EGE

EPIC
Growth
Exchange
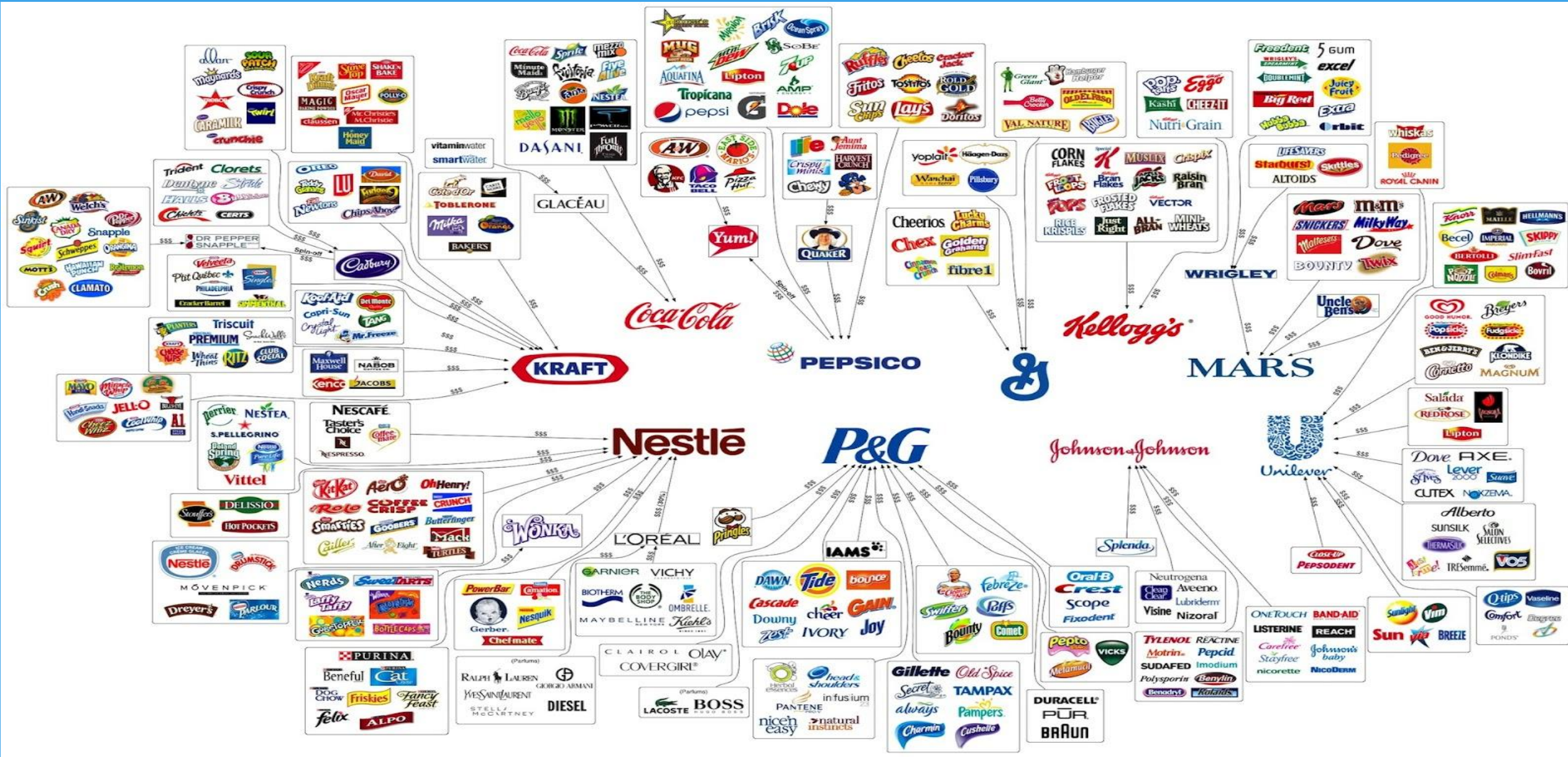
27th and 28th March 2025, Dublin, Ireland

PRICING TEAM

SALES TEAM

Today the competition within FMCG is significant and delivering consistent Growth is not easy anymore !

About me and my craft :

BORN IN:
TRANSYLVANIA
ROMANIA

THE NETHERLANDS

**Global Expertize in Marketing & Sales Strategy-Revenue Management
top 30 markets**

BRD
GROUPE SOCIETE GENERALE

Finance

Coca-Cola

**Startup Operations
Finance ,Sales & Marketing**

Unilever

**GM ,Finances, S&OP
Sales & Marketing,
Global Sales strategy
,NRM**

MARS

Global VP SRM

MARS Inc.

The world we want tomorrow starts with how we do business today
MARS

Five Principles

150,000+ Associates are united and guided by Five Principles of Mars, which span geographies, languages, cultures and generations.

1911 Frank C. Mars made the first Mars candies in his Tacoma, Wash., kitchen

70+ Operating markets worldwide

HQ Global HQ in McLean, VA

glassdoor BEST PLACES TO WORK

Private, family-owned company

$50B+ NET SALES

170+ Mars brands are enjoyed in 170+ markets worldwide

400+ SITES

3,000 VETERINARY HOSPITALS

Billion Dollar Brands

Session topics

Provide a shared understanding of why complexity exist in Marketing for FMCG

Pricing
How & What to simplify ?

"The future-AI"
Successfully
ADAPT TO NEW WORLD

Q&A

BUSINESS AGILITY
IN A
VUCA WORLD
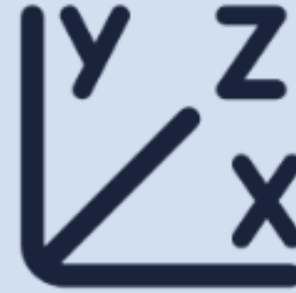
VUCA: volatility, uncertainty, complexity & ambiguity

Volatility

A key aspect of your work is subject to major, unpredictable peaks and troughs.

Uncertainty

The future is unknown, but external events are likely to be impactful.

Complexity

Many interconnected factors influence one another, in ways that are challenging to model confidently.
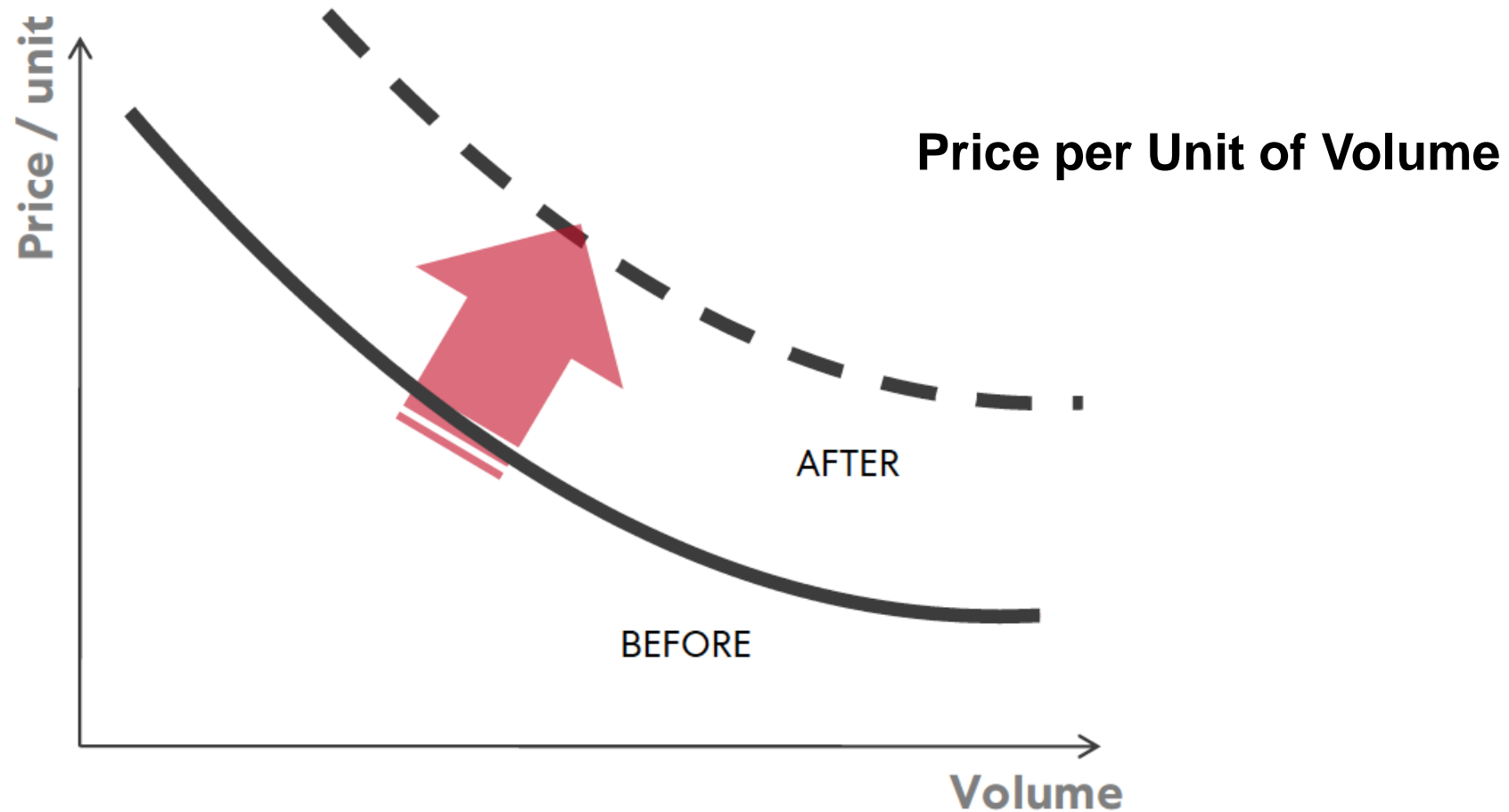
Ambiguity

Conflicting, noisy or insufficient data makes it difficult to assess what's really going on.

