he said. «For us to ensure that capitalism continues to deliver on its positives, it's going to have to address some of the negatives that it has also brought forward.»

KEY TAKEAWAYS

The pandemic recovery is an opportunity to accelerate innovation in the supply chain, biotechnology and other fields.

Companies must re-engage the social contract with their employees in the face of a crisis that put many at risk.

«To ensure that capitalism continues to deliver on its positives, it's going to have to address some of the negatives that it has also brought forward.»


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GLOBAL RETAIL & DELIVERY



Chieh HUANG
Co-Founder and CEO,
Boxed.com

This session introduced **Chieh Huang, Co-Founder and CEO of Boxed.com**, an online wholesale retailer that sells bulk groceries to businesses and individuals around the United States. Huang, who co-founded the company in 2013 and recently signed a merger agreement to go public via a SPAC, brought a startup perspective to the Summit and offered fresh insights applicable to large or small companies.

The Boxed.com model, which has been compared to an online Costco, proved ideal during the pandemic. «We feel so fortunate to have kind of experienced a net positive when it comes to what happened in the world, even though it was a net negative for so many folks out there», he said. Throughout this positive growth, Huang focused on keeping his employees safe and fairly compensated for their dedication.

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Full-time Boxed.com employees receive benefits including full scholarships for their children's college tuition; up to \$20,000 towards weddings; and other perks that go well beyond US standards. Huang believes that this supportive company culture was the reason that employees stayed engaged during the pandemic, and that consumer and investor culture overall is shifting towards a more empathetic model. The world is «going to a place where people are more compassionate, where folks are not only looking at what you do, but how you do it, and consumers are beginning to vote with their wallets», he said.

Huang also touched upon the technological advancements that allow his company to provide efficient bulk e-commerce at an affordable price point, including building everything from app interfaces to fulfillment centre robots in-house. «When it comes to e-commerce, there's what happens inside the four walls, how many fingerprints and footsteps it takes to get you to pick and pack in order, and then also that last mile», he said. «And so inside the four walls, if you don't do it right, you could definitely lose a battle.»

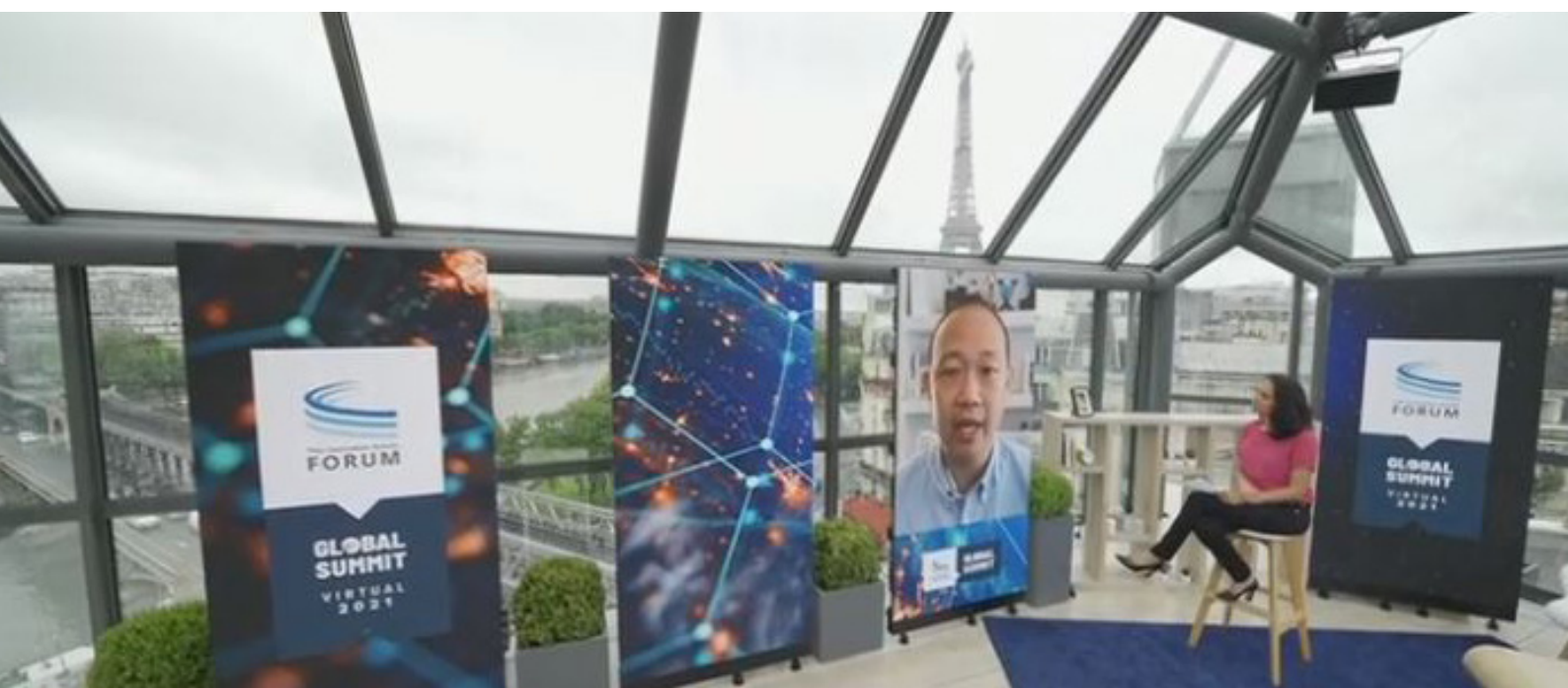
KEY TAKEAWAYS

Investing in employee engagement and satisfaction will pay off in times of crisis.

Companies that fulfill ESG commitments will attract the increasing number of consumers and investors that focus on sustainability and ethics.

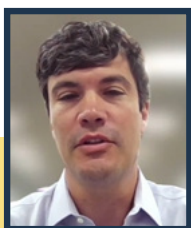
The profitability of e-commerce business depends primarily on efficiency in two areas: the fulfilment centre and the last mile.

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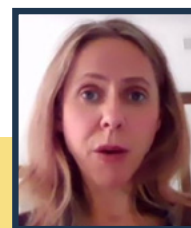
COLLABORATION FOR HEALTHIER LIVES: WHAT IS HAPPENING ON THE GROUND?



Marcus OSBORNE
Senior Vice President,
Walmart



Ayla ZIZ
Senior Vice President
Global Sales, Chief
Customer Officer,
Danone



Rebecca MARMOT
Chief Sustainability
Officer, Unilever

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CHL Director Sharon Bligh returned to moderate this session on Collaboration for Healthier Lives, a CGF Coalition of Action that has more than 10 years of industry support and action behind it. Health and sustainability leaders from three CGF member companies formed a panel to discuss CHL's recent achievements and priorities for the post-pandemic recovery.



Sharon BLIGH
Director, Collaboration
for Healthier Lives,
The Consumer
Goods Forum

«There's been a really marked shift towards greater awareness of living more sustainably and the need to focus on health and wellness», said **Rebecca Marmot, Chief Sustainability Officer at Unilever**, citing a Deloitte study that found 43 percent of people want to associate with brands that have integrated a sustainability message. She also noted an increased awareness of social justice and mental health issues among consumers, two sets of issues that companies can help address.

Marcus Osborne, Senior Vice President, Walmart Health at Walmart, placed a special focus on the issue of social justice. «We already knew that health disparities existed, certainly in the US and globally, but I think Covid exposed the magnitude of those inequities», he said, noting that Covid mortality rates are twice as high for Black, Latino and Indigenous populations in the US as they are for white populations. As Co-Chair of CHL throughout the pandemic, he led the Coalition to better reach underserved populations. «What the pandemic has shown us and CHL is that we need to be mindful of those who often get left behind, because everyone deserves a chance to live a healthier life», he said.

Ayla Ziz, Senior Vice President for Global Sales and Chief Customer Officer at Danone, listed a few of the projects that CHL has led in its local initiatives to meet this goal. In France, for example, CHL led an online platform that promoted healthy, affordable home cooking and live-streamed tutorials that drew wide audiences around the country. «The challenge, now that the pandemic is slowing down and some countries are almost out of it, is how do we continue these efforts, because the need is still here,» she said.

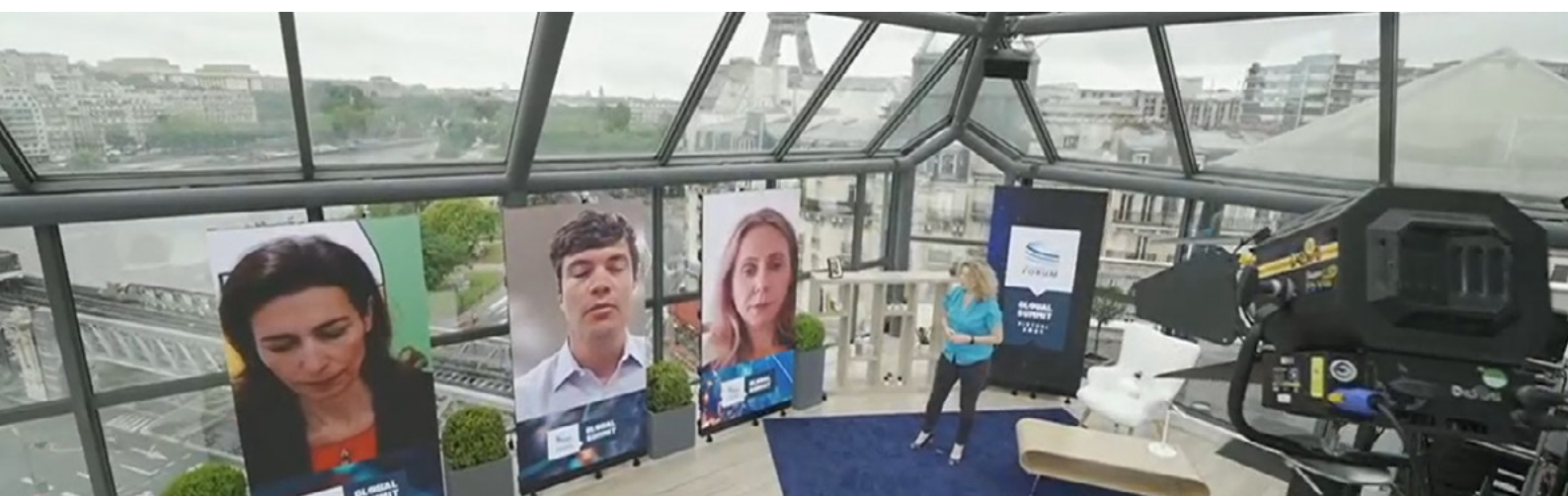
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KEY TAKEAWAYS

The pandemic accelerated a shift towards sustainable living and a focus on health and wellness.

In order to have equitable impact, CHL and other health initiatives must pay special attention to communities that statistically have more negative health outcomes.

Initiatives that made positive change during the pandemic should find ways to continue their efforts beyond the recovery.





