

# The Global Summit 2025

## Executive Summary

Amsterdam, The Netherlands  
10 - 13 June 2025



**GLOBAL  
SUMMIT**





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**488**  
companies



**1.000+**  
attendees



**100+**  
speakers



**46**  
countries



# Introduction

The 2025 Consumer Goods Forum Global Summit in Amsterdam opened with a powerful reminder from **Her Majesty Queen Máxima of the Netherlands**:

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**You have the ability to create an economic and financial ecosystem which supports sustainable choices and solutions and influence responsible business practice around the world.**

Framing the Summit's purpose with clarity and urgency, she drew a direct connection between the health of businesses, people and the planet, all aligned in a shared mission of sustainable growth.





That stirring call to action carried through every corner of the programme. From centre-stage plenaries and concurrent Dive-In and Special Sessions to I-Talks in the exhibition hall, leaders tackled the most pressing challenges facing consumer goods today with practical, forward-looking ideas. Against a backdrop of global uncertainty and disruption, the tone was not resigned but full of clear intent and momentum.

Several of the industry's most influential leaders contributed to this momentum, including the CGF's co-chairs, CEO **Dirk Van de Put** of Mondelēz International and CEO **Frans Muller** of Ahold Delhaize. Having served a two-year term, they handed the role to **Ken Murphy**, Group CEO of Tesco Plc, and **Ramon Laguarta**, Chairman and CEO of PepsiCo, at the end of the Summit.

In the co-chairs' opening address, Muller agreed with **Queen Máxima**'s emphasis on the role of industry in supporting sustainable solutions. "Collaboration is essential—across the industry, with service partners, manufacturers, and retailers—to find real solutions—and we must, because the food industry holds significant responsibility," he said.



***'Stay closely tuned to what's happening in the industry, and use the CGF to spark dialogue and drive action'***

**Dirk VAN DE PUT** Chairman & CEO,  
Mondelēz International.

Muller and Van de Put were among over 30+ CEOs from some of the world's most prominent retailers, manufacturers and service providers who spoke at the Summit. They, along with other industry thought leaders, offered fresh insights from every link in the value chain. The programme also featured global changemakers beyond the industry, including the **Rt Hon. Theresa May**, Chair of the Global Commission on Modern Slavery and Human Trafficking, Member of the House of Lords, and former Prime Minister of the United Kingdom, and journalist **Fareed Zakaria**, who hosts CNN's Global Public Square and writes a weekly column for the Washington Post. These diverse speakers helped to place the industry's work in a broader global context.

In addition to the conference programme, the Summit offered abundant opportunities for informal connection and collaboration. Events such as the gala dinner—generously sponsored

by L'Oréal—provided a lively atmosphere for building relationships across the industry, while cocktail receptions, daily networking lunches and dedicated coffee breaks helped foster spontaneous exchange and idea-sharing. Whether reconnecting with peers or forging new partnerships, attendees made the most of every moment to strengthen bonds and expand their global networks, an essential ingredient for driving the kind of cross-sector collaboration the Summit calls for.

Each conversation, on-stage or off, circled back to a common goal: growth that works for the long term. This report brings together the key ideas, case studies and innovations highlighted at the Summit that are already moving the industry forward.

**Frans MULLER**  
President & CEO,  
Ahold Delhaize

**Dirk VAN DE PUT**  
Chairman & CEO,  
Mondelēz International



# Engaging Consumers and Generating Loyalty

In an increasingly fragmented and dynamic consumer landscape, brands are finding innovative ways to forge genuine and lasting relationships with their customers. At the 2025 CGF Global Summit, discussions on consumer engagement explored how leading companies are meeting consumers with relevance, empathy and a clear sense of purpose.





Discussions on the consumer of today and tomorrow were grounded in research, with speakers citing studies by McKinsey & Co. and other groups. Some standout statistics include:

- **79%** of consumers are trading down due to inflation fears
- **30%** still splurge occasionally
- **50%** will pay more for a brand that they believe is putting the consumer first
- **10%** of Gen Z spend over 12 hours a day on screens
- Socialising time has decreased by **35%** in 24 years



*‘One lesson that we see is that experiences that in the past were magical are now the expected norm. For example, to push a button and get a car in five minutes – eight years ago, that was an absolutely magical experience. Now, if I don’t get the car in five minutes, I’m like, ‘What is going on?’ The expectations that consumers have, this graduation from what was magical to what’s a rote experience, is happening faster than ever.’*

**Dara KHOSROWSHAHI**, CEO, Uber

Building on these trends, leaders from global consumer and retail brands shared success stories from their efforts to build authentic, lasting bonds with their consumers.

- **Heineken: Bar dating.** Responding to consumers’ desires for in-person interactions despite high screen time, Heineken developed a “bar dating” app that allows groups of friends to swipe on partnered bars until they find one that meets everyone’s needs.
- **FEMSA: Employee-consumer connections.** The Mexican retailer is empowering employees to create TikTok videos promoting the brand, unlocking massive viral engagement potential.
- **FairPrice Group: Store of the future.** The Singaporean retailer has equipped stores with digital smart carts that provide real-time nutritional guidance based on items added and personalised nudges encouraging healthier product swaps.
- **Mondelēz International: Taste first.** Consumers express a desire to eat healthy, but they shop based on taste. To help them meet both sets of desires, the food producer Mondelēz follows a taste-first strategy that nudges smarter choices through portioning and ethical sourcing.
- **Philips: Adaptive experiences.** Philips’ devices, such as toothbrushes and baby monitors, utilise embedded AI to adapt in real-time and enhance the user experience, including guiding brushing techniques in real-time.

**Key takeaways**

- **Trust and relevance are central to loyalty.** Consumers are increasingly demanding authenticity, relevance, and control in their interactions with brands, especially in digital environments.
- **Technology should empower, not overwhelm.** AI and digital tools, when used well, can personalise experiences and guide smarter choices without removing consumers’ sense of agency.
- **Consumer connection is everyone’s job.** Engagement is most effective when it’s embedded across the organisation—from employees creating content to leadership shaping inclusive strategies.
- **Value without compromise is the new standard.** Amid financial pressures, consumers seek brands that deliver quality, ethics and innovation, without asking them to trade off on price or experience.