What I want is simple :good RM results
Sell More & More profitable –Consistently

Segmented Pack/Price/Channel mix Impact on the Demand Curve

Price per Unit of Volume

Cocoa (USD/T) 7884.0 -173.3 (-2.15%)

+300% vs 2024

Coffee

Coffee (USd/Lbs) **381.04**   −11.46 (−2.92%)

+250% vs 2024

450
400
381.04
350
300
250
200
150
100

2016   2018   2020   2022   2024

1D   1W   1M   6M   1Y   5Y   10Y   25Y   50Y   All

THE new economic context

Land the right price

Business unusual on costs

Portfolio strategies

High Gross Margin

Scale up

Accelerate Growth

Low Turnover

High Turnover

SKU Rationalization

Improve Gross Margin

Low Gross Margin

Non-Reciprocal Tariff Examples
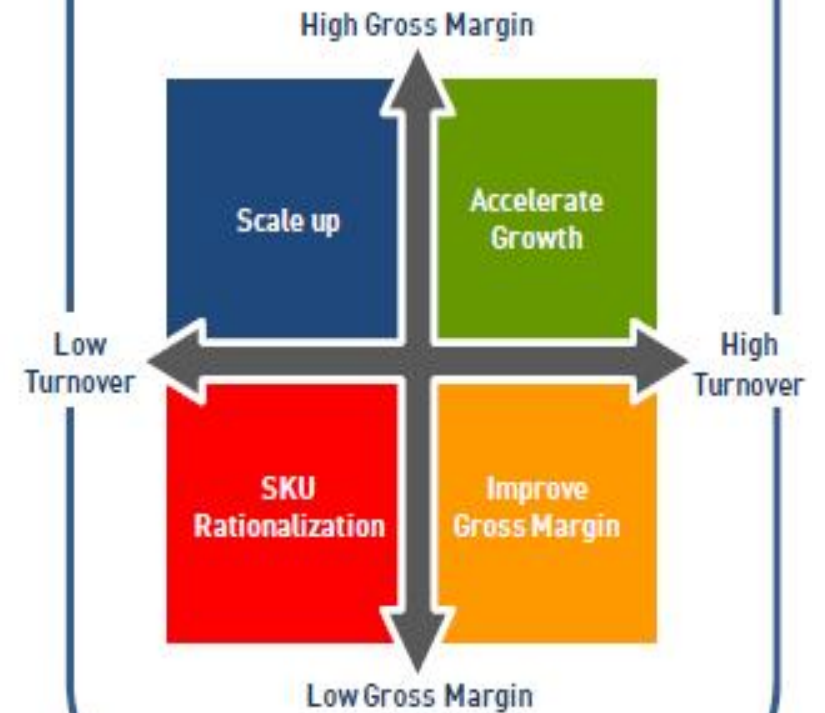
Product	Country	Foreign Tariff	U.S. Tariff
	China	17%	
	Thailand	15%	0%
	Turkey	30%	2.5%
	India	0.7% to 2.5%	8%
	EU	50%	0.3%
	India	0% to 67%	2.4%
		3.5%	0% to 6%
			0%

The Global Economy

$100 T
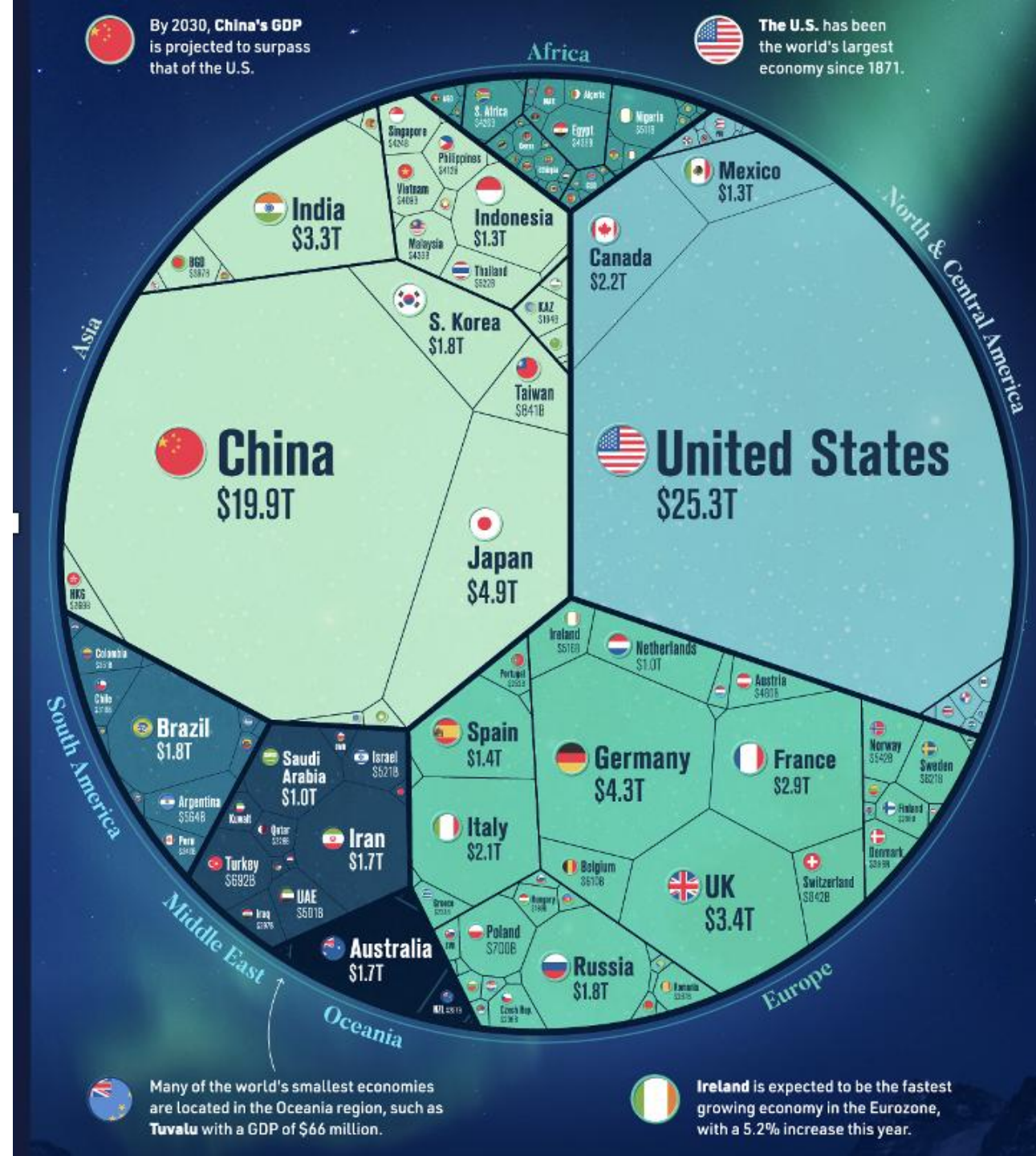
Estimated value of the in-store and e-commerce retail sales worldwide from 2024 to 2028 *(in trillion U.S. dollars)*
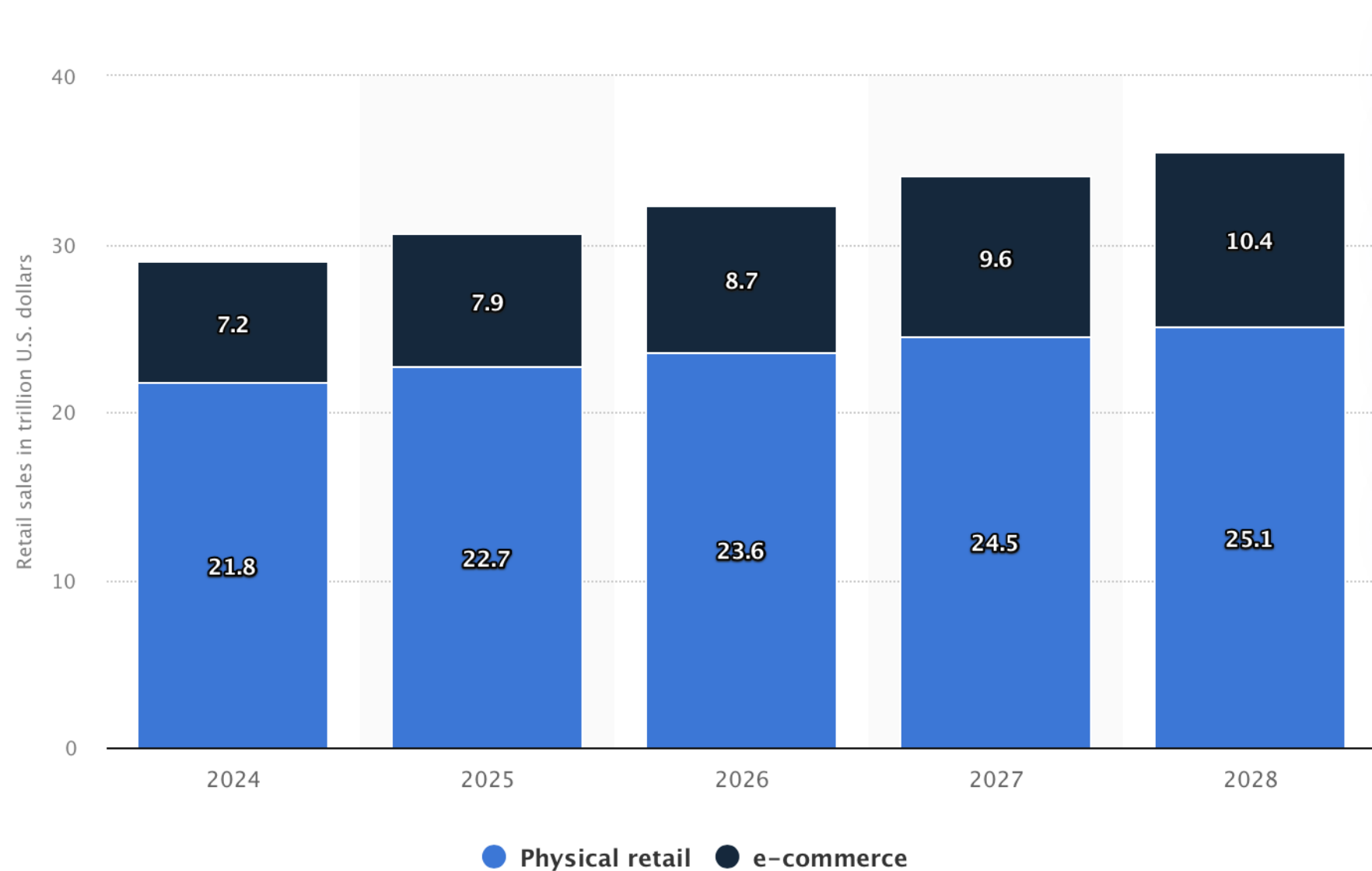