FIRESIDE CHAT with James Quincey



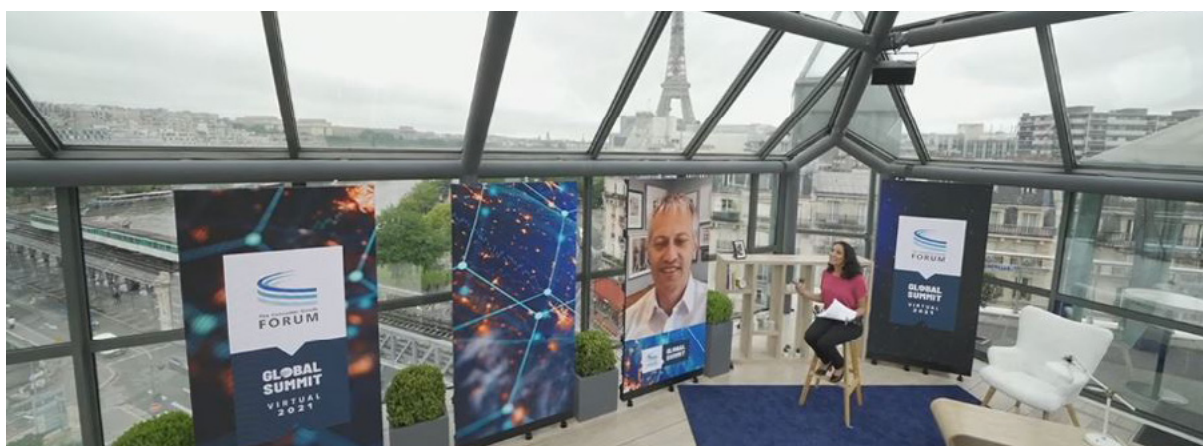
James QUINCEY
Chairman and CEO,
The Coca-Cola Company,
and CGF Co-Chair

James Quincey, Chairman and CEO of The Coca-Cola Company and a new Co-Chair of the CGF, joined the Summit for a Fireside Chat on how he keeps the global institution relevant in a changing world.

Quincey expressed confidence in The Coca-Cola Company's ability to stay successful after the pandemic, pointing to the many crises it has withstood since its foundation 135 years ago. The key to handling this and other crises is empowering local operators to make decisions relevant to their regions. «The good news about the beverage industry is that it's a growth business», he

said, citing the increasing interest in commercial beverages among young consumers in the world's leading cities. «What we have to deliver on is the scale and the interest to keep them engaged with the beverage industry ... and we need to do it with diversity of choice.»

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Other keys to success include enabling the digital transformation and engaging with consumers on topics they care about through online platforms and other venues. «There's been a big leap forward in digitisation accelerated by Covid, but there's still a long way to go in terms of the consumer products industry, whether that be the manufacturers or the retailers, in terms of consumer experience», he said.

He also emphasised the need to prepare for further crises in the future, whether they be due to pandemics, environmental or political issues. «We have built a supply chain that has inbuilt more resilience to those types of shocks than the kind of optimal model», he said of The Coca-Cola Company. «It comes, perhaps, with a little bit of cost, but it has the flexibility to respond to changing conditions and changing circumstances, and is a much more resilient supply chain in a world where, frankly, shocks are going to continue to happen to us.»

KEY TAKEAWAYS

In order to keep consumers engaged in commercial beverages and other consumer goods, companies must provide scale and diversity of choice.

Investing in supply chain resilience will inevitably pay off in the end.

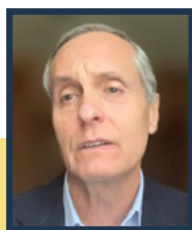
Online platforms and other digital venues can help keep consumers engaged and maintain loyalty and trust.

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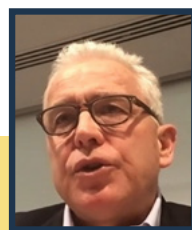




LATAM IN THE EYE OF THE PANDEMIC STORM: CHALLENGES AND WAYS AHEAD



Daniel SERVITJE
Chairman of the Board
and CEO,
Grupo Bimbo



Carlos Mario GIRALDO MORENO
CEO,
Grupo Éxito

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Latin America, one of the regions hit hardest by the Covid-19 pandemic, was the focus of this conversation between the CEOs of two of LATAM's leading consumer goods companies. The speakers outlined some of the most pressing challenges in the region and ways for businesses and the CGF to play a hand in alleviating them.

Daniel Servitje, Chairman of the Board and CEO of Grupo Bimbo, the largest food company in Mexico and the largest bakery company in the world, described the LATAM context and the intertwined crises of the pandemic, drug cartel violence and economic instability. Despite the challenges, he expressed optimism in the ability of businesses to take a leadership role and create positive change in the region. «I think that we as

corporate citizens have to play a larger role in society than what we used to do», he said. «This is a moment to speak out, to speak up.» He added that the CGF is the ideal platform to facilitate private-sector action. The CGF LATAM Regional Board «has been a special place to start developing lines of action on the health and wellness for our consumers, food waste and other matters as well», he said.

Carlos Mario Giraldo Moreno, CEO of Grupo Éxito, South America's leading retailer, agreed that the private sector has the responsibility to partner with the public sector to mitigate inequality and poverty in the region. As major employers, for example, companies like Grupo Éxito can impact the high unemployment rates in the region, and food producers and retailers can help fight hunger by sharing their surplus. «We are in three circles», he said, to illustrate the private sector's sphere of influence. «Our first circle is the circle of the company and its direct stakeholders. Then we have a second circle, which is our community, our society; and our third circle, which is our planet. And we have to impact the three circles.»

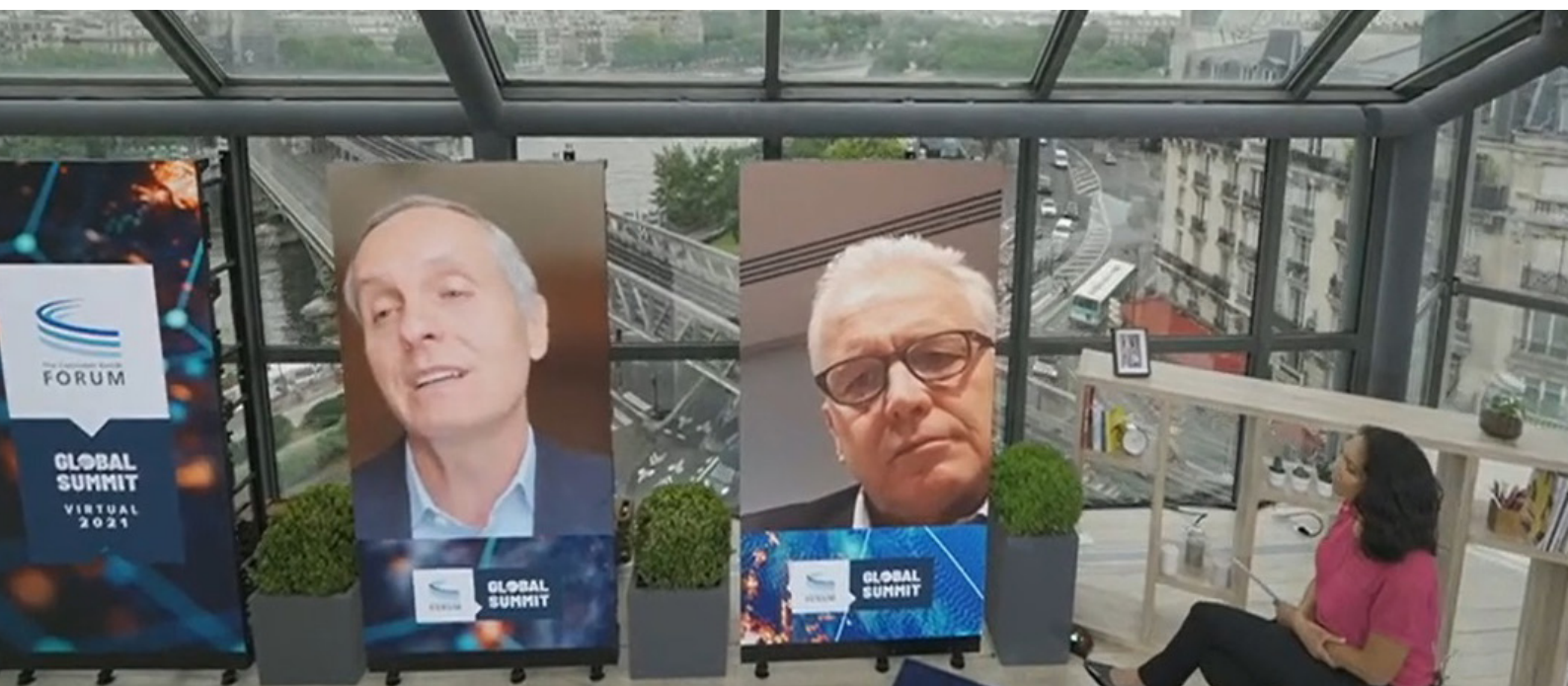
KEY TAKEAWAYS

Companies can have a positive influence on volatile regions in which they do business through strong leadership and setting an example.

Each company has three circles of influence: the company itself, the community in which it does business, and the planet.

Though the LATAM region was heavily impacted by the pandemic, the economy and overall well-being are both improving.

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FIRESIDE CHAT with Judith McKenna



Judith McKENNA
President and CEO,
Walmart International

The second day of the Summit closed with a Fireside Chat with **Judith McKenna, President and CEO of Walmart International**, who oversees more than 5,900 retail units in 25 countries. Like previous CEO speakers, McKenna reiterated that the key to steering a global company through a pandemic is to empower local leaders. «We're not there, they are», she said. «They have to make decisions and organise themselves in the right way to do that with our support.»

She outlined the main priorities that Walmart identified to help local leaders make those decisions. First, the company focused on keeping its employees safe and fed; second, it invested in impacting the communities where employees and suppliers live and work; and third, it

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maintained business continuity in the day-to-day. «We set very clear guardrails through some of the things that were important to us, like those priorities ... and then we just supported them to do what they needed to do», she said.

McKenna compared the shift towards greater employee empowerment to a stretching elastic band. «We stretched it and stretched it, and it's a different shape now and it works in different ways», she said. «We can't let it go back to how it was. So encouraging people to stay with that, and the feeling of achievement that people got as a result of it, will be key.»

She also discussed her goals to lead Walmart towards a more sustainable future. Many moving parts are involved in this goal, including everything from upgrading the fleet to autonomous, electric vehicles to providing reusable totes for shoppers. Walmart aims to get to 100 percent renewable energy and to become not only a sustainable company but a regenerative company. That means «a system whereby you don't just do no harm, you actually renew and restore all of the resources around us and the planet for generations to come.»