**Brian McNAMARA**  
Chief Executive Officer  
Haleon plc

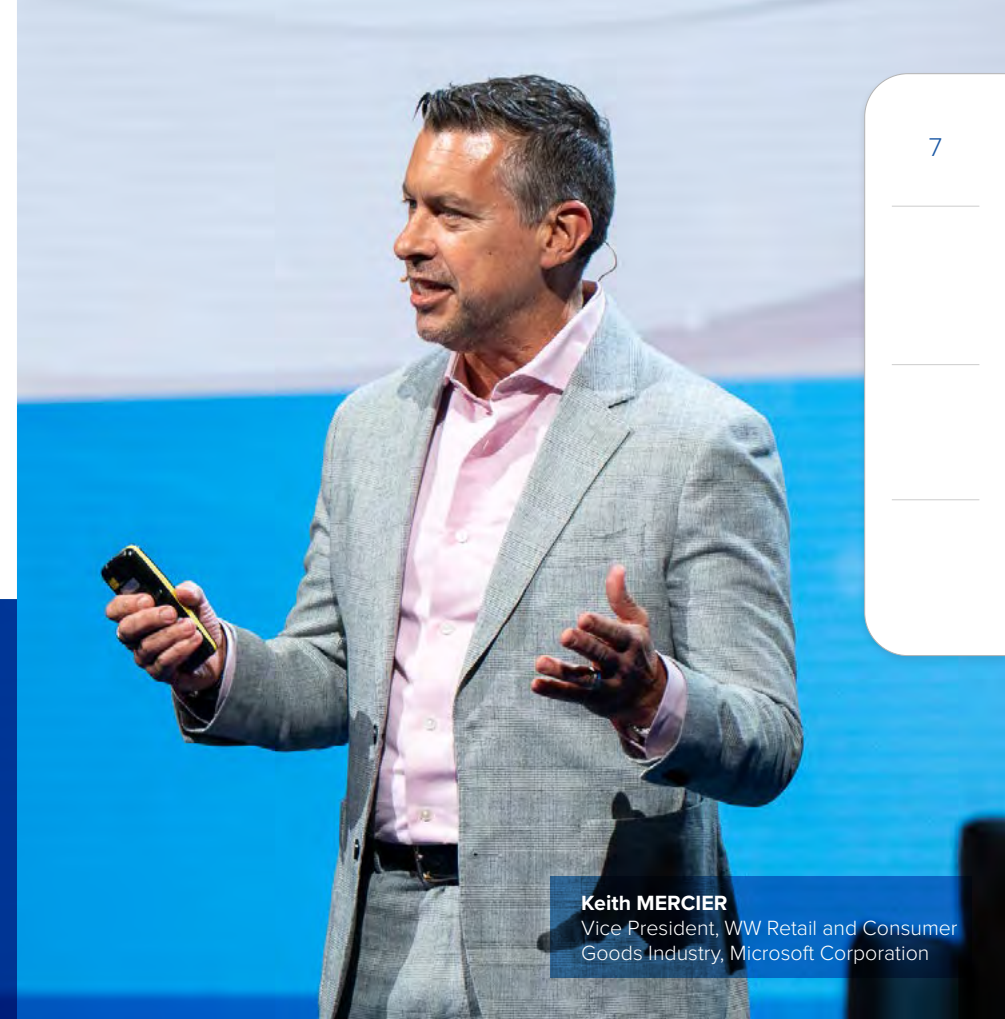
**Béatrice DE NORAY**  
Chief Growth Officer,  
Bel Group

**Vipul CHAWLA**  
Group CEO  
FairPrice Group



# Leveraging the AI Revolution

No longer a science-fiction frontier, artificial intelligence is already embedded in nearly every aspect of business. But as speakers at this year's Global Summit made clear, adoption alone isn't enough. The most effective strategies don't chase trends; they focus on clear business problems, with return on investment as the benchmark.



**Keith MERCIER**  
Vice President, WW Retail and Consumer Goods Industry, Microsoft Corporation



**Afke VAN DE KLASHORST**  
Vice President Digital, Media & eCommerce, Unilever

**Burce GULTEKIN**  
Global Chief Information Officer, FrieslandCampina



Speakers were quick to remind the audience that AI without ROI is no more than hype. The Boston Consulting Group (BCG) offered some grounded insights:

- **75%** of large companies prioritise AI, but only **25%** report seeing real value
- Retailers have gained **~100 basis points** in margin
- CPG firms saw **~2% EBIT** uplift
- True AI transformation requires **10%** effort on algorithms, **20%** on tech/data, and **70%** on changing business processes



*‘While there’s often concern that automation will replace humans, history shows it tends to complement them, shifting the types and nature of jobs over time.’*

**Dara KHOSROWSHAHI, CEO, Uber**

‘You don’t have an effective AI strategy unless it’s covering both productivity and growth,’ said **Julie Sweet**, CEO of Accenture. Speakers agreed that successful AI integration starts by solving industry-specific problems with clear ROI. Some examples of those successful integrations include:

- **Ocado: Warehouse robots.** AI increases the efficiency and accuracy of warehouse picker robots to such an extent that Ocado

says AI-powered robots now handle over 40% of picking in some warehouses.

- **Coca-Cola: Interactive experiences.** Coca-Cola leveraged the magical qualities of generative AI to create interactive Santa Claus experiences across 46 countries, engaging over 1 million consumers in just 60 days.



*‘The real question with Gen AI isn’t just what it can do, but what it can do for me. That’s why I got in early to understand where the true competitive advantage lies.’*

**James QUINCEY, Chairman & CEO of The Coca-Cola Company**

- **SPAR: Superpowered demand planning.** AI-driven forecasting tools have increased SPAR’s demand planning accuracy to over 90%, ensuring the right products are in the right stores at the right time.
- **Danone: Factory floor innovation.** Through the Industry 5.0 project, Danone is rethinking its entire supply chain with AI. It has empowered over 220 workers to create their own AI-enabled tools using low-code and no-code platforms for tasks like quality control, maintenance alerts and decision support.



**Julie SWEET**  
CEO, Accenture



**Nicolas DE BELLEFONDS**  
Managing Director & Senior Partner  
Boston Consulting Group



**James QUINCEY**  
Chairman & CEO  
The Coca-Cola Company



**Dara KHOSROWSHAHI**  
CEO, Uber



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***‘I think you’re going to see a very large impact for the first time in our recorded memories; it is white collar work that is going to get displaced, not blue-collar work.’***

**Fareed ZAKARIA**, host of *Fareed Zakaria GPS* for CNN Worldwide, columnist for *The Washington Post* and a bestselling author

- **Bel Group: Bel GPT.** Bel created an internal generative AI tool for idea generation, packaging design and concept testing, reducing innovation concept creation from 1.5 days to 30 minutes.
- **Mars Petcare: Digital dentist.** Using images and diagnostics from more than 50,000 records, Mars created an AI-powered app that assesses dog dental health.