Retail sales in trillion U.S. dollars

Year	Physical retail	e-commerce
2024	21.8	7.2
2025	22.7	7.9
2026	23.6	8.7
2027	24.5	9.6
2028	25.1	10.4

● Physical retail ● e-commerce

Business models:
they never realy changed ....

B2B, B2C, B2B2C... C2C, C2B... B2G

What do they mean?

6 TYPES OF COMMERCE

B2B- Business-to-business
B2B is a business model that provides products from one business to another.

B2C - Business-to-Consumer
B2C is the most common type of business model, where businesses sell products and services directly to individual online shoppers.

D2C - Direct-to-consumer
D2C is a business model that allows companies to sell their product directly to their end customers.

C2C - Consumer-to-Consumer
C2C business is a digital platform for individuals to sell their own items directly to other consumers.

C2B - Consumer-to-Business
C2B is a business model in which consumers sell goods or services to companies.
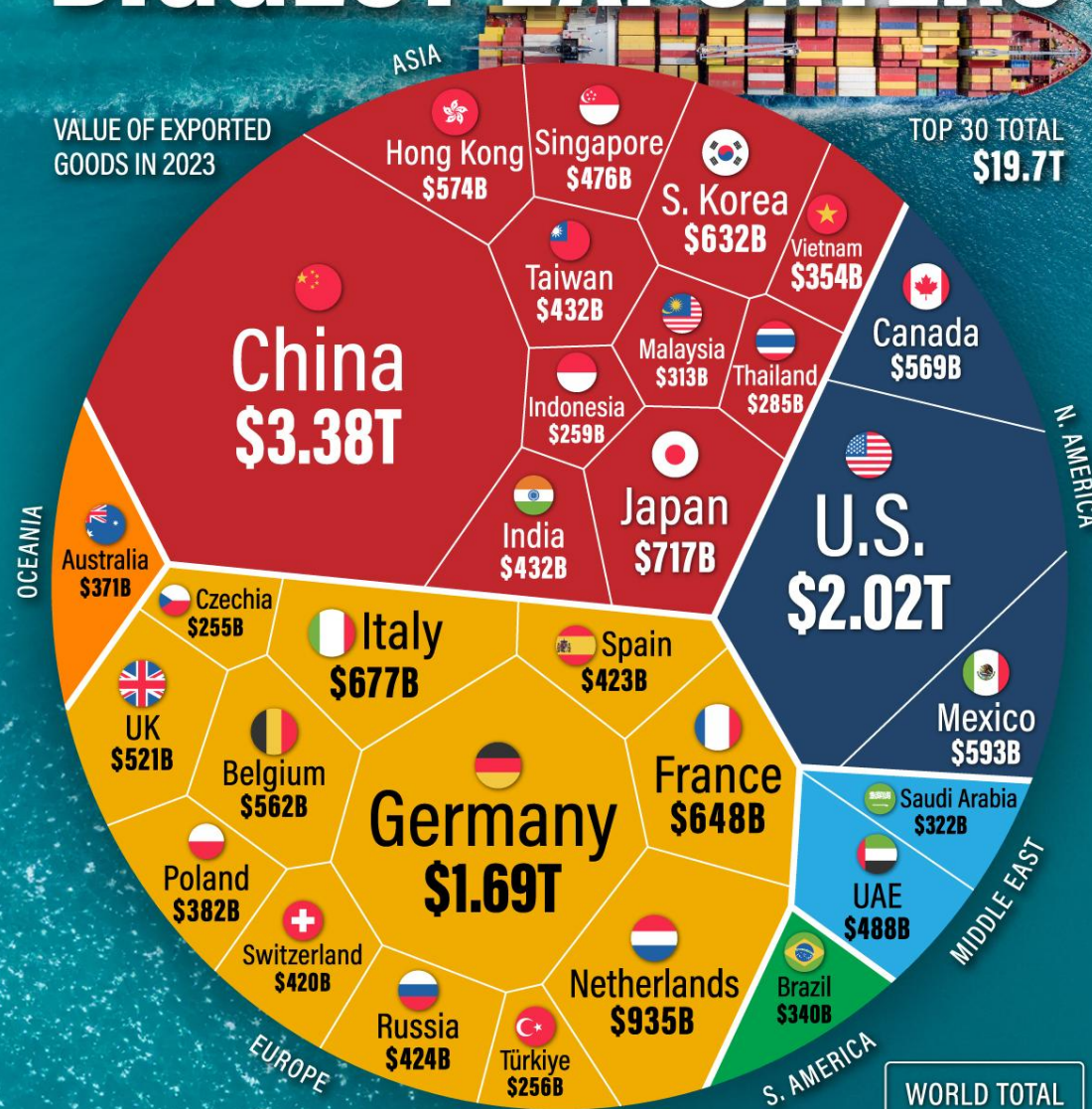
B2G - Business-to-government
B2G involves selling and promoting goods, services, and information to government entities.

THE WORLD'S BIGGEST EXPORTERS

ASIA

VALUE OF EXPORTED GOODS IN 2023

TOP 30 TOTAL
$19.7T

- Hong Kong **$574B**
- Singapore **$476B**
- S. Korea **$632B**
- Vietnam **$354B**
- Taiwan **$432B**
- Malaysia **$313B**
- Thailand **$285B**
- Indonesia **$259B**
- China **$3.38T**
- India **$432B**
- Japan **$717B**

N. AMERICA
- Canada **$569B**
- U.S. **$2.02T**
- Mexico **$593B**

OCEANIA
- Australia **$371B**

EUROPE
- Czechia **$255B**
- Italy **$677B**
- Spain **$423B**
- UK **$521B**
- Belgium **$562B**
- Germany **$1.69T**
- France **$648B**
- Poland **$382B**
- Switzerland **$420B**
- Russia **$424B**
- Türkiye **$256B**
- Netherlands **$935B**