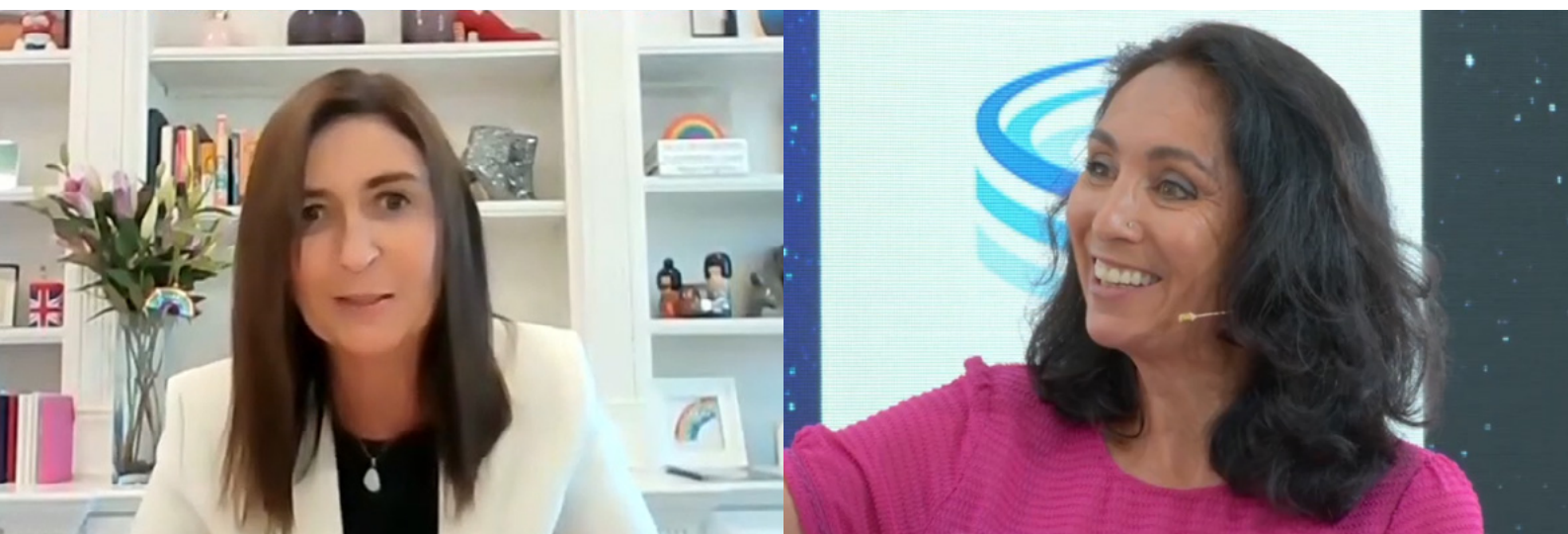
KEY TAKEAWAYS

Global companies must empower local leaders to make decisions relevant to their communities, especially in the face of a pandemic.

Set clear guidelines to help leaders make decisions in keeping with company priorities.

A regenerative company is one that restores all resources that it uses for the sake of the planet and generations to come.


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POSITIVE CHANGE & COLLABORATION: LEADERSHIP

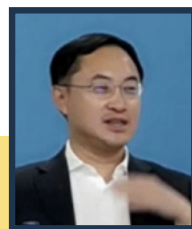
— Wednesday 23rd June 2021 —



CHINA RETAIL TRENDS IN THE POST-COVID ERA



Dr. Wenzhong ZHANG
CEO,
Wumart Group



Weiwen HAN
Managing Partner,
Bain & Company

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The spotlight turned back to China in this morning plenary, which paired **Bain & Company Managing Partner Weiwen Han** with **Dr. Wenzhong Zhang, founder of Wumart**, China's first modern supermarket chain. In 2015, Zhang co-founded Dmall, a platform that enables traditional supermarkets to achieve omnichannel integration. He discussed the importance of digital integration as well as other factors impacting retail in China, including consolidation and innovation.

Han began by setting up the context of the Chinese retail market. He noted that the middle class in China is being further segmented into more and less affluent categories, but that all consumers, including the elderly, are becoming more digital. Government regulation is also increasing in the retail sector, which is changing the shape of the supply chain. «But one thing is for sure», he said. «People cannot stand still, and people cannot do everything at the same time. People need to look at what their core competencies are and really pick their battles.»

Zhang agreed with Bain's observations and applied them to his own experiences with Wumart and Dmall. He spoke on the subject of consolidation in the Chinese market, illustrated by Wumart's recent acquisition of an 80 percent stake in the China business of the German retailer METRO. Acquiring majority stakes in foreign businesses can help Chinese companies gain an edge in a competitive market, he said, noting that METRO's best practices and HACCP implementation are unique in the region.

On the subject of innovation, Zhang emphasised that retailers must not only upgrade their digital and online tools but all parts of the business. «In order to grow yourself, in order to survive, and in order to get bigger and stronger, you need to innovate yourself», he said, pointing to business models, merchandise and home delivery as areas that need attention.



KEY TAKEAWAYS

The Chinese middle-class market is segmenting into affluent and mass consumer categories.

Pick your battles and start with core competencies while embarking on a digital transformation.

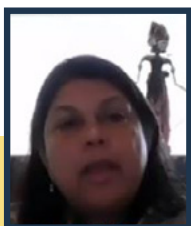
Product offerings must evolve in step with digital tools as a company works to innovate itself.

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FROM ONLINE-ONLY TO OMNICHANNEL: A SUCCESS STORY FROM INDIA



Falguni NAYAR
Founder and CEO,
Nykaa

This plenary session introduced **Falguni Nayar, Founder and CEO of Nykaa**, an Indian omnichannel beauty and lifestyle retailer that began as an e-commerce platform in 2012. Founded by Nayar, a former investment banker, the unicorn startup was valued at \$1.2 billion in 2020.

Nayar joined the Summit from her home in India to share how she led the business to success. «Entrepreneurs have to be ready for a roller coaster ride», she said. «The highs should not make you arrogant, the lows should not make you feel dejected, and you need to have the strength and courage to move forward, keep focused on your ultimate objectives and keep building.»

She focused on the importance of Nykaa's online presence, both on its proprietary mobile application and on all the social media platforms that are popular in India. Nykaa has a strong following on Instagram, Facebook and YouTube and collaborates with influencers and celebrities to grow its audience. In a country where mobile penetration is quickly catching up to countries like China, this strategy will become increasingly important in the future.

«My key learning, for the digital platform, was to focus on scale», Nayar said, recalling moments in the company's history when a successful marketing push would bring so many prospective customers that the Nykaa website would crash. «What is important is

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that technology allows you to scale beyond your initial thinking», she continued. «You have to be ready for it.»

As India gradually heals from a confluence of crises, Nayar looks forward to helping her customers find joy in the post-pandemic world. People in India «are ready to move forward with life, and they want to put the pandemic behind them», she said. «That has been a big motivation, to see that in spite of global adversity like this, how people at the individual level and economies at their level are ready to move forward.»

KEY TAKEAWAYS

Focus on scale when developing digital platforms. Be prepared to handle scale beyond what you expect you will need.

The Indian market is becoming increasingly digital-savvy and interested in foreign brands and is likely to catch up to China's current state within a decade.

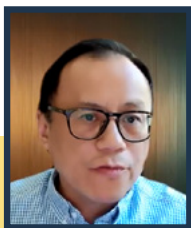
CPGs such as cosmetics that are not strictly considered «essential» will experience a surge in demand as consumers emerge from the pandemic and resume their lives.

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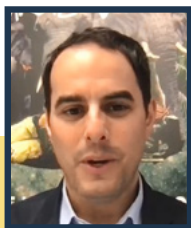




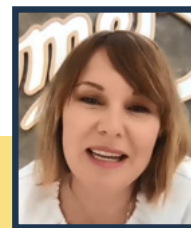
BUILDING BELIEF IN BRANDS: SOLUTIONS-FOCUSED STORYTELLING



Wai-Chan CHAN
Managing Director,
The Consumer Goods
Forum



Simon SHELLEY
Vice President,
Programme Partnerships,
BBC StoryWorks



Nickie OMER
Creative Director,
Programme Partnerships,
BBC StoryWorks

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Over the course of the last year, a team of creators from BBC StoryWorks visited the CGF's member companies around the world to understand how they work to improve the lives of their consumers and communities. The resulting series of short documentaries, *Better Lives Through Better Business*, brings viewers on a journey through some of the vibrant settings where consumer goods are sourced, from the coast of Norway to cacao farms in Côte d'Ivoire. This session premiered the series and explained how other companies can build consumer trust through authentic storytelling.

Simon Shelley, Vice President of Programme Partnerships at BBC StoryWorks, introduced the mission of BBC StoryWorks, the content studio of BBC Global News. The studio builds on BBC's pedigree to create commercial productions that help brands communicate with

their stakeholders and customers. «If you tell an authentic story successfully, if you can treat customers as viewers, you can earn a whole new level of trust and loyalty», he said. «But failure can be fatal if it's seen as woke-washing or passive empathy.»

Nickie Omer, Creative Director of Programme Partnerships at BBC StoryWorks, emphasised the importance of telling honest stories that are rooted in the principles of journalism. The productions she directs are «designed to carry on the conversation, as well as for informing, educating and entertaining», she said. These longform, solutions-oriented stories can tell a more complete story than what is possible in social media or traditional advertising.

Wai-Chan Chan, Managing Director of the CGF, shared his perspective on collaborating with BBC StoryWorks. He said that the key to successful solutions-oriented communication is backing up all claims with action. «If you say something, it can't be just to jump on a bandwagon», he said. «It has to be because the company fundamentally believes in it, and it has to seep into the pores and DNA of the company. Otherwise, you'll get found out.»

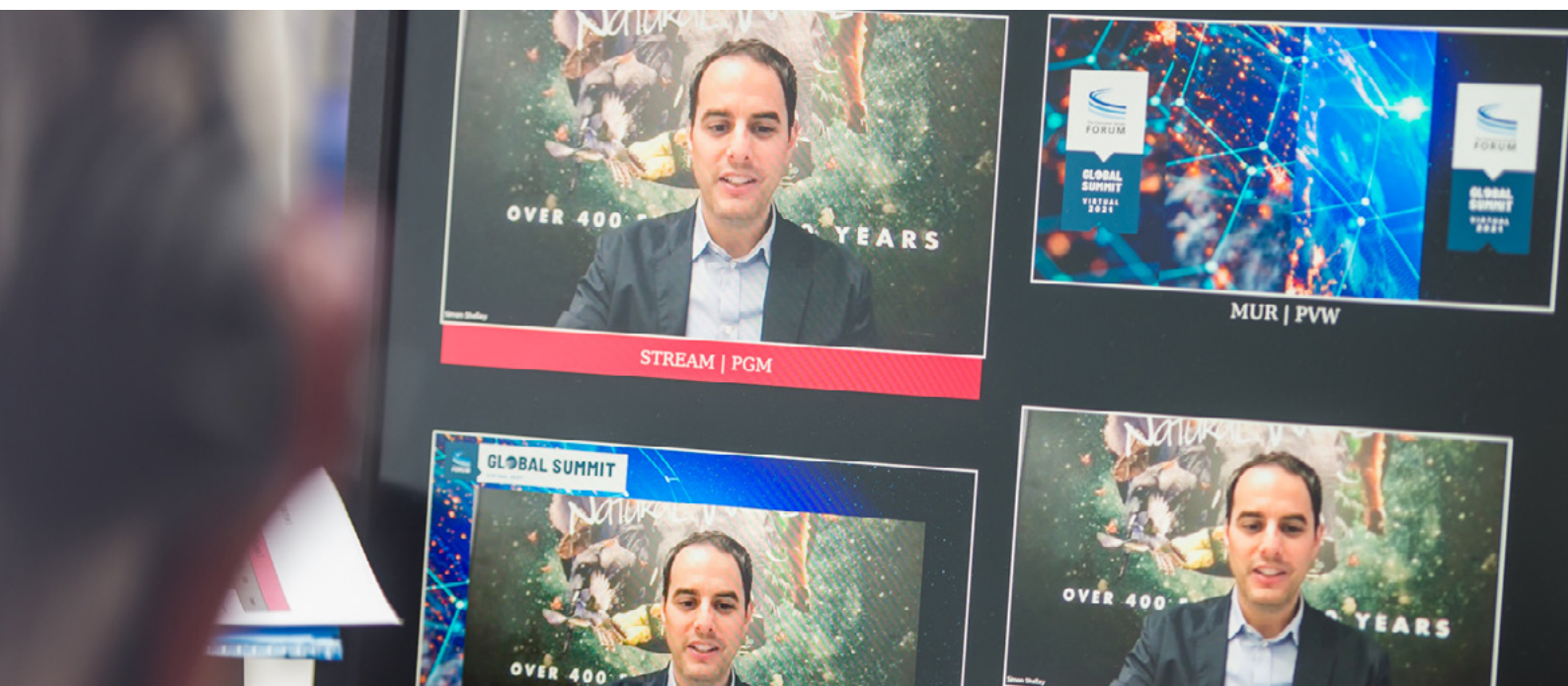
KEY TAKEAWAYS

Online media and commercial productions allow brands to become their own broadcasters.