A presentation by **John S. Phillips**, Senior Vice President at PepsiCo, extrapolated some of these trends to project the near future of AI. Noting that AI is already being used by 68% of consumers and 58% of workers, and that experts forecast a 76% growth in gen AI investment, he predicted an increasingly autonomous future.

- **Agentic AI:** The next frontier in AI is autonomous agents that can reason, plan, learn and make decisions without human intervention. These agents may soon become the primary interface between retailers and consumers.
- **Personal shoppers:** By building strong consumer profiles, brands can offer smart carts capable of autonomous navigation, checkout and product selection based on user preferences.
- **Automated delivery:** AI increases the efficiency of last-mile delivery through autonomous trucks, drones and other vehicles.

📋 **Key takeaways**

- **AI is everywhere, but value isn’t guaranteed.** Real transformation demands more than algorithms; it requires organisational change.
- **Business impact comes from solving real problems.** The most successful AI use cases tackled industry-specific challenges.
- **AI’s future lies in personalisation and trust.** AI is being used to tailor services and build lasting consumer relationships.
- **Digital infrastructure must evolve with urgency.** Technologies like 2D barcodes and interoperable data systems are laying the groundwork for more intelligent, responsive supply chains.

**John S. PHILLIPS**  
Senior Vice President,  
PepsiCo

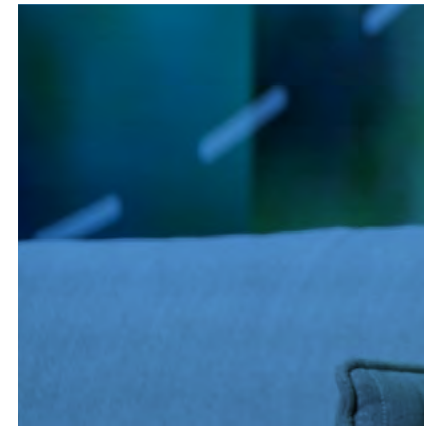
**Douglas MESQUITA ROCHA**  
VP of R&D Innovation,  
Mars Pet Care

**Josh BOTTOMLEY**  
Chief Executive Officer,  
dunnhumby



# Collaborating for Impact

Sustainability has long been a cornerstone of The CGF, as has the recognition that no company can have a significant impact without buy-in from consumers. While 85% of global consumers consider sustainability in their purchase decisions, only 15% are willing to pay more for sustainable options. An effective sustainability strategy must therefore have clear benefits for the company, its consumers and all stakeholders in between.



**Carter S. ROBERTS**  
President & CEO,  
World Wildlife Fund US



**Tobias WASMUHT**  
CEO, SPAR International



The **circular economy** is the quintessential multi-stakeholder sustainability goal; achieving it will require widespread buy-in from industry, retailers, governments and consumers. CGF member companies' success so far demonstrates the value of cross-sector collaboration.

- **Henkel: Circular design.** The German manufacturer has invested in design-for-recycling principles, including moving away from multi-material laminates to monomaterial packaging, which is easier to recycle.
- **Loblaw, Walmart, L'Oréal, Unilever, P&G and Colgate: Collaborative pilot.** These companies partnered with the sustainable packaging platform Reposit to pilot a return-reuse model for home and personal care products in Ottawa, Canada, involving over 80 SKUs.
- **Plastic Waste Coalition: Golden Design Rules.** The CGF Plastic Waste Coalition's Golden Design Rules recommend guidelines for circular packaging from the design phase to the consumer. 85% of Plastic Waste Coalition members have adopted these voluntary rules.

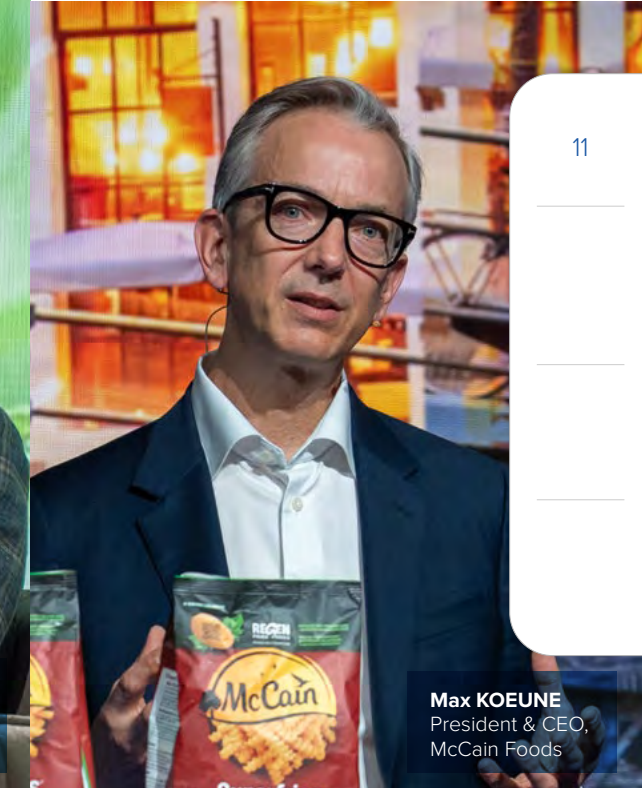
Emissions reduction remains a priority for the CGF, but leaders also recognise that carbon reduction alone is not enough. Participants acknowledged that, in addition to reducing carbon emissions, companies must also provide solutions to adapt to and mitigate climate change, addressing

immediate needs. The **Climate Transition Coalition** —formerly the Net Zero Coalition— is evolving its role to support adaptation and mitigation strategies that address today's climate realities. In a focused Dive-In Session, leaders from the group outlined their strategy, which includes incremental action, supplier engagement and common metrics. Other speakers shared actionable approaches that both lower emissions and drive growth, while also building resilience against the immediate impacts of climate change.