MIDDLE EAST
- Saudi Arabia **$322B**
- UAE **$488B**

S. AMERICA
- Brazil **$340B**

WORLD TOTAL
$23.8T

Source: World Trade Organization

THE WORLD'S LARGEST
Digital Exporters

VALUE OF DIGITALLY DELIVERED SERVICES EXPORTS IN 2023

TOP 20 TOTAL
$3.6T

N. AMERICA

Canada
$80B

U.S.
$649B

Ireland
$328B

Sweden
$69B

S. Korea
$62B

Germany
$248B

Belgium
$89B

UK
$438B

Japan
$116B

India
$257B

Italy
$61B

Netherlands
$194B

EUROPE

Singapore
$182B

ASIA

Luxembourg
$122B

France
$170B

China
$207B

Spain
$67B

Switzerland
$111B

Israel
$63B

UAE
$48B
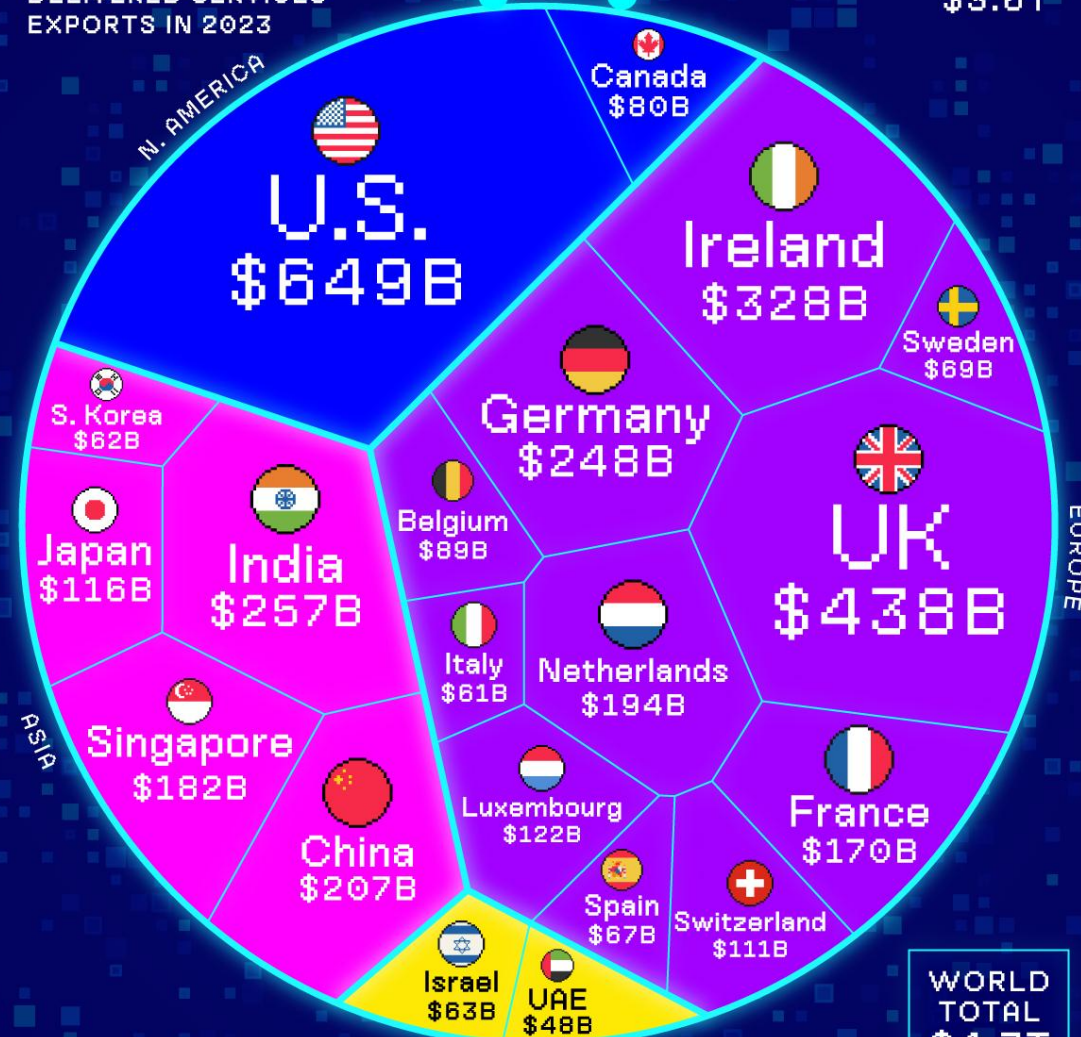
MIDDLE EAST

WORLD TOTAL
$4.3T

Source: World Trade Organization

COLLABORATORS   RESEARCH + WRITING Dorothy Neufeld, Niccolo Conte | ART DIRECTION + DESIGN Sabrina Lam

Some people really

love

Complications.

"Grand complications" watches ......cost a lot

Timing complications	Astronomical complications	Striking complications
Simple chronograph	Simple calendar	Alarm
Counter chronograph	Perpetual calendar	Quarter repeater
Split-second flyback chronograph	Moon phases	Half-quarter repeater
Independent second-hand chronograph	Equation of time	Five-minute repeater
Jumping second-hand chronograph		Minute repeater
		Passing strike

Price matter !
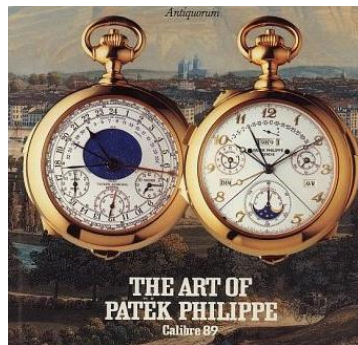
Patek Philippe Calibre 89 (Sold for $ 5,000,000)

has 33 complications, using a total of 1728 parts.

released in 1989 to commemorate the 150th anniversary of the company.

The complications include the date of Easter, sidereal time, and a 2800-star celestial chart.

Franck Muller Aeternitas Mega 4 . (List price $ 2,200,000)

The world's most complicated wristwatch movement

It has 36 complications, 25 of them visible,

1483 components and 1000-year calendar.

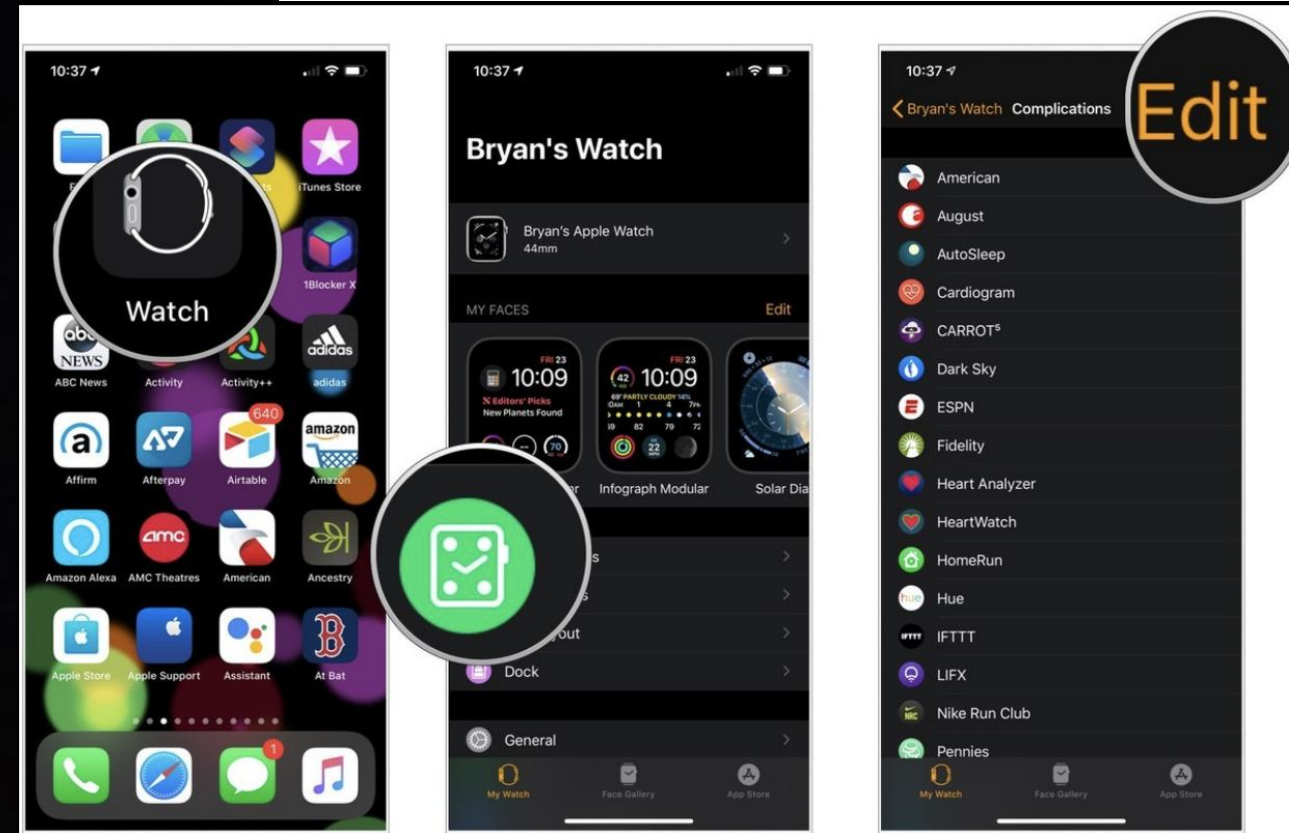## Jaeger LeCoultre The Hybris Mechanica Grande Sonnerie (Price $ 2,500,000)

is the world's second most complicated wristwatch.

Powered by the Jaeger LeCoultre Calibre 182 movement,

with 27 complications and over 1300 parts.