Solutions-oriented storytelling can help a brand explain its mission, but all stories must be authentic or they may be perceived as «woke-washing.»

It is becoming increasingly difficult for companies to stay silent on hot-button issues, but all company speech must be backed up with action.

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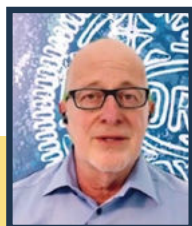




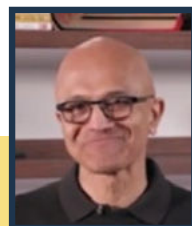
FIRESE CHAT

WITH DIRK VAN DE PUT AND SATYA NADELLA

In this special Fireside Chat, CEOs from two of the world's leading multinationals swapped the roles of interviewer and interviewee, asking each other about pandemic experiences and plans for the future.



Dirk VAN DE PUT
Chairman and CEO,
Mondelēz International



Satya NADELLA
CEO,
Microsoft

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Satya Nadella, CEO of Microsoft, drew out two key words to describe the year: resilience and empathy. He said that these qualities shone during the pandemic, but companies would need to invest in both to withstand future crises. On the point of resilience, he called for structural change and greater utilisation of tools such as digital twins and decentralised finance. He also emphasised that every CPG brand should strive to become digitally sovereign, which he defined to mean «able to reach your customers without basically being disintermediated by your channels.»

Leaders should also focus on rebuilding what he called social capital — the combination of knowledge and human capital. «We lost a bunch of it during the pandemic», he said.

«How do we make sure we build it back by creating that connection between the company's mission and between people?»

But empathy must also encompass caring for the environment, he said. He quoted the Oxford economist Colin Mayer, who writes about the «social contract» of a corporation: creating profitable solutions for people and the planet. «We don't live in isolation, we live in our global community of partners who work with us», he said. «And so we're working on all ends of it.»

Dirk Van de Put, Chairman & CEO of Mondelēz International, drew out the words «connection» and «reflection.» «Everybody's probably asking themselves, 'Where is my life going? What am I doing? Should I reflect on where I'm heading?'" he said. He predicted structural changes to all businesses, and in particular a change to the way day-to-day work looks in the consumer goods industry. «Work has changed, and the way we think about work has changed», he said.

KEY TAKEAWAYS

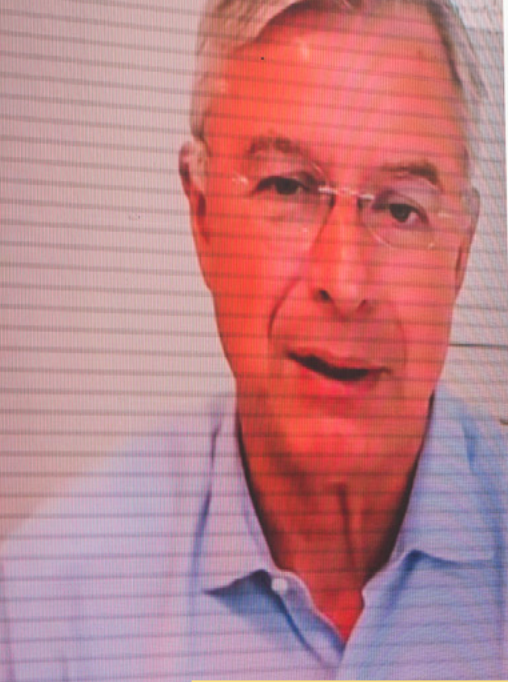
Companies must invest in becoming digitally sovereign in the future, which means being able to reach customers without being disintermediated by channels.

The pandemic caused companies to lose large amounts of social capital. They must earn it back as the nature of work evolves into the future.

The social contract of a corporation is to create profitable solutions for people and the planet.

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FIRESIDE CHAT with Hubert Joly



Hubert JOLY
Senior Lecturer,
Harvard
Business School,
Former Chairman & CEO,
Best Buy

The speaker in the following Fireside Chat, **Hubert Joly**, is a **Senior Lecturer at Harvard Business School**, the **Former Chairman and CEO of Best Buy**, and the **author of the book «The Heart of Business»**. This presentation introduced some of the main concepts of this bestselling book, which posits that the next era of capitalism will be defined by noble purpose and «human magic».

«When we see the problems the world is confronting today — health crises, economic crises, societal issues, racial issues, environmental issues, geopolitical tension —

the old formula of Milton Friedman is clearly not working», he said. To move away from this model, companies must put people at the centre, embrace all stakeholders and include profit as an outcome, but not an end-all, be-all goal.

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The key unlocking this new kind of capitalism is the «human magic» within every employee. «One thing I learned at Best Buy is the importance of having every employee write themselves into the story, connecting what drives them with their work and with the purpose of the company», he said, «then creating an environment where you can truly unleash human magic in support of a company purpose.»

This concept is not a fringe philosophy but something catching on among many top corporations, especially while coming to grips with the reality of climate change. He pointed to changes that companies have already put into place, such as Best Buy setting up a free electronics recycling service and Ralph Lauren recently launching a clothing rental business to prevent single-use purchases. Larger structural changes to address climate change are on the horizon. «There's a sense of urgency», Joly said. «We don't have all the answers, but we need to have the sense of urgency and just get on with it.»

KEY TAKEAWAYS

To move away from the traditional Milton Friedman model of capitalism, companies must put people at the centre, embrace all stakeholders and focus on goals other than pure profit.

Successful companies help every employee to connect to the story and purpose of the brand.

Empathetic capitalism is catching on at many large companies as leaders realise their critical role in protecting the planet and its people.

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ENSURING SUSTAINABLE FOOD SUPPLY INTO THE FUTURE - HOW BUILDING FOOD SAFETY CAPABILITY CAN HELP



John ELLENBERGER
Senior Vice President,
Venture37,
Land 'O' Lakes
Foundation



Tim HUNTER
Private Sector
Partnerships and
Fundraising,
World Food Programme



Dirk VAN DE PUT
Chairman and CEO,
Mondelēz International

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This session yielded the floor to the Global Food Safety Initiative, the CGF's Coalition of Action on food safety. The conversation crossed the for-profit and non-profit divide and emphasised the right to safe food that all people share.

«Whilst it's wonderful to support big business in securing their supply chains and making sure that everything is as good as it can be, it's not the whole picture», said



Erica SHEWARD
Director, GFSI,
The Consumer Goods
Forum

Erica Sheward, GFSI Director, The Consumer Goods Forum. She discussed how the organisation is filling in the edges of that picture, including participating in the UN Food Systems Summit and rethinking the Global Markets Programme (GMaP), a GFSI capability building toolkit that has helped many small- and medium-sized enterprises elevate their food safety capacity.

John Ellenberger, Senior Vice President of Venture37 under the Land 'O' Lakes Foundation, shared how the non-profit leverages GMaP with the small food producers it works with in East Africa, South Asia and other regions. «GMaP provides such a foundational structure, not just for capacity building and technical progress toward a certification ... but to instill the mindset of quality», he said. He pointed to broadening the reach of the programme, simplifying the checklists and localising training as areas for improvement.

Tim Hunter, Director of Private Sector Partnerships and Fundraising at the World Food Programme, offered ways for GFSI to fight food insecurity. Though WFP is usually associated with emergency food aid, «A lot of WFP's work is about shifting from an emergency situation to actually being able to create market conditions where people can access and use markets to get safe and nutritious food», he said. GMaP can help build capacity among small scale farmers and food producers so that they can meet that need.

Dirk Van de Put, Chairman and CEO of Mondelez International and Board Co-Sponsor of GFSI, led the conversation and closed on an optimistic note. «There's a lot of work that needs to be done, but it seems that the pathway is being laid out as we speak, and I think we all have a role to play», he said.

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KEY TAKEAWAYS

GFSI can play a role in fighting world hunger by protecting the global food supply chain.

The Global Markets Programme was conceived as a path towards full GFSI certification, but it may be useful to help small companies develop their food safety capacity even if they never plan to join the global stage.

Public-private and for-profit-non-profit collaboration is key to improving global food safety and other SDGs.

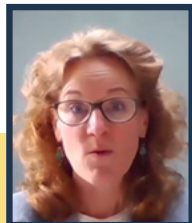




SUSTAINABLE INVESTING: HOW TO TURN THIS MEGA-TREND INTO AN OPPORTUNITY

Many of the ESG discussions that arose during the Summit hinged around the idea of consumer demand. In this session, two financial experts brought up another reason why ESG is a business imperative: Investors increasingly want to put their support behind companies with values they share.

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Catherine HOWARTH
CEO,
ShareAction



Brooke MASTERS
Chief Business
Commentator and
Associate Editor,
Financial Times

Catherine Howarth, CEO of ShareAction, a charity that campaigns for responsible investment and a democratised financial system, said that investors are paying special attention to climate issues, with support going to companies that have committed to decarbonisation with clear transition pathways. An increase in regulation, especially in the EU, is accelerating this trend.

However, she admitted the path to decarbonisation will be difficult and cannot be

approached solely as a way to appease investors. «When it comes to what's really required to stay within 1.5 degrees of global warming, neither the investment community nor big chunks of the corporate community really have the appetite to move at the pace required», she said. «Big chunks of regions and communities could be massively disadvantaged by that, unless we have a really robust global and multi-sector plan for how to support that.»

Brooke Masters, Chief Business Commentator and Associate Editor at the Financial Times, pointed to some striking statistics: By the end of 2021, ESG related funds will have \$38 trillion in assets under management, and that number will hit \$53 trillion by 2025, according to Bloomberg. Furthermore, about a third of all US firms will have an ESG mandate by the end of the year — but not all of these commitments are realistic or backed up by clear pathways to action.

«Over the next few years there's going to be a real effort to hold companies to account, and so the smart thing to do is to set some goals that you can meet», Masters said. She added, «Companies that play it safe will find smaller competitors and new players embarrassing them. And that, I think, is great for the world.»

KEY TAKEAWAYS

Like consumers, investors are increasingly demanding that companies commit to ESG goals and align themselves with sustainable missions.

In the next few years, regulation will increase and hold companies to account for their ESG commitments.

«Companies that play it safe will find smaller competitors and new players embarrassing them.»