- **McCain Foods: Waste reduction.** This Canadian frozen food manufacturer leveraged WWF's Global Farm Loss Tool to address food loss in the fields, which represents both a financial loss and a source of greenhouse gases. The tool allowed the company to identify a flaw in harvester settings and reduce unharvested potatoes by 50%.
- **PepsiCo: Renewable energy transition.** REnew (Renewable Energy for Suppliers) is a platform through which PepsiCo supports and accelerates the transition of its suppliers to renewable electricity through aggregating demand, facilitating access to PPAs and offering technical assistance.
- **Flora Food Group: Sustainable alternatives.** This leading producer of plant-based products says that their vegan cheese and butter have up to a 70% lower carbon footprint and use 60% less water than traditional dairy products.



**Scott PRICE**  
Group Chief Executive  
DFI Retail Group



**Max KOEUNE**  
President & CEO,  
McCain Foods



**Sally SMITH**  
Chief Sustainability Officer,  
Flora Food Group



**Christoph SCHWAIGER**  
CEO, ALDI SOUTH Group





**John ROSS**  
President & CEO,  
IGA, Inc.



**Nina JÖNSSON**  
CEO, ICA

**Galen WESTON**  
Chairman, Loblaw  
Companies Limited

Sustainability goes beyond environmental metrics. Spearheaded by the Human Rights Coalition, the CGF is working to make respect for human rights the norm when it comes to responsible growth. In a compelling joint session, former UK Prime Minister Rt Hon. **Theresa May**, now Chair of the Global Commission on Modern Slavery and Human Trafficking, and IGA CEO **John Ross** urged companies to implement Human Rights Due Diligence (HRDD) in their operations and supply chains.



***‘What is the human cost of low cost? (...) If you have a complex supply chain, as anyone in the food industry does, you have a sneaking suspicion, if you will find things you’re not proud of. And the question is, how far do you look?’***

**John ROSS**, *President & CEO of IGA, Inc.*

Other speakers shared actionable models for safeguarding human rights while maintaining commercial performance.

- **IGA: Practical principles.** After discovering instances of debt-bonded labour in its domestic supply chain, IGA implemented Human Rights Due Diligence (HRDD)

in their operations through a supplier protocol with three clear non-negotiables: no recruitment fees, no restrictions on movement, and no coercion or threats. Ross said if this simple framework, the [Priority Industry Principles](#), is applied by CEO’s across the industry, we could reduce modern slavery in supply chains by 80%.



***‘At ICA, we believe sustainability must be embedded into our overall strategy—not handled by a single department. Efforts across Scope 1, 2, and 3 should be integrated into all areas of business.’***

**Nina JÖNSSON**, *CEO, ICA*

- **Ahold Delhaize: Contractual transparency.** Through its “Better for Farmers and Nature” programme, the retailer is piloting long-term contracts with sustainability-linked incentives. By compensating farmers for environmental and social outcomes, Ahold Delhaize is building equitable supply chains that reward good practices.
- **Aldi: Local empowerment.** As part of its sourcing strategy, Aldi has shifted cashew nut processing to West Africa, bringing jobs closer to where the crops are grown. This reduces worker exploitation risks while also lowering transport emissions.



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***‘Fair labour practices must be embedded across a company’s operations and supply chains, meaning from the CEO, government officers and factory supervisors. Everyone in a company needs to make fair labour practices a priority. It should be part of your ethos about the values you represent as a company, and you, as business leaders, can set the tone.’***

***‘A market which quietly rewards abuse is not a properly functioning market at all and is not something we should be prepared to accept.’***

**The Rt Hon. Theresa MAY**, Chair of the Global Commission on Modern Slavery and Human Trafficking, Former Prime Minister of the United Kingdom and Member of the House of Lords

#### Key takeaways

- **Sustainability must deliver value, not just virtue.** Most consumers care about the planet, but few will pay more for it. Brands that align sustainability with convenience, quality and affordability are best placed to close the gap.
- **Operational change is the new frontier in sustainability.** Packaging tweaks and product swaps matter, but emissions are falling fastest where sustainability is baked into procurement, logistics and energy systems.
- **Consumer expectations demand substance.** Green claims without measurable impact risk backlash. Today’s conscious consumers want proof, not promises.