**And now you can add 100 different complications…..
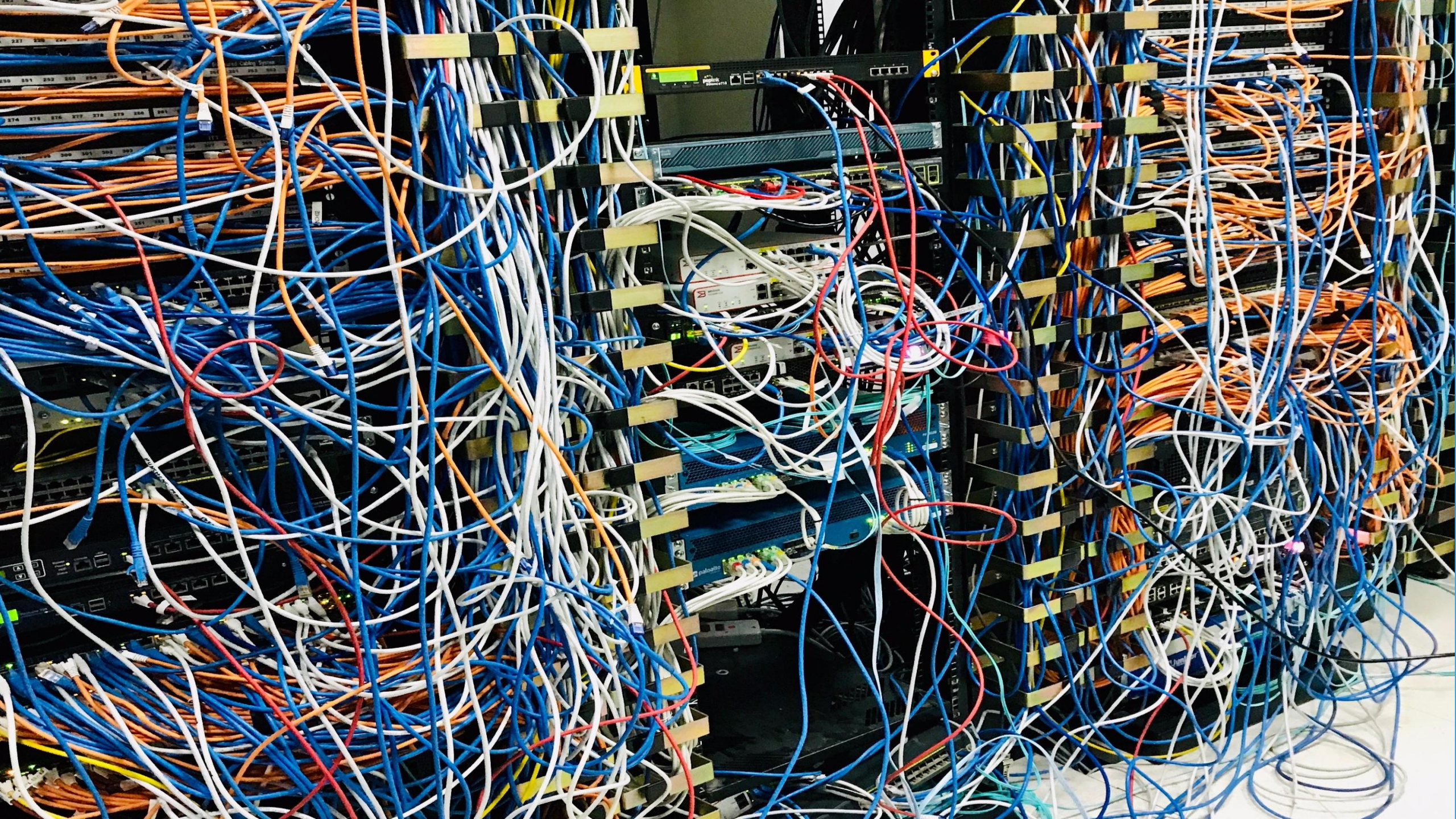and it is simple**
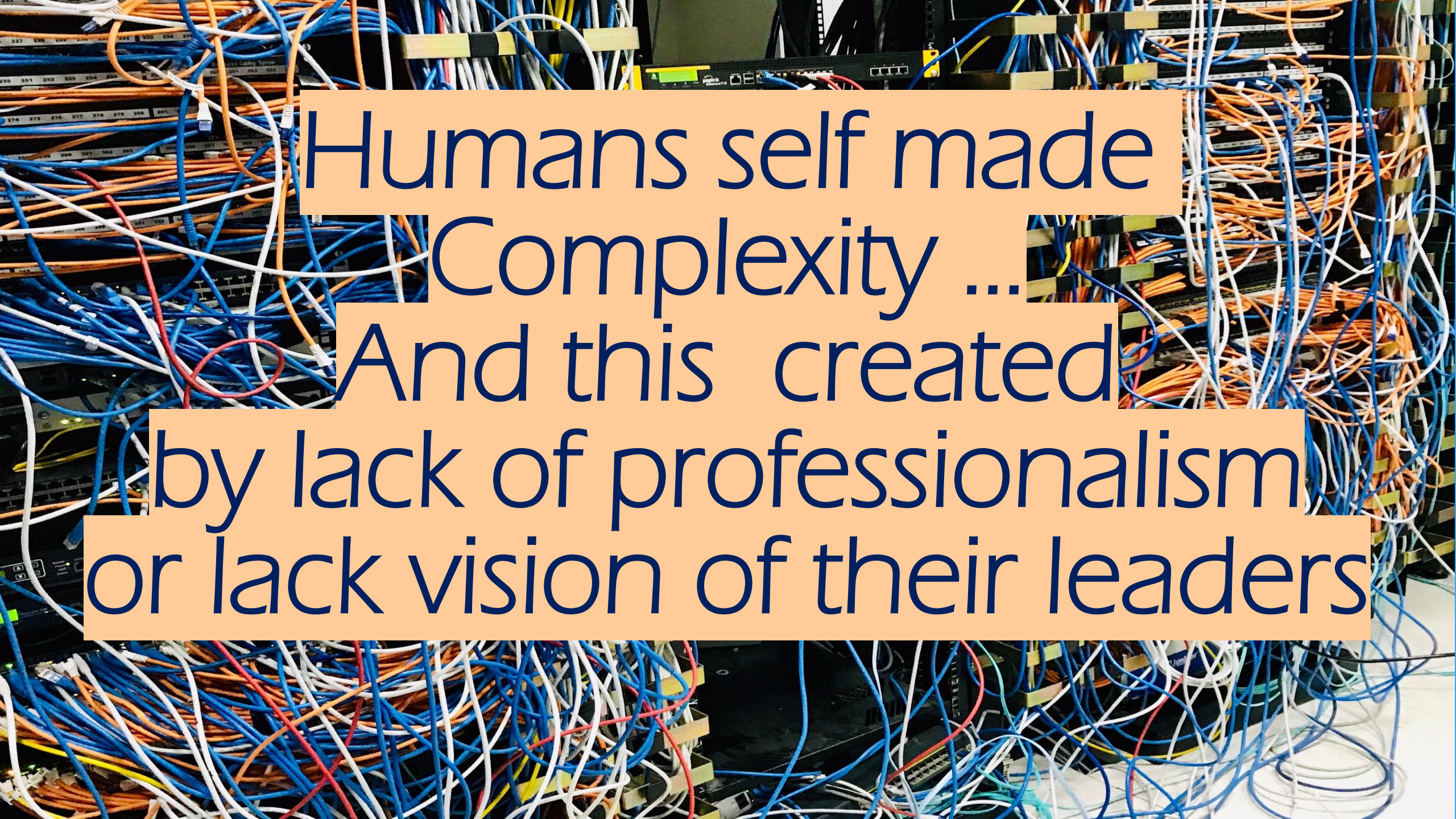
Complexity in NATURE....
I LOVE !
BUT:......