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LEADING AGAINST FORCED LABOUR: ACT NOW!



Emmanuel FABER
Former Chairman and
CEO, Danone,
and Former CGF Co-Chair



Didier BERGERET
Director, Sustainability,
The Consumer Goods
Forum

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Emmanuel Faber, Former Chairman and CEO of Danone, joined the CGF studio in person for this discussion with **Didier Bergeret, Director of Sustainability at the CGF**. The conversation focused on the CGF Coalition of Action Human Rights — Working to End Forced Labour, which Faber had a hand in forming during his tenure as Board Co-Chair of the CGF. He spoke passionately on the imperative of addressing forced labour, a condition that currently traps 25 million people, including 12 million involved in the global value chains.

«Forced labour, in a way, is the fundamental issue, the mother of all the rest», said Faber. «You cannot pretend to be sustainable, you cannot pretend to be a force for good, if you are not able to say and guarantee that there is no forced labour in your own operations.» He admitted that even Danone could not guarantee that it did not use forced labour, even after his seven years steering the company towards greater transparency and sustainability.

Part of the reason corporations have been slow to address forced labour in their value chains is the taboo that surrounds the issue, he said. The CGF can serve as a space where that taboo is lifted. «It's very clear that we absolutely need a Coalition like this one that we are running, because it's a place where CEOs can speak freely», he said. «It's very hard to get a CEO to speak publicly on these topics because our lawyers are saying we shouldn't, our general counsels will tell us we shouldn't, our social managers will say we may have a backlash. «They may be right, but therefore we need a place where we can have this safe dialogue as to how difficult it is, how challenging it is and how we can progress.»

After participating in the launch of the Coalition and joining the beginnings of these dialogues, Faber said that he already sees a benefit. He invited all leaders in the delegation to join the conversation. «We will work together to solve it, and we'll probably in three five years time get a huge return on that investment», he said. «That's my takeaway: Please join this Coalition.»

KEY TAKEAWAYS

There are 25 million people trapped in forced labour around the world, and 12 million may be involved in the global value chain. Companies can't ignore the presence of forced labour within their own supply chains.

CEOs need a forum like the CGF Coalition of Action to address forced labour because they are discouraged from discussing the issue publicly.

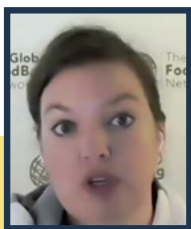
«You cannot pretend to be sustainable, you cannot pretend to be a force for good, if you are not able to say and guarantee that there is no forced labour in your own operations.»

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FACING FOOD INSECURITY IN THE PANDEMIC



Lisa MOON
President and CEO,
The Global
FoodBanking Network



Ken MURPHY
Group Chief Executive,
Tesco



Craig HANSON
Vice President
for Food, Forest, Water
& the Ocean,
World Resources Institute

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The CGF Coalition of Action to address **Food Waste** took the virtual stage in this session moderated by **Ignacio Gavilan, Sustainability Director of the CGF**. The speakers addressed the relevance of this perennial concern in the aftermath of the pandemic. Instead of being wasted, surplus food can be redirected to the people who need it most, they said — but only if bridges are built across the public-private and for-profit-non-profit divides.



Ignacio GAVILAN
Director, Sustainability,
The Consumer Goods
Forum

Lisa Moon, President and CEO of The Global FoodBanking Network, began by illustrating the major impact that the pandemic had on global food insecurity: In 2020, an estimated 95 million people turned to a local food bank. But industry is stepping up; Moon said that 84 percent of all food GFN distributed came from surplus food streams. She closed with an invitation to food business leaders: «We stand ready to be working with you and your companies to determine how we can be accessing surplus when it can't be prevented and redistributing it in a timely fashion to those that are in need», she said.

Craig Hanson, Vice President for Food, Forest, Water & the Ocean, World Resources Institute, shared a broader picture of the Covid crisis and its impact on inequality. «This is an economic crisis, a humanitarian crisis and a health crisis, and it needs to come down to all of us to build the world back better», he said. He pointed to the role of the public sector in facilitating the collaboration that Moon laid out, such as by removing regulatory barriers to donating food and providing incentives to reduce food waste.

Ken Murphy, Group Chief Executive of Tesco, shared how his company had concurrently addressed food waste and spikes in demand from both consumers and food banks. He said that the company donated 60 million pounds of food in 2020, twice as much as they had the previous year. «It was a moment of seismic shock to the whole supply chain, but the response was truly remarkable», he said. He encouraged delegates to join the Coalition and its effort to report on food waste to better get to the root of why it occurs and how to prevent it.

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KEY TAKEAWAYS

The pandemic exacerbated both food insecurity and food waste, but at the same time collaborations activated to reroute surplus food to the people who need it most.

The regulatory sector can help prevent food waste and hunger by removing barriers to companies donating food.

CGF member companies should join the Coalition of Action against food waste to help the industry understand and thereby prevent waste across the supply chain.

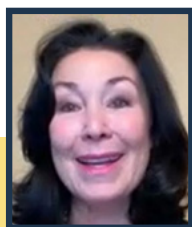




FIRESIDE CHAT with Safra Catz

THE ROLE OF TECHNOLOGY IN GLOBAL SUSTAINABILITY

The day closed with a Fireside Chat with Safra Catz, CEO of ORACLE, a cloud computing company that provides SaaS and other services. She discussed ways for businesses to leverage technology to support their sustainability goals.



Safra CATZ
CEO,
ORACLE

«Consumers are picky, and the youngest generation, they won't even use products that they don't feel have been produced ethically or sustainably», she said. «Ultimately, it's about having the information to make better decisions, whether they're sourcing decisions or decisions related to distribution, and technology is absolutely critical to those decisions.» Data is the key to informed decisions — not just collecting data through sensor technology, blockchain and the Internet of Things, but also analysing that data and finding patterns.

Companies that had invested in this technology were best prepared to deal with the pandemic, she continued. «What Covid really showed us is that if you don't move fast, you are really going to struggle, and that moving fast is absolutely critical», she said. «The companies that were able to adjust to consumer needs quickly did very, very well; those that didn't really struggled.»

Catz, who immigrated to the United States from Israel at the age of six, also pointed to the importance of acquiring diverse talent, especially for companies that are building the algorithms that will power the world. «The worst possible outcome is to have a biased

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data set that just perpetuates more bias», she said. «That's why it's very important that the individuals that participate in the data are diverse, and that it has real transparency.»

After an honest discussion of the bias that still exists in algorithms, Catz returned to the world-changing potential of data science. «There's no question that the data and understanding it is going to result ultimately in longer lives, more fulfilled lives, less suffering worldwide, and an ability to share and learn from each other», she said.



KEY TAKEAWAYS

Technology companies that collect and analyse data must be sure to acquire a diverse talent pool to prevent bias from infiltrating their algorithms.

Data is the key to making informed decisions to drive growth, improve sustainability and all other business imperatives.

Companies that had previously invested in advanced analytics and other technology were better equipped to deal with the fallout from the pandemic.

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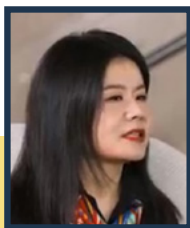


POSITIVE CHANGE & COLLABORATION: THE WAY FORWARD

Thursday 24th June 2021



CONNECTING BRANDS AND CONSUMERS THROUGH INTERNET PLATFORMS



Fang QU
Co-Founder,
Xiaohongshu



Weiwen HAN
Managing Partner,
Bain & Company

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This plenary session introduced **Fang Qu, Co-Founder of Xiaohongshu** (translation: Little Red Book), a Chinese social media and e-commerce platform that allows its primarily female, Gen-Z user base to connect with brands and learn about new products and store locations through influencer content. In a conversation with **Weiwei Han, Managing Partner, Bain & Company**, Qu explained how companies can build a connection with their consumers through Xiaohongshu and similar platforms.

Qu used a marriage analogy to describe modern Chinese consumers' relationships with brands. In the past, she said, consumers entered into arranged marriages with brands; they had less choice, accepted what was available and remained loyal. Now, however, consumers have many choices and want to get to know different brands before they commit. Internet platforms are one way to get to know brands on an intimate level.

The Covid-19 pandemic only increased consumers' desire to build an experiential relationship with the brands in their lives. «Covid gave a lot of people a rest, a real rest, from very busy work», she said. «But once they experience real life, they will not totally go back.» She pointed to the rise of trends such as «glamping» (glamorous camping) as a result of this interest in «real» experiences.

Xiaohongshu and similar platforms help users shop for experiences through popular content that takes viewers on tours of travel destinations, stores and product offerings. Much of this content is produced by KOLs (key opinion leaders) and KOCs (key opinion consumers), who are often paid by the brands, but just as much is produced by ordinary users who are excited to share the things they love. «Every single community is built on trust», Qu said. «If you want to build trust, authentic sharing is almost always the first thing.»

Through this content, Xiaohongshu helps its users find purpose and live a more fulfilling life. «The younger people have very different minds in consumption», Qu said. «They're not just fulfilling their everyday needs. By consumption, they're saying who they are.»

KEY TAKEAWAYS

Consumers, especially in the youngest generations, no longer aim to fulfill only their everyday needs through consumption. Their choices help define who they are.

Companies should help consumers engage and build a relationship with brands before they commit.

Brands can partner with key opinion leaders and key opinion consumers on internet platforms to help other consumers get to know brands.


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JOIN THE RACE TO ZERO



Alan JOPE
CEO,
Unilever



Nigel TOPPING
UK High Level Climate
Action Champion
for UN Climate Talks,
COP26



**The Rt Hon Lord
GOLDSMITH**
Minister for Pacific and
the Environment,
UK

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The Race to Zero is a UN-led global campaign that rallies businesses, governments and investors around the goal to reach zero carbon emissions. The CGF leads a task force to help businesses in the consumer goods industry to work towards this goal. This session on the campaign paired a leading multinational CEO with a UN climate expert to illustrate why cross-sector collaboration is critical to reaching a resilient, zero-carbon world.

Nigel Topping, UK High Level Climate Action Champion for COP26, offered context for the Race to Zero and explained what the UN would consider a success in terms of mobilising the business community. The top goals are to limit global warming to 1.5 degrees to make significant progress on achieving resilience against inevitable consequences of climate change such as droughts, heat stress and coastal erosion. This will require a mobilisation of about \$4 trillion of private finance every year. «This has to be the decade of action, not the decade of commitments», he urged.

Peter Henry Goldsmith, Baron Goldsmith, a British barrister and former Attorney General for England and Wales, provided recorded remarks that brought a public-sector perspective to the for-profit-non-profit panel. «Our profligate attitude to precious finite resources is not only inherently unsustainable, it is the very definition of madness», he said, adding that the success of the Race to Zero so far inspires him that this attitude can be turned around.

Alan Jope, CEO of Unilever established his reason for joining the Summit as soon as he took the stage. «Let me be blunt: I'm here to try and recruit, encourage, inspire, shame, as many CGF member companies as possible to join the Race to Zero», he said, noting that 31 member companies have already signed up. Some of the changes Unilever adopted towards this cause, such as adopting renewable energy and regenerative agriculture, have saved the company money. «People are voting with their wallets, and once we get the power of the market really working, I think there's some cause for optimism», Jope said.