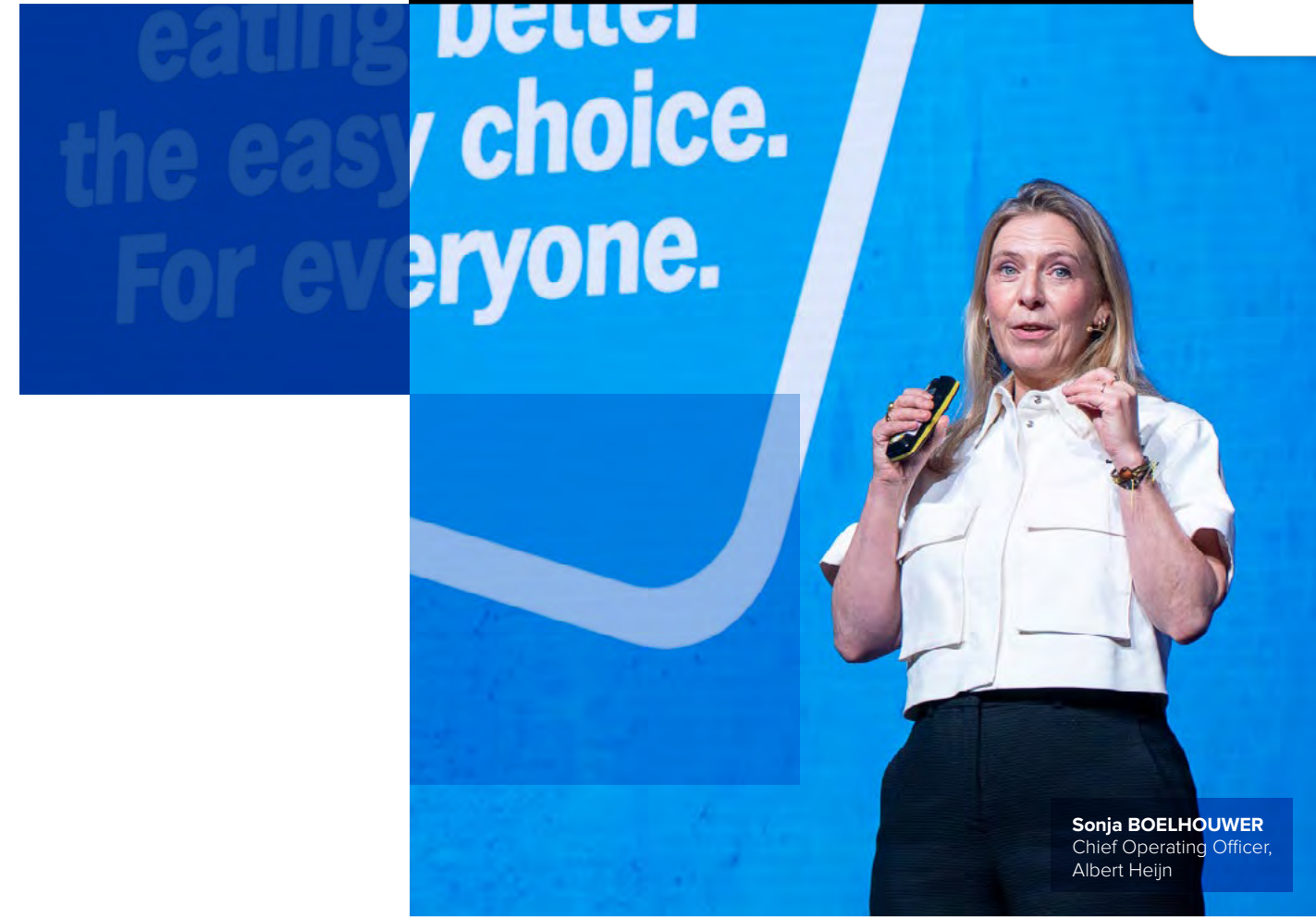


**The Rt Hon. Theresa MAY**, Chair of the Global Commission on Modern Slavery and Human Trafficking, Former Prime Minister of the United Kingdom and Member of the House of Lords



# Addressing Retail-Specific Challenges

For the second consecutive year, the 2025 Global Summit programme featured a day focused on retail-specific challenges and opportunities, championing the key role this sector plays in the consumer goods industry. Chief executives from the world's leading retailers also joined panels and other discussions throughout the Summit, sharing key insights from their unique outlook on the global consumer landscape.





Though speakers acknowledged that there are subtle differences across consumer behaviour in different regions, they noted that everyone is generally shopping for the same things: value, convenience and a feeling that they are making the right choice. Below are some methods leading retailers have developed to meet those needs efficiently and innovatively.

- **Walmart: Trend to Product.** Spurred by TikTok and other social media, consumers are seeking trends at a pace that overwhelms traditional product development. Walmart developed an AI-driven 'Trend-to-Product' tool that compresses product development from 40 to eight weeks, enabling rapid response to consumer demand.
- **Albert Heijn: Scan and Cook.** The Dutch retailer's overarching goal is 'to make better eating the easy choice for everyone.' One of the tools it has developed to promote that goal is 'Scan and Cook', an app that suggests recipes based on photos of refrigerator contents.
- **Carrefour: Edge Sense.** Through a partnership with VusionGroup, Carrefour is piloting 'Edge Sense', an advanced retail IoT system that powers digital shelf rails with embedded cameras and sensors, enabling continuous inventory visibility and targeted promotions.
- **JD.com: Double 11.** Thanks to logistics innovation, this retailer has achieved what it calls 'double 11' for 95% of China: order by 11 a.m. for same-day delivery, by 11 p.m. for next-morning delivery. It is preparing to roll out this high-speed model to Europe, starting with a new service called Joy Buy.

- **Spinneys: Premium with a purpose.** Serving the GCC region, Spinneys navigates rapid economic, demographic and technological change by focusing on nourishing communities. While the company is expanding its digital presence, CEO **Sunil Kumar** says that e-commerce can never fully replace the theatre and sensory richness of physical stores.

Speakers also discussed the rapidly expanding world of retail media, which leverages retailers' unique consumer insights to connect brands with the shoppers who are looking for them. Retail media is now one of the fastest-growing areas in advertising, projected to exceed \$170 billion globally and growing at two to four times the general media market.

- **Uber: Knowing the consumer.** With insight deep into where people go (Uber Ride), what they order (Uber Eat) and how they engage with services, Uber can personalise ads during high-engagement moments (such as while waiting for a ride) and offer targeted promotions based on past behaviour.
- **Instacart: Plug-and-play.** After its beginnings as a personal shopper app, Instacart has become a retail media powerhouse. Its retail media platform, Carrot Ads, allows retailers to run their own ad businesses using Instacart's tech infrastructure and has been adopted by over 220 retailers, including some that do not use Instacart for order fulfilment.
- **Dunnhumby: Powering partnership.** Tesco and Walmart use dunnhumby's consumer science platform to optimise their retail media, using data to help set prices and promotional tactics based on what drives loyalty and sales.