Humans self made "Complexity ...
And this created
by lack of professionalism
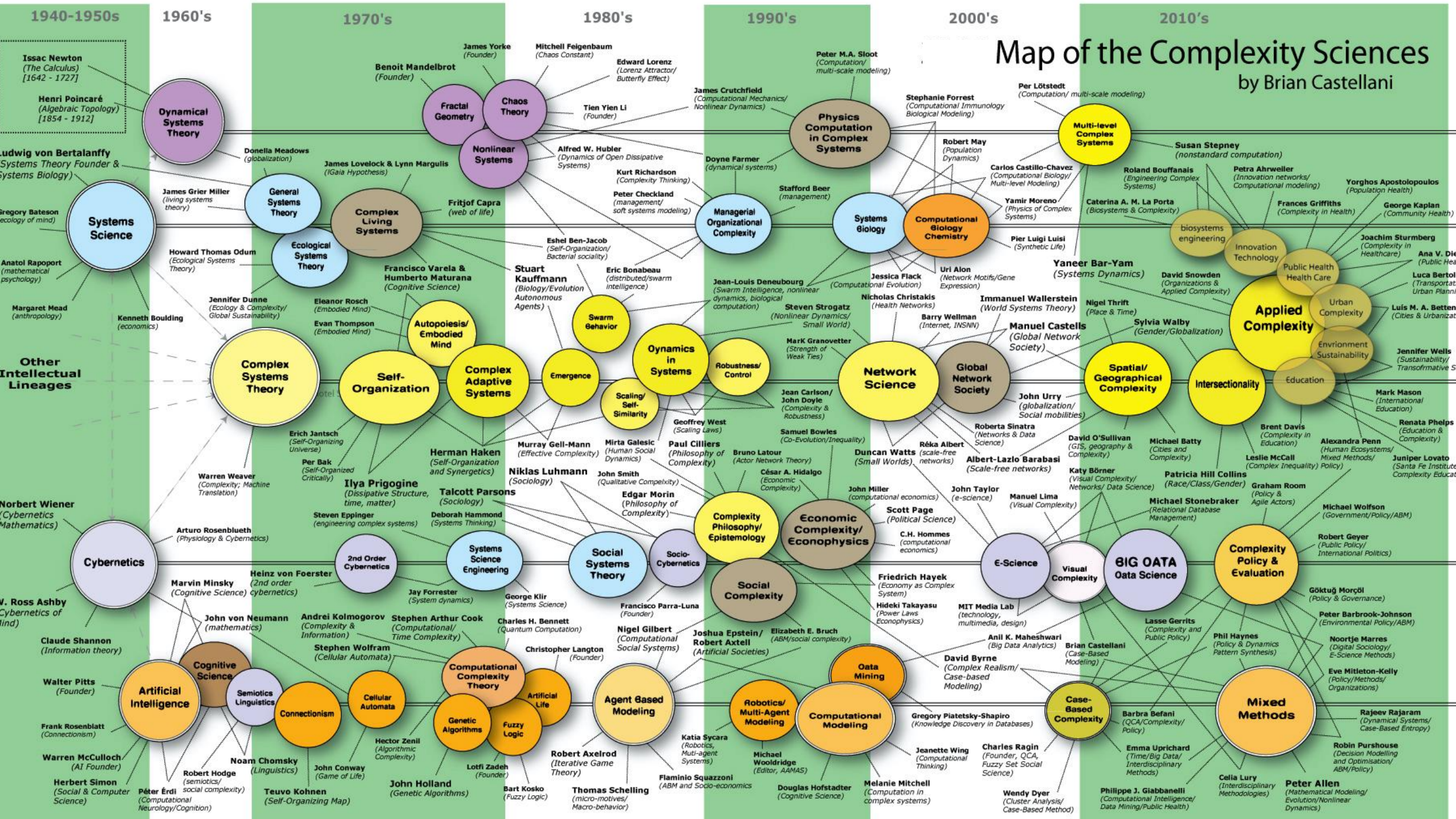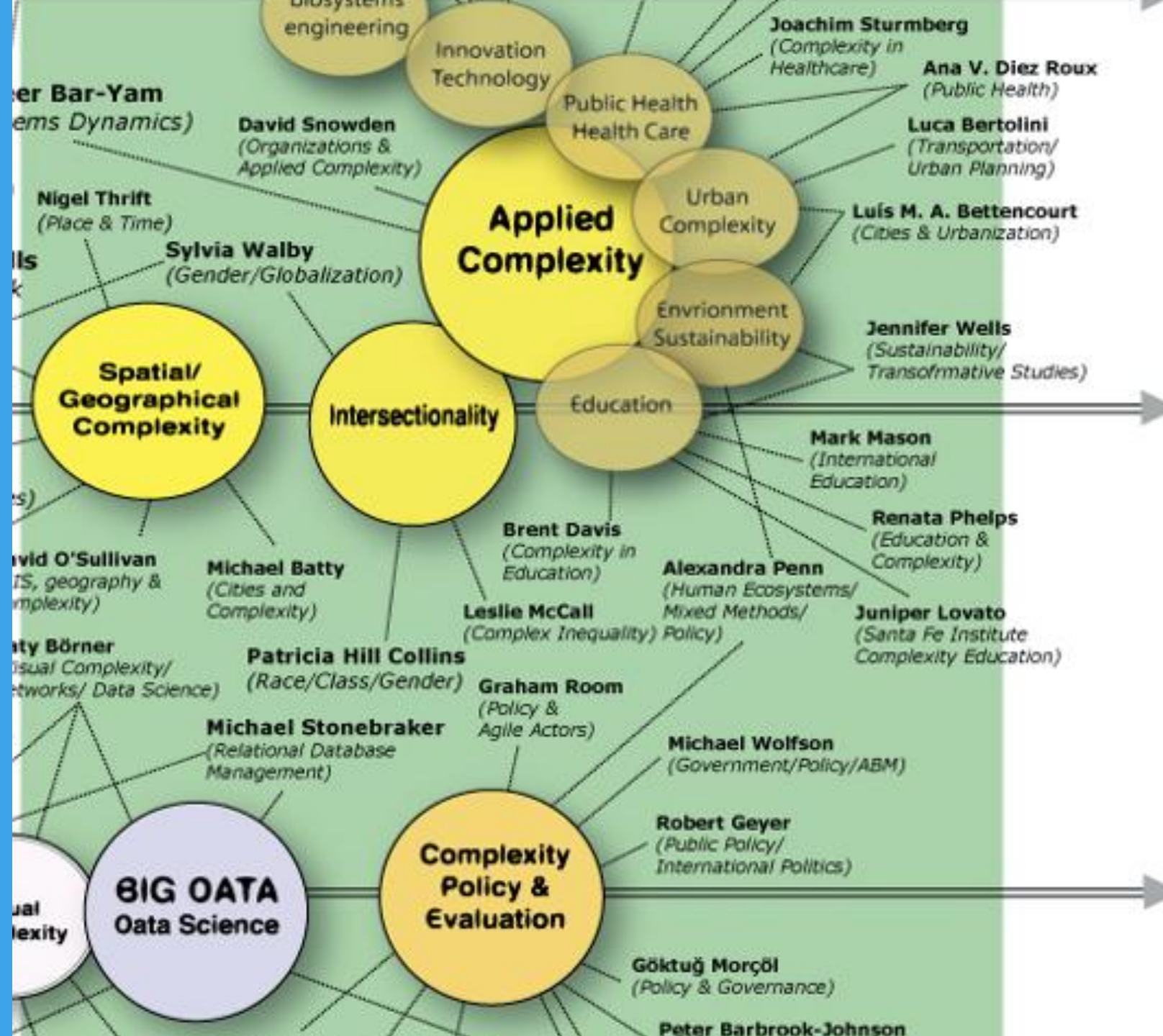or lack vision of their leaders
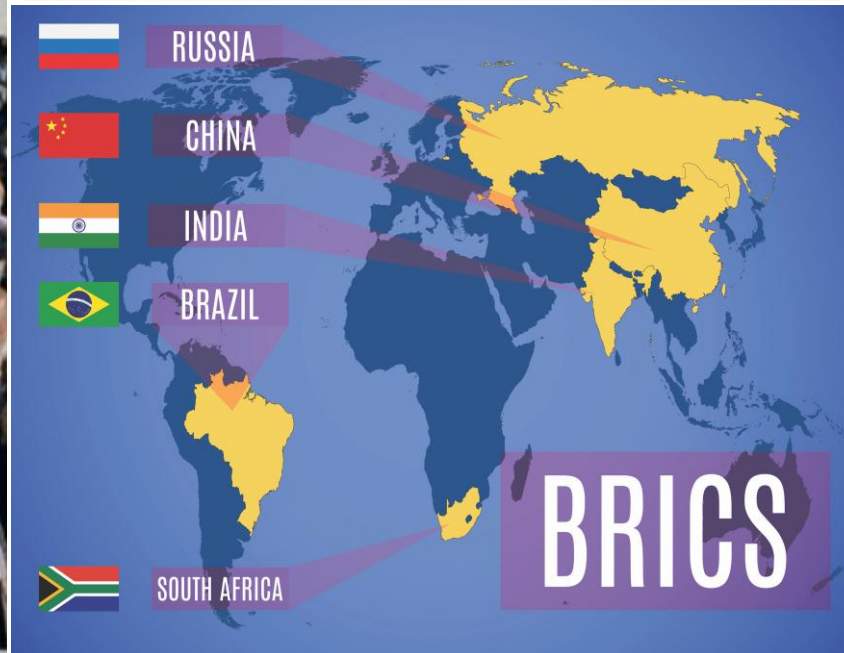
Map of the Complexity Sciences
by Brian Castellani

1940-1950s | **1960's** | **1970's** | **1980's** | **1990's** | **2000's** | **2010's**

Issac Newton
(The Calculus)
[1642 - 1727]

Henri Poincaré
(Algebraic Topology)
[1854 - 1912]

Ludwig von Bertalanffy
(Systems Theory Founder & Systems Biology)

Gregory Bateson
(ecology of mind)

Anatol Rapoport
(mathematical psychology)

Margaret Mead
(anthropology)

Other Intellectual Lineages

Norbert Wiener
(Cybernetics/ Mathematics)

W. Ross Ashby
(Cybernetics of Mind)

Claude Shannon
(Information theory)

Walter Pitts
(Founder)

Frank Rosenblatt
(Connectionism)

Warren McCulloch
(AI Founder)

Herbert Simon
(Social & Computer Science)

James Yorke
(Founder)

Mitchell Feigenbaum
(Chaos Constant)

Benoit Mandelbrot
(Founder)

Edward Lorenz
(Lorenz Attractor/ Butterfly Effect)

Tien Yien Li
(Founder)

James Crutchfield
(Computational Mechanics/ Nonlinear Dynamics)

Peter M.A. Sloot
(Computation/ multi-scale modeling)

Stephanie Forrest
(Computational Immunology Biological Modeling)

Per Lötstedt
(Computation/ multi-scale modeling)

Susan Stepney
(nonstandard computation)

Donella Meadows
(globalization)

James Lovelock & Lynn Margulis
(Gaia Hypothesis)

James Grier Miller
(living systems theory)

Alfred W. Hubler
(Dynamics of Open Dissipative Systems)

Doyne Farmer
(dynamical systems)

Kurt Richardson
(Complexity Thinking)

Robert May
(Population Dynamics)

Carlos Castillo-Chavez
(Computational Biology/ Multi-level Modeling)

Roland Bouffanais
(Engineering Complex Systems)

Petra Ahrweiler
(Innovation networks/ Computational modeling)

Yorghos Apostolopoulos
(Population Health)

Fritjof Capra
(web of life)

Peter Checkland
(management/ soft systems modeling)

Stafford Beer
(management)

Yamir Moreno
(Physics of Complex Systems)

Caterina A. M. La Porta
(Biosystems & Complexity)

Frances Griffiths
(Complexity in Health)

George Kaplan
(Community Health)

Howard Thomas Odum
(Ecological Systems Theory)

Jennifer Dunne
(Ecology & Complexity/ Global Sustainability)

Francisco Varela & Humberto Maturana
(Cognitive Science)

Eshel Ben-Jacob
(Self-Organization/ Bacterial sociality)

Eric Bonabeau
(distributed/swarm intelligence)

Jean-Louis Deneubourg
(Swarm Intelligence, nonlinear dynamics, biological computation)

Jessica Flack
(Computational Evolution)

Pier Luigi Luisi
(Synthetic Life)

Uri Alon
(Network Motifs/Gene Expression)

Yaneer Bar-Yam
(Systems Dynamics)

biosystems engineering

Innovation Technology

Public Health Health Care

Joachim Sturmberg
(Complexity in Healthcare)

Ana V. Diez
(Public Health)

Luca Bertol
(Transportation Urban Planning)

Eleanor Rosch
(Embodied Mind)

Evan Thompson
(Embodied Mind)

Stuart Kauffman
(Biology/Evolution Autonomous Agents)

Steven Strogatz
(Nonlinear Dynamics/ Small World)

Nicholas Christakis
(Health Networks)

Barry Wellman
(Internet, INSNN)

Immanuel Wallerstein
(World Systems Theory)

Manuel Castells
(Global Network Society)

Nigel Thrift
(Place & Time)

David Snowden
(Organizations & Applied Complexity)

Sylvia Walby
(Gender/Globalization)

Luís M. A. Betten
(Cities & Urbanization)

Kenneth Boulding
(economics)

Erich Jantsch
(Self-Organizing Universe)

Mark Granovetter
(Strength of Weak Ties)

Jean Carlson/ John Doyle
(Complexity & Robustness)

John Urry
(globalization/ Social mobilities)

Environment Sustainability

Education

Jennifer Wells
(Sustainability/ Transformative S)

Per Bak
(Self-Organized Critically)

Geoffrey West
(Scaling Laws)

Samuel Bowles
(Co-Evolution/Inequality)

Réka Albert
(scale-free networks)

Roberta Sinatra
(Networks & Data Science)

David O'Sullivan
(GIS, geography & Complexity)

Mark Mason
(International Education)

Warren Weaver
(Complexity; Machine Translation)

Ilya Prigogine
(Dissipative Structure, time, matter)

Herman Haken
(Self-Organization and Synergetics)

Murray Gell-Mann
(Effective Complexity)

Mirta Galesic
(Human Social Dynamics)

Paul Cilliers
(Philosophy of Complexity)

Bruno Latour
(Actor Network Theory)

Duncan Watts
(Small Worlds)

Albert-Lazlo Barabasi
(Scale-free networks)