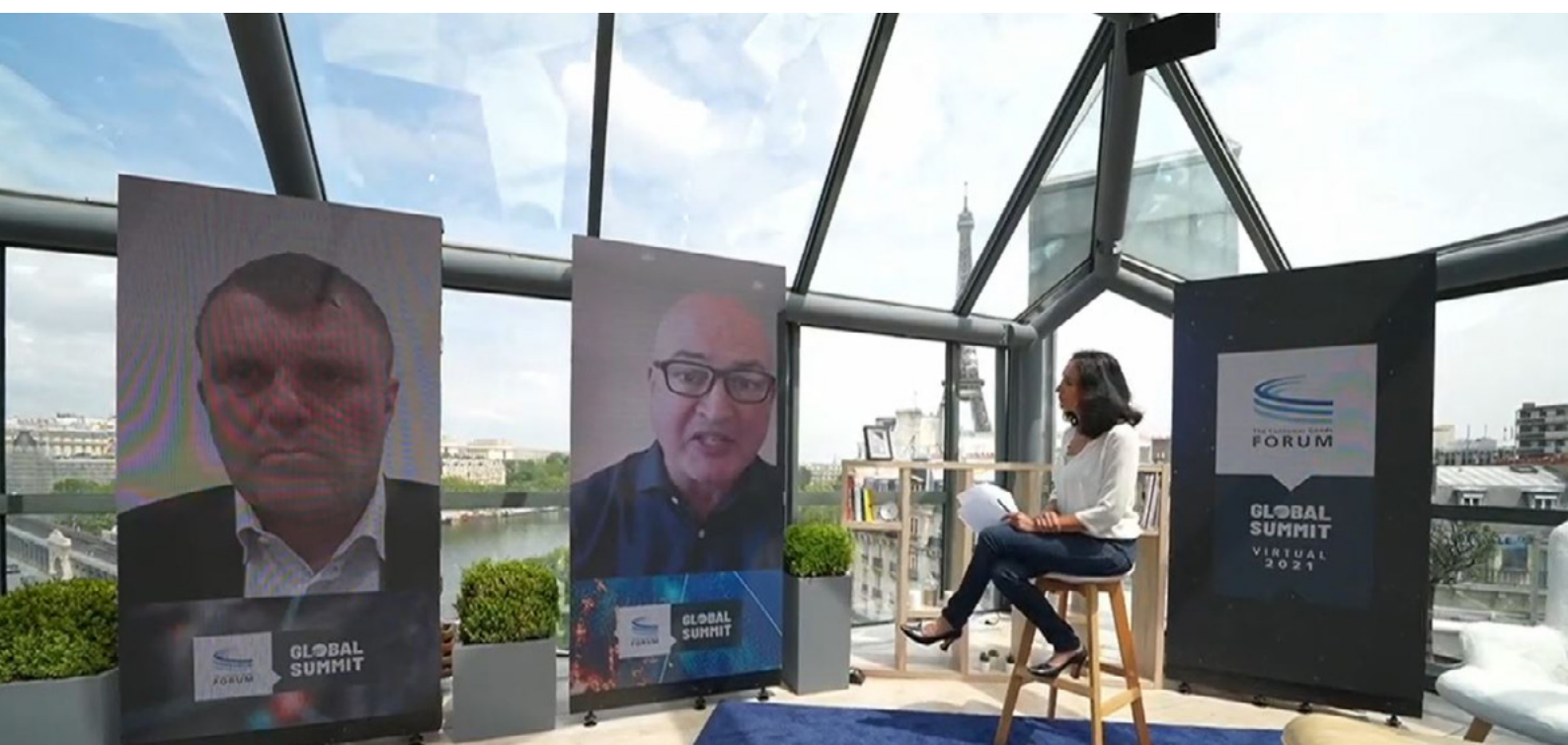
KEY TAKEAWAYS

This decade must be one of climate action, not climate commitments.

By joining the Race to Zero, companies and investors can leverage collaboration among 3,000 signers to achieve sustainability goals.

The public, private and non-profit sectors are already committing to collaborative climate action. Those who do not sign on will be left behind.

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FOREST POSITIVE



Laurent VALLÉE
General Secretary,
Carrefour Group



Pascal CANFIN
Member of the European
Parliament,
Renew Europe Group



Didier BERGERET
Director, Sustainability,
The Consumer Goods
Forum

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The term «forest positive» refers to a model for corporate forest protection that goes beyond sustainable sourcing to improve responsible forest management around the world. It's also the name of a CGF Coalition of Action that brings together member companies that are committed to removing deforestation and forest degradation from commodity supply chains. **Didier Bergeret, Sustainability Director at the CGF**, moderated this discussion on the importance of the forest positive model and recent achievements of the Forest Positive Coalition.

Laurent Vallée, General Secretary of the Carrefour Group, whose CEO is the Board Co-Sponsor of the Forest Positive Coalition for the Retailer College, went over the steps that Carrefour took to support this effort: working on all links in the supply chain, collaborating with suppliers and others, and promoting transparency through public, regular reporting. «We are very much convinced that we need a decisive and collective action to transform our industry, from all our partnerships, in order to protect and restore

our landscapes and our forests», he said. He expressed a willingness to work with governments and lawmakers to support environmental regulation.

Pascal Canfin, Member of the European Parliament, spoke from a regulatory perspective on corporate commitments to forest positivity. He said that the CGF Coalition and the tangible progress being made by companies like Carrefour demonstrates to regulators that this work can be done, which serves as a framework for lawmaking. «As a lawmaker, I'm not on the ground. I do not buy palm oil, I do not sell cocoa, I do not trade soybeans; so I need to partner with companies that are doing so in real life», he said. He also discussed the European Green Deal, a suite of policy initiatives with the goal of making Europe climate neutral by 2050. This systematic change will involve changing 50 laws at the same time. «That's why I'm optimistic we can win this», Canfin said.

KEY TAKEAWAYS

Forest positive action, like all ESG action, must take into account players at every link in the supply chain, no matter where in the world those links are and what regulatory conditions they are under.

Companies must communicate with lawmakers to share knowledge on the state of the market so that regulations are clear and achievable.

The European Green Deal will set a new global standard that will necessarily influence the rest of the world, due to the interconnectedness of the supply chain.

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GOING STRONG: PRODUCT DATA COALITION ADVANCING FAST ON MAKING DATA EXCHANGE FASTER, EASIER AND MORE EFFICIENT



David TAYLOR
Chairman of the Board,
President and CEO,
Procter & Gamble



Dr. Steffen GREUBEL
Chairman of the
Management Board,
METRO AG

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The CGF Coalition of Action on Product Data aims to ensure that all products have unique identification, all unique product IDs can be verified in real time, and all brand owners, retailers and platforms follow the same foundational Global Data Model by 2022. These goals support all of the CGF's strategic priorities and can also drive growth for member companies. Two member companies' leaders formed a panel in this penultimate session to share recent achievements and look towards the future.

David Taylor, Chairman of the Board, President and CEO of Procter & Gamble, went over the four projects launched under the Coalition: GTIN ubiquity; a global registry

database of GTINs called Verified by GS1; a globally consistent set of mandatory attributes; and data quality rules to ensure the same quality behind each attribute globally. These projects are key for supporting transparency, traceability and efficiency in the supply chain. «Our industry is all about trust, and the way to have trust is to have accurate data so that when the consumer gets something they get the right thing», he said, urging other CGF member companies to join the product data effort.

Dr. Steffen Greubel, Chairman of the Management Board at METRO AG, went over some of the benefits that this work has created for businesses and consumers. Accurate data allows consumers to understand the source of a product and all its ingredients, and also helps keep those with allergies safe. On the retailer and wholesale side, it enables omnichannel businesses and allows for process optimisation. High-quality data can also promote AI and machine learning technology as it becomes more widespread in the industry. «We care for our employees, we care for our consumers, we care for our customers», he said. «And to do that, we have to have accurate data, because it allows us to take care of our entire system.»

KEY TAKEAWAYS

The four keys to efficient data sharing, defined by the Product Data Coalition of Action, are GTIN ubiquity; a global registry database; a consistent set of mandatory attributes; and data quality rules.

Accurate product data can increase transparency and traceability so that consumers get the source, ingredient and allergen data they are asking for.

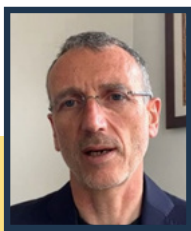
The digital revolution, supported by AI and ML, is only achievable with the help of data sharing across the supply chain.

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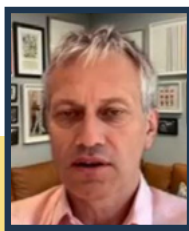




WHAT'S NEXT FOR THE INDUSTRY AND HOW WILL CGF CONTRIBUTE



Emmanuel FABER
Former Danone Chairman
and CEO,
and Former CGF Co-Chair



James QUINCEY
Chairman and CEO,
The Coca-Cola Company,
and CGF Co-Chair



Özgür TORT
CEO,
Migros Ticaret,
and Former CGF Co-Chair

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Daniel ZHANG
Chairman and CEO,
Alibaba Group,
and CGF Co-Chair



Wai-Chan CHAN
Managing Director,
The Consumer Goods
Forum

The final plenary of the Global Summit brought back some of the CEOs and leaders that headlined previous sessions and spearheaded major CGF projects. It also served as a

passing of the baton, as the CGF's outgoing Co-Chairs yielded their seats to new leaders ready to steer the organisation towards broader reach and greater impact.

The two outgoing CGF Co-Chairs were **Emmanuel Faber, Former Chairman and CEO of Danone** and **Özgür Tort, CEO of Migros Ticaret**. Faber reminisced on how the organisation has changed since he took on the role. «Two years ago, we were really, as a Board, conscious that we needed to have more impact in a context where there were really lots of pressing issues and opportunities for us as an industry, and to do this we needed to be more agile», he said, noting that good progress has been made on this point.

Tort added that the recent adoption of the Coalitions of Action framework has led to clearer pathways and more tangible outcomes on the CGF's core priorities. «I'm very optimistic about the outcome from established structures that are already coming with their clear outcomes and specific KPIs», he said.

The incoming Co-Chairs were **James Quincey, Chairman and CEO of The Coca-Cola Company** and **Daniel Zhang, Chairman and CEO of Alibaba Group**. Quincey shared his ideas for leading the organisation, which will then influence the consumer goods industry as a whole. «We need to strive for greater focus, greater representation, and make sure that in two years' time, we have really moved the needle for the betterment of the industry and the betterment of society», he said.

Zhang had previously brought up his vision for leveraging the CGF as a kind of platform during a previous plenary. He expanded on that idea in this session, saying that the organisation could become more regional, with additional regional boards that have their own relevant strategies, agendas and outcomes. «CGF is not just an organisation. I think it's also a platform for all of us», he said. «We have a lot to share with each other, best practices but also lessons.»


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KEY TAKEAWAYS

Due to their collaboration and shared commitments, CGF member companies may have been more equipped than others to deal with the pandemic.

The Coalitions of Action have helped the organisation steer its members towards clearer pathways and a more results-based focus.

The CGF will work towards more regional, diverse and platform-based collaboration in the future and with a clear focus on impact.