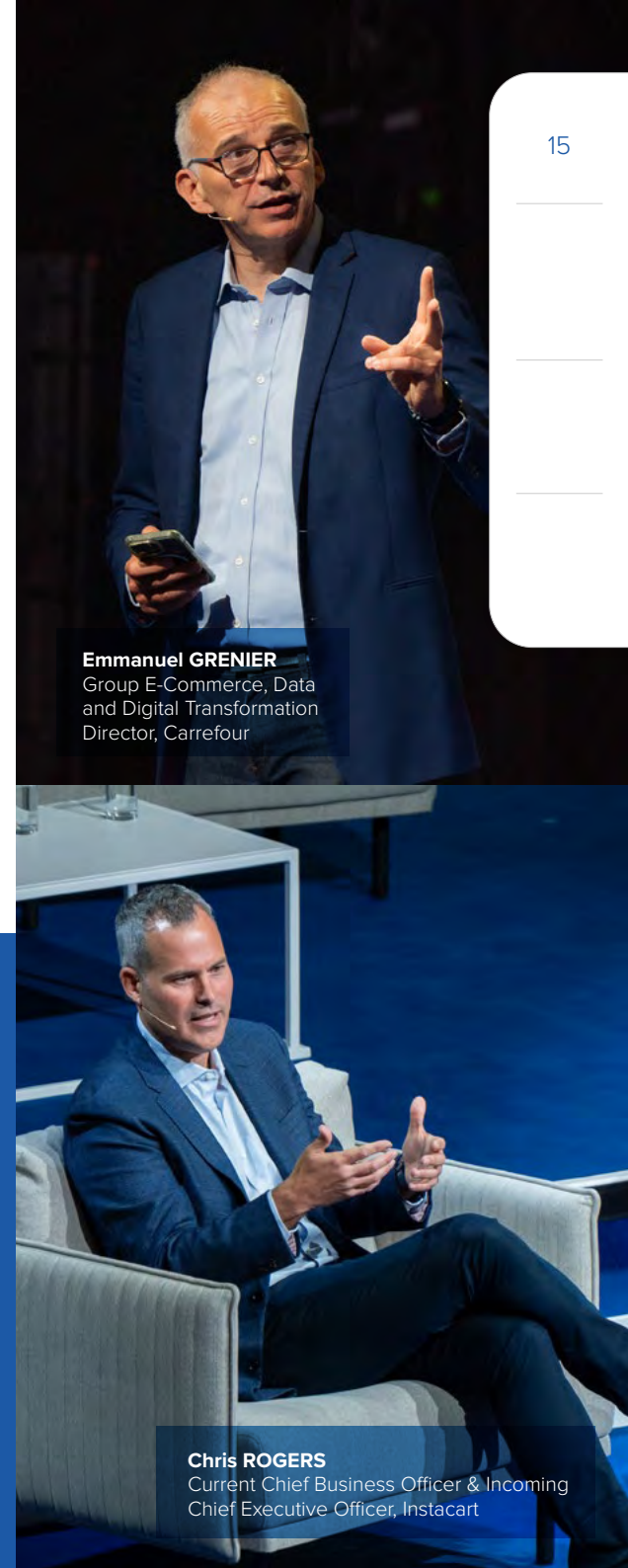


**'AI is a key part of our strategy, driving digital transformation—but with 90% of our sales still coming from physical stores, they remain essential to our success.'**

**Emmanuel GRENIER,**  
Group E-Commerce, Data and Digital  
Transformation Director at Carrefour

### 📋 Key takeaways

- **Consumers want speed, ease and confidence.** AI and tech tools help bridge the gap from trend to purchase.
- **Retail media is reshaping advertising.** With deep shopper insights and precise timing, retailers are uniquely positioned to connect brands to consumers at the point of purchase.
- **Local context shapes innovation.** Regional retailers are tailoring tech to local habits.
- **Physical stores still matter.** Even as online shopping grows, consumers value the sensory and community value of physical spaces, particularly for fresh and premium products.



**Emmanuel GRENIER**  
Group E-Commerce, Data  
and Digital Transformation  
Director, Carrefour

**Chris ROGERS**  
Current Chief Business Officer & Incoming  
Chief Executive Officer, Instacart



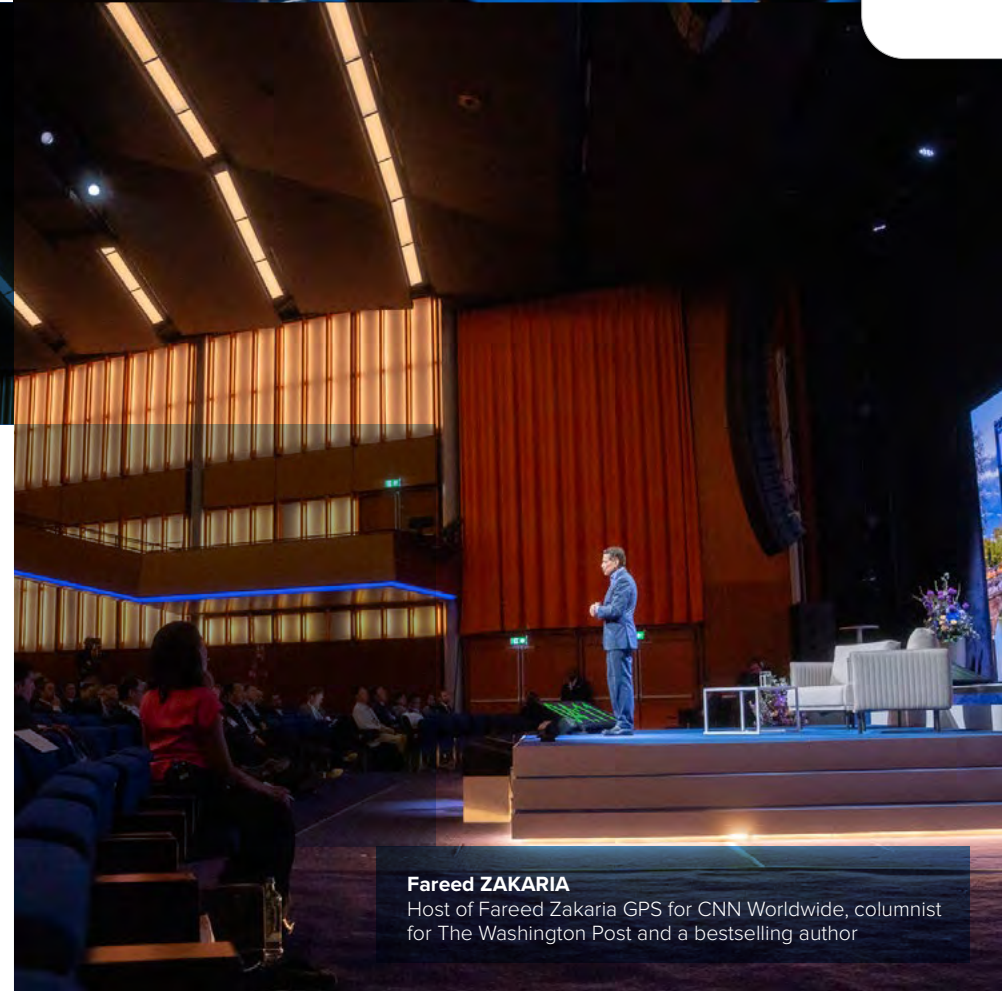
# Transforming in a Time of Disruption

“The new axis is not left versus right on economics any more. It’s open versus closed,” said journalist Fareed Zakaria in his keynote speech, a sweeping analysis of the geopolitical climate. He identified a powerful backlash to the past decades of globalisation and cultural change.



**James QUINCEY**  
Chairman & CEO  
The Coca-Cola Company

**Dara KHOSROWSHAHI**  
CEO, Uber



**Fareed ZAKARIA**  
Host of Fareed Zakaria GPS for CNN Worldwide, columnist  
for The Washington Post and a bestselling author



This new movement, however, is not de-globalisation but “re-globalisation,” he said; the world is reorganising trade and alliances without a clear narrative. He offered some advice for business leaders tasked with steering their ship through this storm.