Michael Batty
(Cities and Complexity)

Brent Davis
(Complexity in Education)

Renata Phelps
(Education & Complexity)

Arturo Rosenblueth
(Physiology & Cybernetics)

Steven Eppinger
(engineering complex systems)

Niklas Luhmann
(Sociology)

John Smith
(Qualitative Complexity)

César A. Hidalgo
(Economic Complexity)

John Miller
(computational economics)

John Taylor
(e-science)

Katy Börner
(Visual Complexity/ Networks/ Data Science)

Patricia Hill Collins
(Race/Class/Gender)

Leslie McCall
(Complex Inequality/ Policy)

Alexandra Penn
(Human Ecosystems/ Mixed Methods/ Policy)

Juniper Lovato
(Santa Fe Institute Complexity Education)

Talcott Parsons
(Sociology)

Deborah Hammond
(Systems Thinking)

Edgar Morin
(Philosophy of Complexity)

Manuel Lima
(Visual Complexity)

Graham Room
(Policy & Agile Actors)

Michael Wolfson
(Government/Policy/ABM)

Scott Page
(Political Science)

C.H. Hommes
(computational economics)

Michael Stonebraker
(Relational Database Management)

Robert Geyer
(Policy & International Politics)

Heinz von Foerster
(2nd order cybernetics)

Jay Forrester
(System dynamics)

Francisco Parra-Luna
(Founder)

Friedrich Hayek
(Economy as Complex System)

Hideki Takayasu
(Power Laws Econophysics)

MIT Media Lab
(technology, multimedia, design)

Göktuğ Morçöl
(Policy & Governance)

Marvin Minsky
(Cognitive Science)

George Klir
(Systems Science)

Lasse Gerrits
(Complexity and Public Policy)

Peter Barbrook-Johnson
(Environmental Policy/ABM)

John von Neumann
(mathematics)

Andrei Kolmogorov
(Complexity & Information)

Stephen Arthur Cook
(Computational/ Time Complexity)

Charles H. Bennett
(Quantum Computation)

Joshua Epstein/ Robert Axtell
(Artificial Societies)

Elizabeth E. Bruch
(ABM/social complexity)

Anil K. Maheshwari
(Big Data Analytics)

Brian Castellani
(Case-Based Modeling)

Phil Haynes
(Policy & Dynamics Pattern Synthesis)

Noortje Marres
(Digital Sociology/ E-Science Methods)

Stephen Wolfram
(Cellular Automata)

Nigel Gilbert
(Computational Social Systems)

David Byrne
(Complex Realism/ Case-based Modeling)

Eve Mitleton-Kelly
(Policy/Methods/ Organizations)

Christopher Langton
(Founder)

Gregory Piatetsky-Shapiro
(Knowledge Discovery in Databases)

Barbra Befani
(QCA/Complexity/ Modeling)

Rajeev Rajaram
(Dynamical Systems/ Case-Based Entropy)

Cognitive Science

Semiotics Linguistics

Cellular Automata

Artificial Life

Katia Sycara
(Robotics, Multi-agent Systems)

Michael Wooldridge
(Editor, AAMAS)

Jeanette Wing
(Computational Thinking)

Charles Ragin
(Founder, QCA, Fuzzy Set Social Science)

Emma Uprichard
(Time/Big Data/ Interdisciplinary Methods)

Robin Purshouse
(Decision Modelling and Optimisation/ ABM/Policy)

Artificial Intelligence

Connectionism

Genetic Algorithms

Fuzzy Logic

Robert Axelrod
(Iterative Game Theory)

Flaminio Squazzoni
(ABM and Socio-economics)

Jeanette Wing

Douglas Hofstadter
(Cognitive Science)

Melanie Mitchell
(Computation in complex systems)

Celia Lury
(Interdisciplinary Methodologies)

Peter Allen
(Mathematical Modeling/ Evolution/Nonlinear)

Noam Chomsky
(Linguistics)

John Conway
(Game of Life)

Hector Zenil
(Algorithmic Complexity)

Lotfi Zadeh
(Founder)

Bart Kosko
(Fuzzy Logic)

Thomas Schelling
(micro-motives/ Macro-behavior)

Wendy Dyer
(Cluster Analysis/ Case-Based Method)

Philippe J. Giabbanelli
(Computational Intelligence/ Data Mining/Public Health)

Warren McCulloch

Robert Hodge
(semiotics/ social complexity)

Péter Érdi
(Computational Neurology/Cognition)

Teuvo Kohonen
(Self-Organizing Map)

John Holland
(Genetic Algorithms)

Major node labels:
Dynamical Systems Theory · Fractal Geometry · Chaos Theory · Nonlinear Systems · Physics Computation in Complex Systems · Multi-level Complex Systems · Systems Science · General Systems Theory · Complex Living Systems · Ecological Systems Theory · Managerial Organizational Complexity · Systems Biology · Computational Biology Chemistry · Applied Complexity · Spatial/Geographical Complexity · Intersectionality · Urban Complexity · Complex Systems Theory · Self-Organization · Complex Adaptive Systems · Autopoiesis/Embodied Mind · Swarm Behavior · Emergence · Dynamics in Systems · Robustness/Control · Scaling/Self-Similarity · Network Science · Global Network Society · Cybernetics · 2nd Order Cybernetics · Systems Science Engineering · Social Systems Theory · Socio-Cybernetics · Complexity Philosophy/Epistemology · Economic Complexity/Econophysics · E-Science · Visual Complexity · BIG DATA Data Science · Complexity Policy & Evaluation · Social Complexity · Artificial Intelligence · Connectionism · Cellular Automata · Computational Complexity Theory · Artificial Life · Genetic Algorithms · Fuzzy Logic · Agent Based Modeling · Robotics/Multi-Agent Modeling · Computational Modeling · Data Mining · Case-Based Complexity · Mixed Methods

Biosystems engineering

Innovation Technology

Public Health Health Care

Joachim Sturmberg
(Complexity in Healthcare)

Ana V. Diez Roux
(Public Health)

Luca Bertolini
(Transportation/ Urban Planning)

...er Bar-Yam
...ems Dynamics)

David Snowden
(Organizations & Applied Complexity)

Applied Complexity

Urban Complexity

Luís M. A. Bettencourt
(Cities & Urbanization)

Nigel Thrift
(Place & Time)

Sylvia Walby
(Gender/Globalization)

Envrionment Sustainability

Jennifer Wells
(Sustainability/ Transofmative Studies)

ls

Spatial/ Geographical Complexity

Intersectionality

Education

Mark Mason
(International Education)

...s)

Renata Phelps
(Education & Complexity)

...vid O'Sullivan
...IS, geography &
...mplexity)

Michael Batty
(Cities and Complexity)

Brent Davis
(Complexity in Education)

Alexandra Penn
(Human Ecosystems/ Mixed Methods/ Policy)

Juniper Lovato
(Santa Fe Institute Complexity Education)

...ty Börner
...sual Complexity/
...tworks/ Data Science)

Patricia Hill Collins
(Race/Class/Gender)

Leslie McCall
(Complex Inequality)

Graham Room
(Policy & Agile Actors)

Michael Stonebraker
(Relational Database Management)

Michael Wolfson
(Government/Policy/ABM)

Robert Geyer
(Public Policy/ International Politics)

sual
...exity

BIG OATA
Oata Science

Complexity Policy & Evaluation

Göktuğ Morçöl
(Policy & Governance)

Peter Barbrook-Johnson

Revenue Growth in FMCG :
3 different time periods for Competitive & Growth Context

Market Type

Type 1	Type 2	Type 3	Type 4
Traditional Trade Fragmented Market Up to 20% MT	Hybrid market 20% to 60% MT	Fully Developed Market (many customers) 60% to 80% MT	Concentrated Market More than 80% MT 5 Customers

Type 1	Type 2	Type 3	Type 4
India	China	USA	UK
Pakistan	Brazil	Italy	Germany
Egypt	Mexico	Japan	France
Africa	Indonesia	Poland	Netherlands
	South Africa	Spain	Canada
	Turkey	Chile	Australia
	Russia	Hungary	Switzerland
	Argentina	Israel	Austria
	Thailand	Greece	Belgium
	Philippines	Portugal	Denmark
	Arabia(KSA-UAE)		Finland
			Ireland
			Sweden