SPECIAL SESSIONS

21st, 22nd & 23rd June 2021



SPECIAL SESSION

SEE THROUGH THE LOOKING GLASS: A SNEAK PEEK AT CONSUMPTION IN THE POST COVID-19 ERA



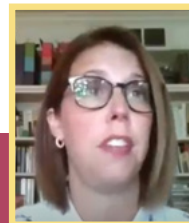
Accenture's consumer research team engaged with over 60,000 consumers around the world and drew out a number of observations: Consumers increasingly expect CPGs to meet their health objectives; consume in the home rather than in city centres to the home; are willing to embrace new business models; and look for lifestyles that blend work and play. Finding the opportunities in these trends requires the consumer goods industry to «shift from thinking about people as consumers to thinking about them as people», said **Oliver Wright, Senior Managing Director of Accenture**.

Wright shared some examples of companies that successfully learned to think of consumers as people. The personal styling service Stitch Fix, for example, backs up AI with human stylists to help its customers express their personal style. On the marketing front, Molson Coors centred a campaign around the 93-year-old Pennsylvanian Olive Veronesi, who went viral for a photograph that showed her self-isolating with a sign reading «I need more beer!!»

Mel Cash, Chief Strategy Officer at Nestlé USA, agreed with Accenture's observations. «One thing is clear: The idea of home has taken on a new level of importance, what we refer to at Nestlé as the at-home revolution», she said. In order to join that revolution, Nestlé is focusing on three key areas: blurring, or the dissolution of clear barriers between meals and eating occasions; home discovery, which refers to the increasing number of people learning to cook at home; and the need for connection. «We know that of those Covid disruptors that are out there, some will fall away and some will stick, creating this new normal for people and their lives at home», she said.



Oliver WRIGHT
Senior Managing
Director,
Accenture



Mel CASH
Chief Strategy Officer,
Nestlé USA

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KEY TAKEAWAYS

Consumption is increasingly shifting to the home, and companies must be ready to meet consumers there.

To understand emerging trends and demands, companies must learn to understand their consumers as people.

Consumers are looking for engaging and entertaining connections with their favourite brands.



SPECIAL SESSION

GETTING HEALTHY NOW: HOW TO LEAD CONSUMERS TO NEW HEALTH & WELLNESS GOALS

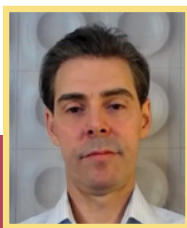


«I think we can all agree that the pandemic has heightened consumers' awareness of all things health and wellness related», said **Tony Reynolds, Director of AlixPartners**, to open a Special Session hosted by the consulting firm. «In addition, environmental, social and governance issues remain quite high on the agendas of many of your boards.» He and his colleagues shared ways to address both demands through better-for-you product lines.

While the consumer demand for healthier food is clear based on AlixPartners' and other surveys, «Less than half of those who want to eat healthy ... actually feel that they do eat healthy», said **Andy Searle, Managing Director of AlixPartners**. «So the shift needs to be taken from education to really helping people to make the right healthy choice.» The firm's survey respondents also expressed a desire for more sustainable products.

Companies that aim to meet either demand must do so with honesty and authenticity, cautioned **David Garfield, Managing Director of AlixPartners**. «You can have whatever label claims and whatever marketing message points you'd like, but consumers are

very, very good at judging whether your corporate and brand purpose is really fulfilled by your product offering», he said. He also noted that new better-for-you products must meet consumers' changing consumption habits, as discussed in the Accenture Special Session. «Companies that do smart things with portability and convenience and single-serve are going to be enabling their consumers to maintain control over their healthier aspects of their lifestyle, even as work and play conditions evolve», he suggested.



David GARFIELD
Managing Director,
AlixPartners



Andy SEARLE
Managing Director,
AlixPartners



Tony REYNOLDS
Director,
AlixPartners


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KEY TAKEAWAYS

Consumers want healthier products, but are not confident in their ability to make healthier choices. Companies can help them make those choices.

Marketing messages and label claims must be backed up with corporate purpose and action.

Portable, convenient and single-serve options can help companies meet consumers as their work and play conditions evolve.



SPECIAL SESSION

THRILL YOUR CUSTOMERS AND LEAPFROG COMPETITION WITH A PLATFORM PLAY



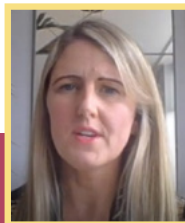
Experts from Kearney, who hosted a 2019 plenary on the imperative of developing a platform strategy, reconvened to help delegates tackle the next step: execution. These online spaces offer «an opportunity to increase profitable growth, creating a delightful customer experience, and a place where community, content, lifestyle services and commerce co-exist», said **Mirko Warschun, Senior Partner and Europe Lead on Consumer Industries & Retail Practice at Kearney.**

His colleagues proceeded to share examples of platforms that brands have successfully leveraged to engage and build relationships with consumers. **Eric Gervet, Senior Partner and Advisor in Digital Transformation & Innovative Growth Strategies at Kearney,** brought up Nike's intersecting platforms, including the Run Club and the Training Club. «Developing a strong platform is a core component of their Triple Double strategy, going direct for growth, innovation and massive acceleration», he said.

Rhiannon Thomas, Partner and UK Lead on Consumer Industries & Retail Practice at Kearney, pointed to the potential of these platforms to support an omnichannel strategy. Retailers such as Sephora and Kroger, for example, have platforms that connect the store to the online experience and link up with existing loyalty programmes. These platforms must be «fully based on the consumer and need to be fully consumer-centric and relevant to the key personas you're going after», she said. She and her colleagues also emphasised the need for companies to gradually ramp up platforms rather than investing too much at an early stage.



Eric GERVET
Senior Partner, Advisor
in Digital Transformation
& Innovative Growth
Strategies,
Kearney



Rhiannon THOMAS
Partner, UK Lead
Consumer Industries &
Retail Practice,
Kearney



Mirko WARSCHUN
Senior Partner,
Europe Lead Consumer
Industries
& Retail Practice,
Kearney

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KEY TAKEAWAYS

A platform is «an opportunity to increase profitable growth, creating a delightful customer experience, and a place where community, content, lifestyle services and commerce co-exist.»

Platforms must be consumer-centric and geared towards the key personas that a brand is targeting.

Investment in platforms should be ramped up gradually with the help of an enabling ecosystem.



SPECIAL SESSION

APPLYING AI@SCALE

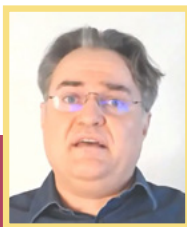


The global management consulting firm Boston Consulting Group hosted a Special Session that urged delegates to accelerate their AI capabilities in order to remain competitive. **Sylvain Duranton, Managing Director and Senior Partner of BCG**, opened with some statistics that established the importance of AI: According to BCG data, the 10 percent of companies that have the most advanced AI and analytics recovered to pre-Covid levels five months faster than the average and grew their businesses eight percentage points above median. «There is no better tool than AI to help teams take effective decisions when confronted with massive complexity», he said.

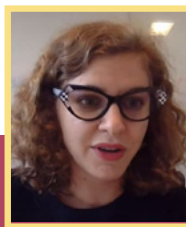
Jessica Apotheker, Managing Director and Partner of BCG, agreed. Apotheker focused on the untapped power of marketing aggregation AI-based tools, her personal area of interest. «The granularity of insights, the frequency at which they take the right decisions, and also the consistency of relegation decisions ... we've seen a huge

acceleration of that trend thanks to Covid», she said. As a former marketer herself, she encouraged marketing teams to hire colleagues with data-driven skill sets rather than only focusing on creatives.

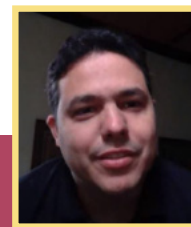
Felipe Aragao, Global Vice President of Analytics at Anheuser-Busch InBev, shared AI insights based on his experiences at the multinational beverage company, which holds over 600 beer brands in 150 countries. «There are so many SKUs in the market that the consumer may get lost with so many choices», he said. «It's very important that we use AI and analytics to get the best recommendation for a company and for customers and consumers.»



Sylvain DURANTON
Managing Director and
Senior Partner,
Boston Consulting Group



Jessica APOTHEKER
Managing Director
and Partner,
Boston Consulting Group



Felipe ARAGAO
Global Vice President
of Analytics,
Anheuser-Busch InBev

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KEY TAKEAWAYS

Companies that invested more in AI and analytics recovered faster from the pandemic.

AI can support all departments within a business, from supply chain management to marketing.

«There is no better tool than AI to help teams take effective decisions when confronted with massive complexity.»



SPECIAL SESSION

USING DIGITAL TECHNOLOGY TO STAY AHEAD OF RISK AND OPERATE THROUGH ANYTHING



A team of experts from Ecolab, the global hygiene company, formed a panel to discuss ways that the company's clients used digital technology to mitigate pandemic risks and prepare for others, such as water scarcity and climate change. Moderated by **Chris Morgan, Vice President and General Manager of Digital Growth, Industrial Group at Ecolab**, the speakers concluded that companies must develop solutions now for challenges on the horizon.

Chris Roberts, Executive Vice President and General Manager of Global Food and Beverage at Ecolab, described work-arounds that Ecolab had developed to help clients keep employees and consumers safe during the pandemic, such as remote audits through Microsoft HoloLens and real-time monitoring through Ecolab's 3D TRASAR technology. «We found ourselves in a situation of being able to really support our customers using digital technology, and enabling them to continue to support their consumers in a very intelligent way throughout the entire pandemic», he said.

Kevin Doyle, Vice President of Commercial Digital Solutions at Ecolab, explained the process behind developing digital solutions for a variety of applications, which involves «finding your biggest impact areas and trying to break it down into bite-sized chunks of what

you want to go after», he said. Emilio Tenuta, Senior Vice President and Chief Sustainability Officer at Ecolab, then addressed some of the ways to apply that framework to water management through the Ecolab Smart Water Navigator. «If you can manage your water more effectively, you can also reduce your carbon emissions, which obviously makes a huge difference, especially when it comes to climate action», he said.



Chris MORGAN
VP & GM,
Digital Growth,
Industrial Group,
ECOLAB



Chris ROBERTS
Executive Vice President
and General Manager,
Global Food & Beverage,
ECOLAB



Emilio TENUTA
Senior Vice President
and Chief
Sustainability Officer,
ECOLAB



Kevin DOYLE
VP, Commercial
Digital Solutions,
ECOLAB

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KEY TAKEAWAYS

The pandemic demonstrated that companies must prepare for crises, especially known risks such as water scarcity and climate change.

To develop effective digital solutions, identify the biggest impact areas and break them into «bite-sized chunks.»

Smart water management can both help fight climate change and respond to its inevitable effects.



SPECIAL SESSION

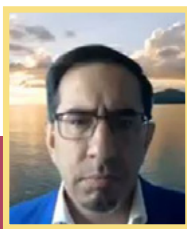
HOW THE CONSUMER GOODS INDUSTRY CAN DRIVE SCALABLE, DIGITAL INTEGRATION ACROSS THE VALUE CHAIN



In this session, two IBM leaders formed a panel with **Anne Godfrey, CEO of GS1 UK**, to discuss digital solutions to traceability throughout the supply chain. The discussion was moderated by **Luq Niazi, Global Managing Director for Consumer Industries at IBM Corporation**, who cited a study from the Institute of Business Value that found that consumers are increasingly demanding a more sustainable supply chain. «There's a great opportunity for us if we can get that right», he said.