- **Don’t confuse motion with progress.** Keeping busy with reactive tasks does not necessarily create value.
- **Reclaim time to think.** Step back from constant stimulation to focus on deep, strategic reflection.
- **Integrate AI wisely.** Success will come from adoption and integration, and the countries and companies that best apply AI will lead.



***‘If you don’t ask yourself that question all the time and you just keep reacting, reacting, reacting, you will find that you will start to confuse motion with progress.’***

**Fareed ZAKARIA**, host of Fareed Zakaria GPS for CNN Worldwide, columnist for The Washington Post and a bestselling author

In other sessions, chief executives offered their own philosophies for navigating an economy in disruption. The plenary “Leadership in a Dynamic World” put an especially strong emphasis on this theme, pairing CEO **Dara Khosrowshahi** of Uber with CEO **James Quincey** of The Coca-Cola Company to discuss adapting operations across the diverse markets they serve.

- **Uber: Localised agility.** **Dara Khosrowshahi** said that he drives and delivers for Uber himself in various locations to stay connected with the reality on the ground. This approach grounds his decision-making and the company’s localised approach. Uber adapts its technology and services to local regulations and market needs, such as operating motor taxis in Mexico City, while maintaining a consistent global platform.
- **The Coca-Cola Company: Targeted experimentation.** **James Quincey** frames disruption as part of his role, describing himself as ‘Chief Agitation Officer’. He actively resists complacency, urging the company to adapt and experiment, even with AI-generated ad campaigns.



***‘In a divided world, The Consumer Goods Forum serves as a unifying force—bringing us together to do business and do good.’***

**Ken MURPHY**, Group CEO, Tesco plc

#### Key takeaways

- **Disruption is the norm, not the exception.** Leadership requires building resilience into systems rather than planning for a return to stability.
- **Accountability and values must guide action.** Whether it’s supply chain ethics or sustainability goals, progress depends on enforceable standards and transparent governance.
- **Local responsiveness is a global advantage.** In a fragmented world, strategies that flex to local contexts outperform one-size-fits-all approaches.
- **Resilience is proactive, not reactive.** Disruption cannot always be predicted, but its impact can be mitigated. Forward-looking organisations are investing in supply chain visibility, diversified sourcing and more equitable supplier partnerships to withstand shocks.



**Fareed ZAKARIA**  
Host of Fareed Zakaria GPS for CNN Worldwide, columnist for The Washington Post and a bestselling author



**Ken MURPHY**  
Group CEO, Tesco plc



# Driving Sustainable Growth

What is sustainable growth? As the term echoed across sessions, it became clear that this layered term carries a spectrum of meanings. Companies focused on sustainable growth care about maintaining the health of people and the planet for future generations. They also want to maintain growth at a pace that is sustainable for business and consumers. At its core, sustainable growth is about creating long-term value without exhausting the human, environmental or economic resources that make growth possible.



**Cécile BELIOT-ZIND**  
CEO, Bel Group



**Ö. Özgür TORT, PhD**  
CEO, Migros Ticaret



The plenary ‘Driving Sustainable Growth’ tackled this issue head-on, acknowledging that each company represented in the panel defined sustainable growth in subtly different but complementary ways.

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*‘When experimenting with a big supply chain, we not only make sure we’re efficient but also clear on our purpose and ambition.’*

**Chris WRIGHT**, *Head of Nestlé Information Technology*

- **PepsiCo: PepsiCo Positive (pep+).** Adopted in 2021, PepsiCo’s sustainability framework is embedded in the company’s business and growth strategy. It focuses on end-to-end transformation of how PepsiCo sources ingredients, makes and moves products, and engages with consumers, driving both resilience and performance.
- **Bel Group: Global impact.** Bel Group no longer has a chief finance officer; instead, they have Global Impact Officers who merge finance and sustainability functions to measure and deliver performance on both fronts. Trained in both economics and sustainability, these leaders are focused on granular KPIs and metrics, leading to real results.

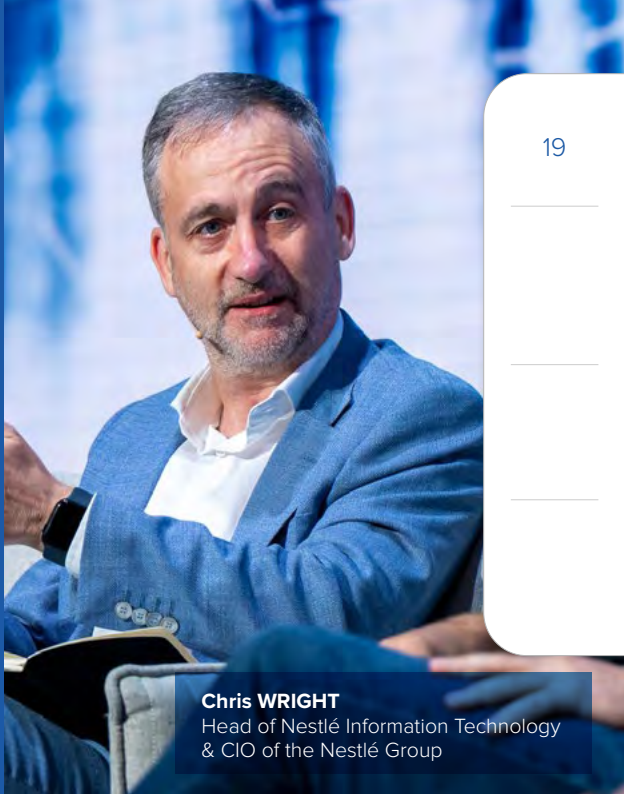
- **Bel Group: And, not or.** Bel Group operates with the understanding that affordability, profitability and sustainability must be aligned, not traded off.
- **Aldi South:** 90% of their products are private label, giving them flexibility to choose suppliers based on sustainability commitments and forming long-term partnerships.

In addition to defining sustainable growth in strategic terms, many leaders highlighted concrete actions that bring those definitions to life—especially in a volatile global economy. Recognising that long-term growth cannot come at the expense of people or the planet, companies shared tangible innovations that balance environmental stewardship with economic resilience.

- **Kerry Europe: Flavorful solutions.** Kerry presented this orange juice technology, which makes more efficient use of previously discarded citrus biomass, as a tangible way to address consumers’ worries about the cost of living and sustainability. In addition to preventing food waste, the product has a higher rated taste and texture than other juices at a similar price, retaining both environmentally and cost-conscious consumers.
- **McCain Foods: Regenerative agriculture.** This frozen food producer has pledged 100% engagement with farmers in regenerative practices by 2030, ensuring healthy soil for future harvests.
- **ICA Sweden: Sweat equity.** This retailer invests alongside sustainable startups and keeps their products on shelves longer, absorbing risk in exchange for long-term value.

📋 **Key takeaways**

- **Sustainable growth starts with long-term thinking.** Chasing quarterly results without a broader purpose can backfire. Models that balance near-term performance with long-term resilience are more likely to succeed.
- **Growth needs to serve people, not just profit.** Companies are recognising that sustainable growth isn’t only about scaling—it’s about sustaining what matters most.
- **Ownership of the value chain creates a competitive advantage.** Companies leverage supply chain control to balance cost, quality and sustainability—driving growth through greater margin flexibility and brand loyalty.
- **Investment in digital infrastructure pays off.** Scalable digital tools both reduce operational friction and unlock new revenue opportunities.



**Chris WRIGHT**  
Head of Nestlé Information Technology  
& CIO of the Nestlé Group



**Sheelagh PENTONY**  
VP Marketing & EUM Strategy  
Kerry Europe



# A Special Thank You to Our Speakers

## Her Majesty Queen Máxima of the Netherlands

**Andrea ALBRIGHT**, Executive Vice President and Chief Growth Officer, Walmart International; Operating Partner, Massmart, Walmart International

**Jim ANDREW**, Executive Vice President, Chief Sustainability Officer, PepsiCo

**Kristi ARGYILAN**, Global Head, Uber Advertising

**Cécile BELIOT-ZIND**, CEO, Bel Group

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**Isabelle KUMAR**, Presenter and Journalist - Moderator

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**Jan LAMPERT**, Dutch Grower

**Brian McNAMARA**, Chief Executive Officer, Haleon plc

**Ingrid MAES**, Founder, CEO & Chief Investment Officer, W23 Global

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**Sumathi MANJUNATH**, Vice President Operations SAP4HANA Transformation, Danone

**Marcia MAO**, General Manager, Strategy and Business Development, JD Retail International Business

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**Maximilian MARQUART**, Co-Founder and CEO, Planet A Foods

**Kathryn McLAY**, President & CEO, Walmart International

**Christine MONTENEGRO McGRATH**, Senior Vice President and Chief Impact & Sustainability Officer, Mondelēz International

**Keith MERCIER**, Vice President, WW Retail and Consumer Goods Industry, Microsoft Corporation

**Douglas MESQUITA ROCHA**, VP of R&D Innovation, Mars Pet Care

**Randy MILLER**, Iowa U.S. soybean farmer and Director, U.S. Soybean Export Council

**Shigeo NAKAMURA**, Representative Executive Officer, President & Chief Executive Officer, Ajinomoto

**Alejandro NAVARRO**, Managing Director and Partner, Boston Consulting Group

**Malina NGAI**, Group CEO, AS Watson Group

**Béatrice DE NORAY**, Chief Growth Officer, Bel Group

**Claudia PARDO**, Partner, Innosight

**Sheelagh PENTONY**, VP Marketing & EUM Strategy, Kerry Europe

**John S. PHILLIPS**, SVP Customer Supply Chain & Go-To-Market, PepsiCo

**Ashwin PRASAD**, Chief Commercial Officer, Tesco

**Scott PRICE**, Group Chief Executive, DFI Retail Group

**James QUINCEY**, Chairman & CEO, The Coca-Cola Company

**Martin RENAUD**, Chief Marketing & Sales Officer, Mondelēz International

**Sara RICHTER**, CMO, SAP Emarsys

**Abby RINNE**, Director of Sustainability, U.S. Soybean Export Council

**Tom ROSE**, Head of International Operations, SPAR International

**John ROSS**, President & CEO, IGA, Inc.

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**Anita SCHOLTE OP REIMER**, Head of Health & Sustainability, Ahold Delhaize Europe & Indonesia

**Christoph SCHWAIGER**, International Chief Commercial Officer, ALDI SOUTH Group

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**Sally SMITH**, Chief Sustainability Officer, Flora Food Group

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**Gunhild STORDALEN**, Founder, EAT Foundation

**Julie SWEET**, CEO, Accenture

**Carter S. ROBERTS**, President & CEO, World Wildlife Fund US

**Chris ROGERS**, Current Chief Business Officer & Incoming Chief Executive Officer, Instacart

**Katie THOMAS**, Head of Kearney Consumer Institute, Kearney

**Ö. Özgür TORT, PhD**, CEO, Migros Ticaret

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**Colleen WEGMAN**, CEO, Wegmans

**Galen WESTON**, Chairman, Loblaw Companies Limited

**Chris WRIGHT**, Head of Nestlé Information Technology & CIO of the Nestlé Group, Nestlé

**Sandy Ran XU**, Chief Executive Officer, JD.com

**Fareed ZAKARIA**, Host of Fareed Zakaria GPS for CNN Worldwide, columnist for The Washington Post and a bestselling author, CNN-washington-post-sq

**Bart ZOETMULER**, Head of Market, Havas Media Netherlands

**Aileen ZOU**, Head of Global Key Accounts, TikTok Shop

## Former & New CGF Co-Chairs

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**Dirk VAN DE PUT**, Chairman & CEO, Mondelēz International

**Ramon LAGUARTA**, Chairman of the Board of Directors and Chief Executive Officer, PepsiCo

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# Video Highlights

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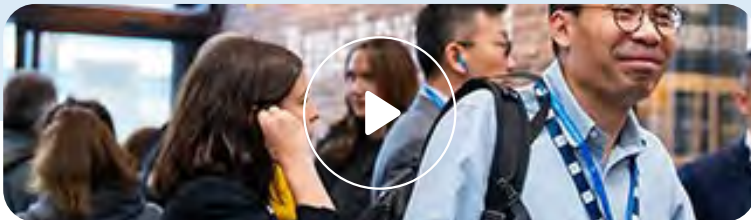
Day 2



Day 3



Amsterdam Store Tour Highlights



Executive Summary



Photo Gallery





# About Us



## The Consumer Goods Forum

We are a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serve the consumer goods industry worldwide. Uniquely positioned as the organisation bringing consumer goods retailers, manufacturers, and their service providers together globally, the organisation is expertly placed to drive positive change across the industry to benefit both people and the planet and help members secure long-term, sustainable business growth.

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

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