Tom Woodham, Partner and Supply Chain and Procurement Consulting Leader at IBM Corporation, listed further supply chain challenges that may be addressed with digital solutions providers, including the evolving tariffs and trade deals associated with Brexit in the UK. Those changes will disrupt the existing supply chains in the UK and beyond. «In any time of disruption, I get excited, because it leads to a time of opportunity for new ways of working, new technologies», he said. «I think we'll soon see some new players come in that lead with technologies to give consumers what they want.»

Anne Godfrey, who took the chief executive position of GS1 UK during the pandemic, shared a project that GS1 had done in partnership with IBM which showed that complete traceability should begin with products around which there is the greatest degree of regulatory or consumer interest. Godfrey looked forward to supporting the work that standards do to ensure traceability with digital solutions. «We just need to find a way globally, locally, and taking into account competition law, to make sure that our end users, our consumers, are kept as informed and protected as they possibly can be», she said.



Luq NIAZI
Global Managing
Director Consumer
Industries,
IBM Corporation



Tom WOODHAM
Partner, Supply Chain
and Procurement
Consulting Leader,
IBM Corporation



Anne GODFREY
CEO,
GS1 UK


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KEY TAKEAWAYS

Supply chain disruptions pose an opportunity to new technology players that can develop effective solutions.

Digital traceability solutions should be applied first to SKUs in the areas of the highest regulatory or consumer interest.

Standards bodies, digital solutions providers and other stakeholders can work together to improve traceability throughout the supply chain.



SPECIAL SESSION

FUTURE PROOF YOUR ROUTE TO MARKET

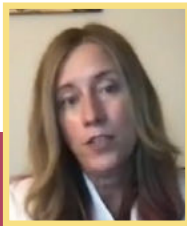


The enterprise software company Salesforce helps brands deliver personalised consumer engagement while evolving to meet ESG goals. In this session, Salesforce leaders asked representatives of some of the top brands that work with their suite of products to explain the importance of their collaboration.

«The consumer driven and digital imperative has transformed every aspect of the CPG industry forever», said **Gavin Patterson, Chief Revenue Officer at Salesforce**, who started his career in the consumer goods industry at Procter & Gamble. «And we're seeing CPGs across the board adopting the DNA of digital disruptors, driving disruption within.»

Lynne Zaledonis, Executive Vice President of Industries Marketing at Salesforce, introduced **Monica McGurk, Chief Growth Officer at Kellogg's**, one example of a legacy brand learning from digital disruptors. McGurk explained how the company uses machine learning and advanced analytics to drive suggestions for next products to stock, identify outlet execution opportunities, eliminate waste and optimise water usage. «It's easy to imagine how digital and digital transformation can be a big part of any piece of (the business)», she said.

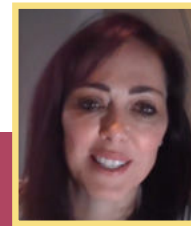
Jennifer MacLachlan, Senior Vice President of Solution Engineering at Salesforce, then introduced **Diane Levin, Chief Information Officer at McCormick**, who shared how digital technology supports the company's sustainability and transparency agendas, underpins its understanding of its customers and enables growth in e-commerce and direct-to-consumer sales. «Unlocking the power of data really provides a competitive advantage and drives innovation at the company», she said.



Diane LEVIN
Chief Information Officer,
McCormick



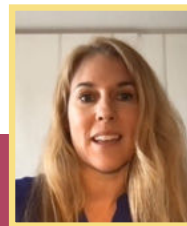
Gavin PATTERSON
Chief Revenue Officer,
Salesforce



Monica McGURK
Chief Growth Officer,
Kellogg's



Lynne ZALEDONIS
Executive Vice President,
Industries Marketing,
Salesforce



Jennifer MACLACHLAN
Senior Vice President
of Solution Engineering,
Salesforce

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KEY TAKEAWAYS

Open data can be harnessed and transformed to unlock predictive insight on a meaningful scale.

Though large companies are often slow to adopt new solutions, fast adoption can help a company remain agile and resilient.

Solutions that were developed in response to Covid-19 may be adapted to address many other issues in the future.



SPECIAL SESSION

PREDICT THE FUTURE: UNILEVER AND PA REVEAL THEIR GROUND-BREAKING PREDICTIVE PLATFORM



The digital conversation continued in this Special Session hosted by PA Consulting, which worked with Unilever to develop the Covid Awareness Situation Intelligence tool, or CASI, to predict the spread of Covid-19.

Richard Chamier, Data Analytics Expert and CASI Development Lead at PA Consulting, offered technical background on CASI, which collects and transforms more than 250,000 new open-source data points daily. This data is used to create short-term and 30-day projections with 80 and 75 percent accuracy, respectively, and feeds into a live dashboard that Unilever teams around the world can access. «We have shown how open data can be rapidly harnessed and transformed to unlock intelligent and predictive insight on a meaningful scale», he said. «This creates exciting opportunities far beyond the pandemic, from managing global trends to reimagining the future of work.»

Wei Ling Lim, General Counsel of Global Supply Chain at Unilever, explained how Unilever applied this predictive tool, which replaced her colleagues' time-consuming manual analysis of Covid-19 transmission data. «The feedback was really positive about the convenience, because it saved a lot of time, not having to manually click through a number of places for data», she said.

Wil Schoenmakers, Global Head of Consumer, Retail and Manufacturing at PA Consulting, said that the most impressive part of the CASI project was the speed at which it was developed and implemented. «Normally, large organisations are a little bit conservative», he said, lauding Unilever's «courage» for adopting the tool so quickly. He encouraged other large organisations to be similarly courageous.



Wei Ling LIM
General Counsel, Global
Supply Chain,
Unilever



Wil SCHOENMAKERS
Global Head of
Consumer,
Retail and Manufacturing,
PA Consulting



Richard CHAMIER
Data Analytics Expert
and CASI
Development Lead,
PA Consulting

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KEY TAKEAWAYS

To remain successful, legacy brands are learning from digital disruptors and driving disruption within.

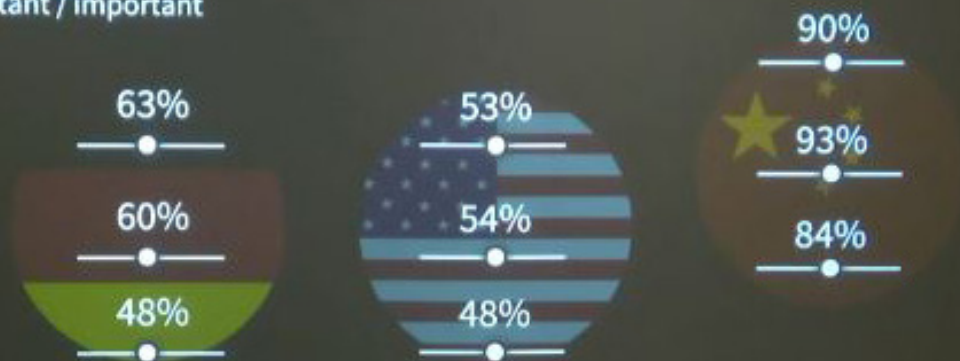
Digital transformation can have an impact on any piece of a business, from optimising water usage to identifying outlet execution opportunities.

Advanced analytics can help companies predict what consumers will want next in time to have products on the shelves when the trend hits.

THINK AND ACT LIKE A LOVE BRAND - IN COLLABORATION WITH PORSCHE, ADIDAS AND COCA-COLA

How important is it, that your love brand creates unforgettable
E.XPERIENCES for you?

Other important / important



What makes consumers fall in love with a brand? Leaders from the management consultancy Roland Berger and marketing experts from some of the world's favourite brands formed a panel in this Special Session to answer this question.

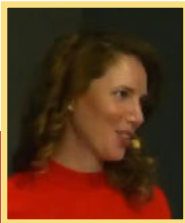
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Helen Saade, Senior Project Manager at Roland Berger, introduced Roland Berger's concept of LOVE, a framework that involves listening to consumers' needs, offering scarce things, building a consumer centric value chain, and creating unforgettable experiences. «We want to showcase what brand love actually has in common with interhuman relationships», she said.

Tobias Göbbel, Senior Partner at Roland Berger, then explained the surveys Roland Berger used to reach this framework. The surveys showed that the most important factor for acquiring and maintaining brand love is to be purpose-driven. «Even if you are a love brand, if you do not deliver the promise that you gave to the consumers, people might stop buying you», he said.

Next, leaders from adidas, The Coca-Cola Company and Porsche AG shared secrets to keeping consumers in love. **Claus-Peter Mayer, Senior Vice President of Brand Europe at adidas**, explained the scarcity model behind adidas' exclusive releases and the platforms it uses to build communities around brand love.

Michael Willeke, Integrated Marketing Experience Director, Europe, of The Coca-Cola Company focused on the company's advertising strategies, which have long focused on diversity and inclusivity. Finally, **Oliver Hoffman, Global Director of Marketing Communications at Porsche AG**, tackled the topic of keeping young consumers in love with a car brand as the world moves away from petroleum-fueled vehicles.



Helen SAADE
Senior Project Manager,
Roland Berger



Michael WILLEKE
Integrated Marketing
Experience Director
Europe,
The Coca-Cola Company



Tobias GÖBBEL
Senior Partner,
Roland Berger



Claus-Peter MAYER
Senior Vice President
Brand Europe,
adidas



Oliver HOFFMANN
Global Director
Marketing
Communications,
Porsche AG

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KEY TAKEAWAYS

Brand love involves listening to consumers' needs, offering scarce things, building a consumer centric value chain, and creating unforgettable experiences.

Beloved brands cannot rest on their laurels and expect to be loved indefinitely. They must maintain the values that consumers expect and adapt to their changing demands.

Committing to diversity and inclusion in messaging can help brands acquire a broader range of consumers and devoted fans.

TECH TALKS

Tech Talks provided an opportunity for delegates to go beyond the main Summit programme and hear about additional, more pragmatic and focused topics. We thank our Tech Talks sponsors for the content shared and the engagement with Summit delegates.



Ramping Up Online Grocery without Breaking the Bank - A Joint Challenge for Retailers and CPG Suppliers



How to Enable End-to-End Digital Transformation Seamlessly from CPG Suppliers to Retailers to Consumers



A New Way to Serve: The Next Big Opportunity for FMCG and Retail



The Spotify Moment for End to End Visibility



Data – The Art of Balancing Privacy and Intimacy



Past, Present, Purpose – Get Foresight on Which Sustainable Shopping Behaviours Will Stick in 2022 and Beyond



Data Collaboration: The Future of Innovation and Better Business Decision Making



True Knowledge is Power: Empowering Sustainability in Food



Forest Positive Collaboration - Addressing Climate Change and Diversity, Equity & Inclusion

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www.theconsumergoodsforum.com



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VIRTUAL
2021

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The Global Summit of The Consumer Goods Forum is the business event that unites CEOs from some of the world's most successful retailers, manufacturers and service providers. This unique event is the essential destination where 1,000 business leaders and key stakeholders gather under one roof every year. It is where CEOs talk to CEOs with additional insights and learnings from global and regional experts. It is the place to voice and discuss the key issues and challenges facing our industry now and in the future.

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