World Map: Resized by Population
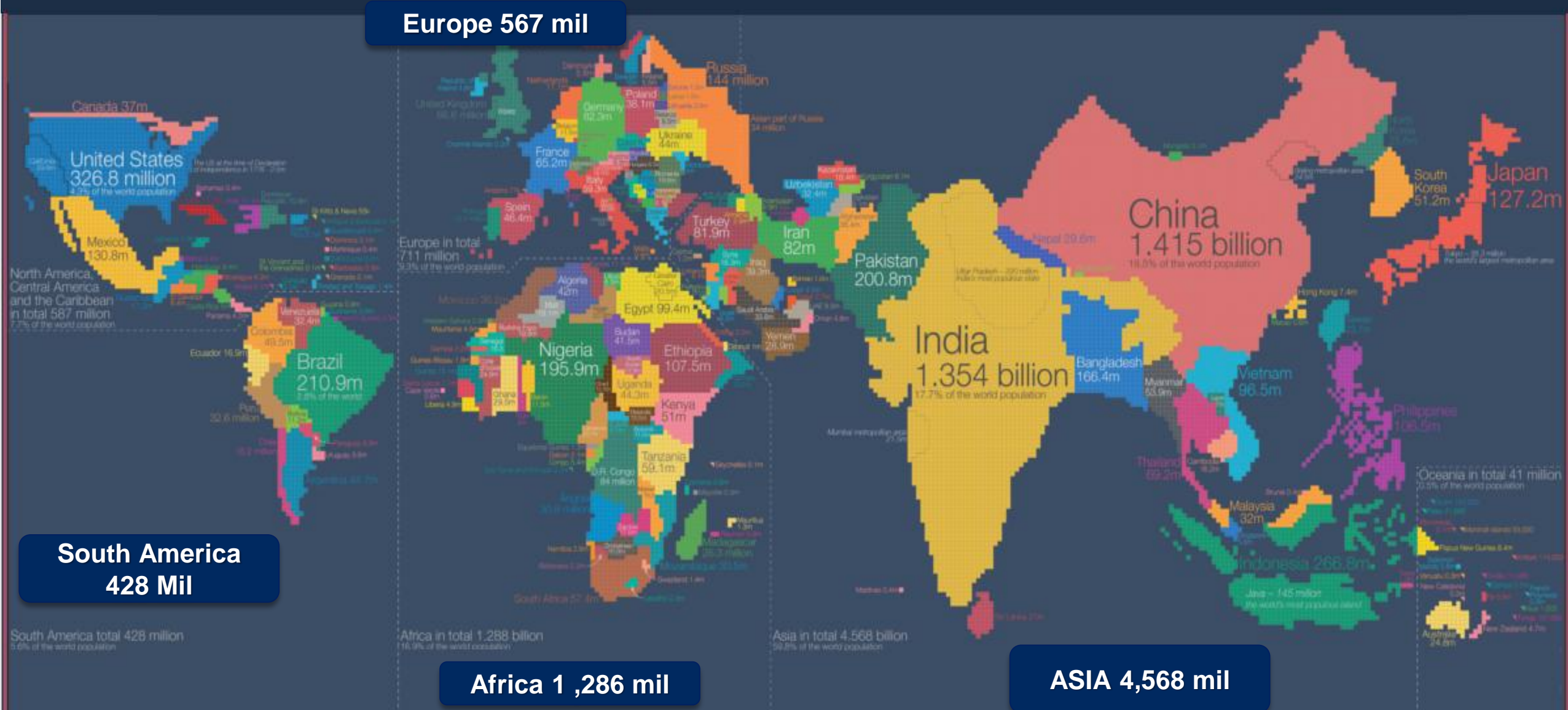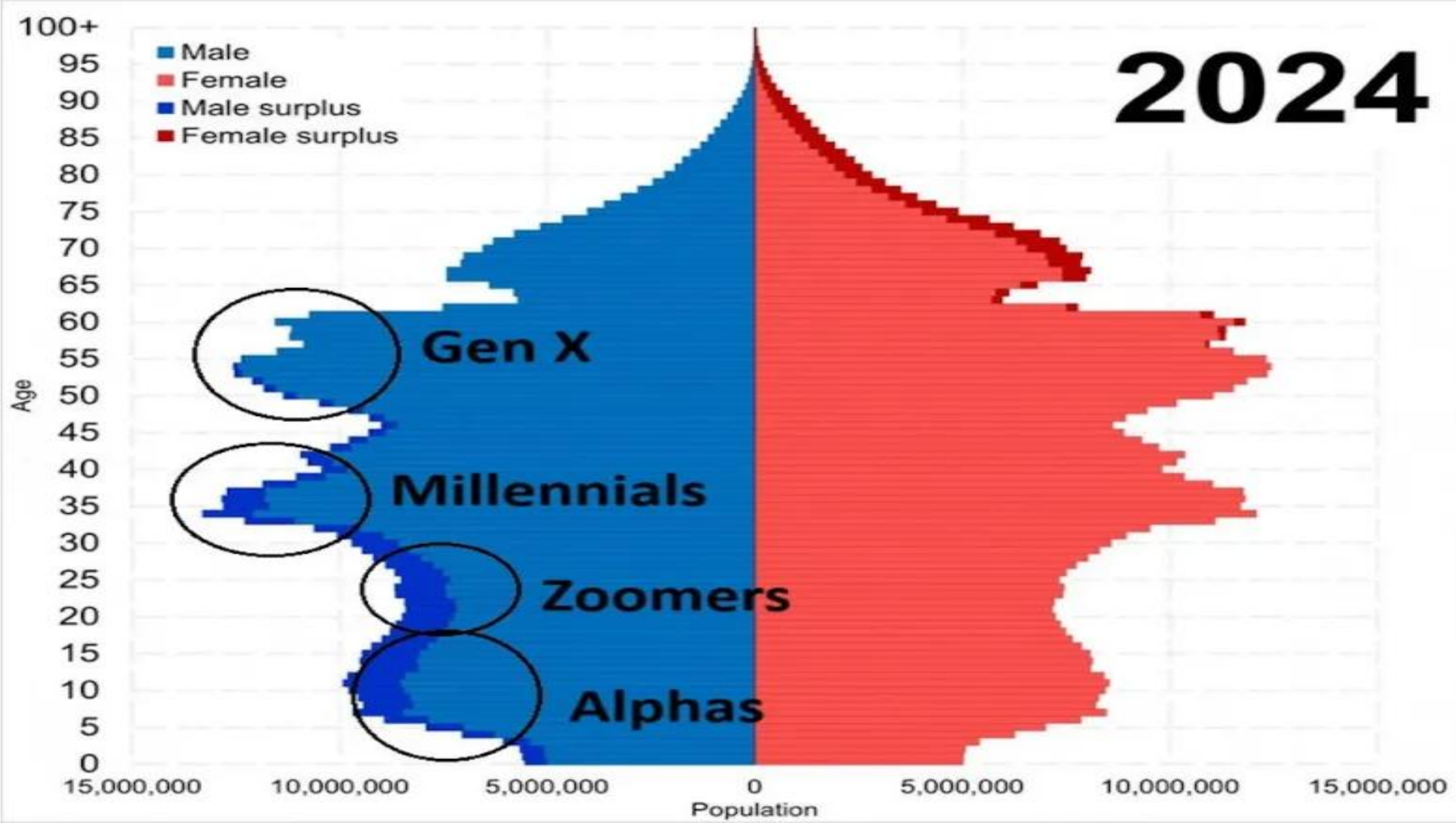
Population Pyramid of the United States by Race

Mexico

Percentage of Population

Years

Nigeria

Nigeria - 2030
Population: 262,380,969
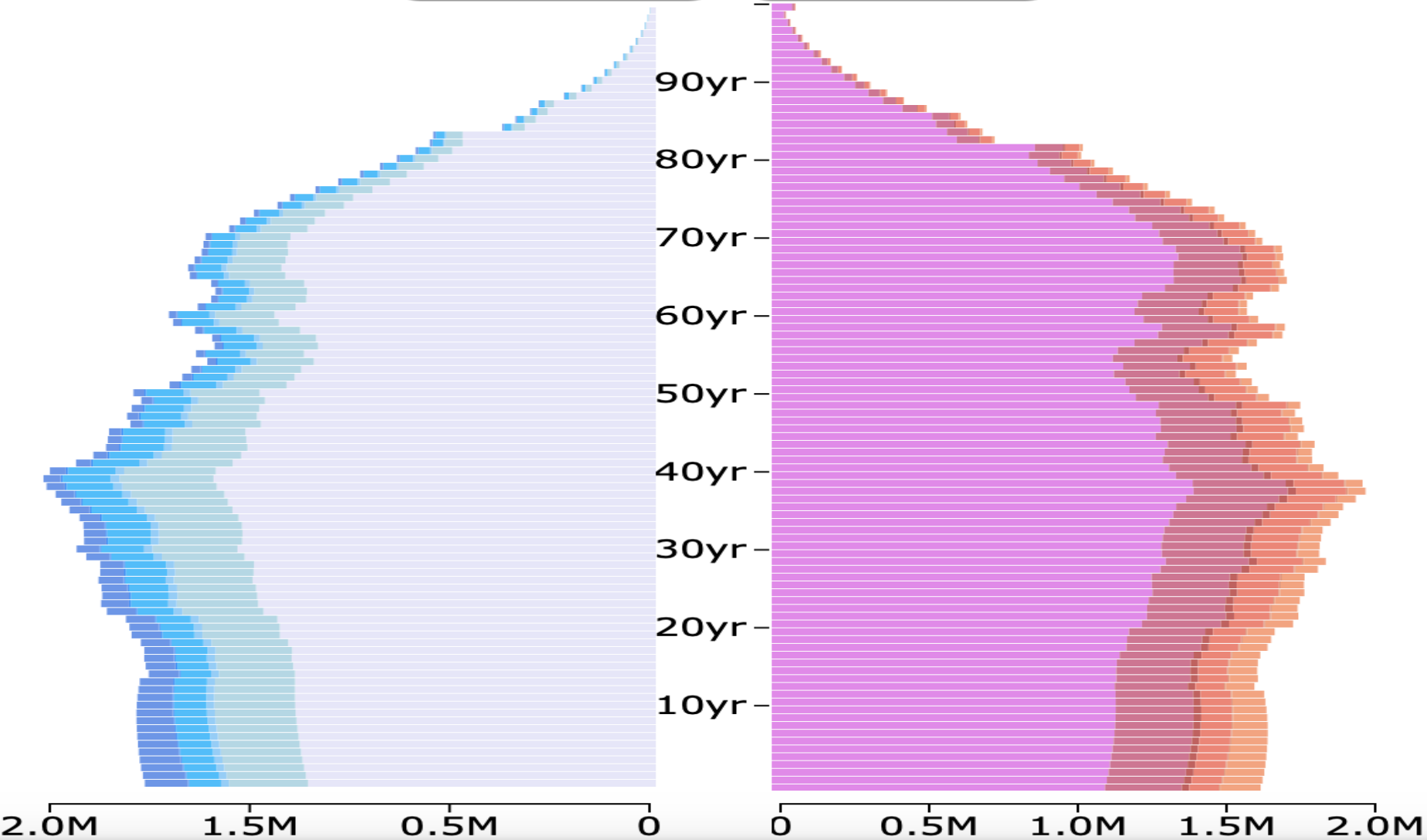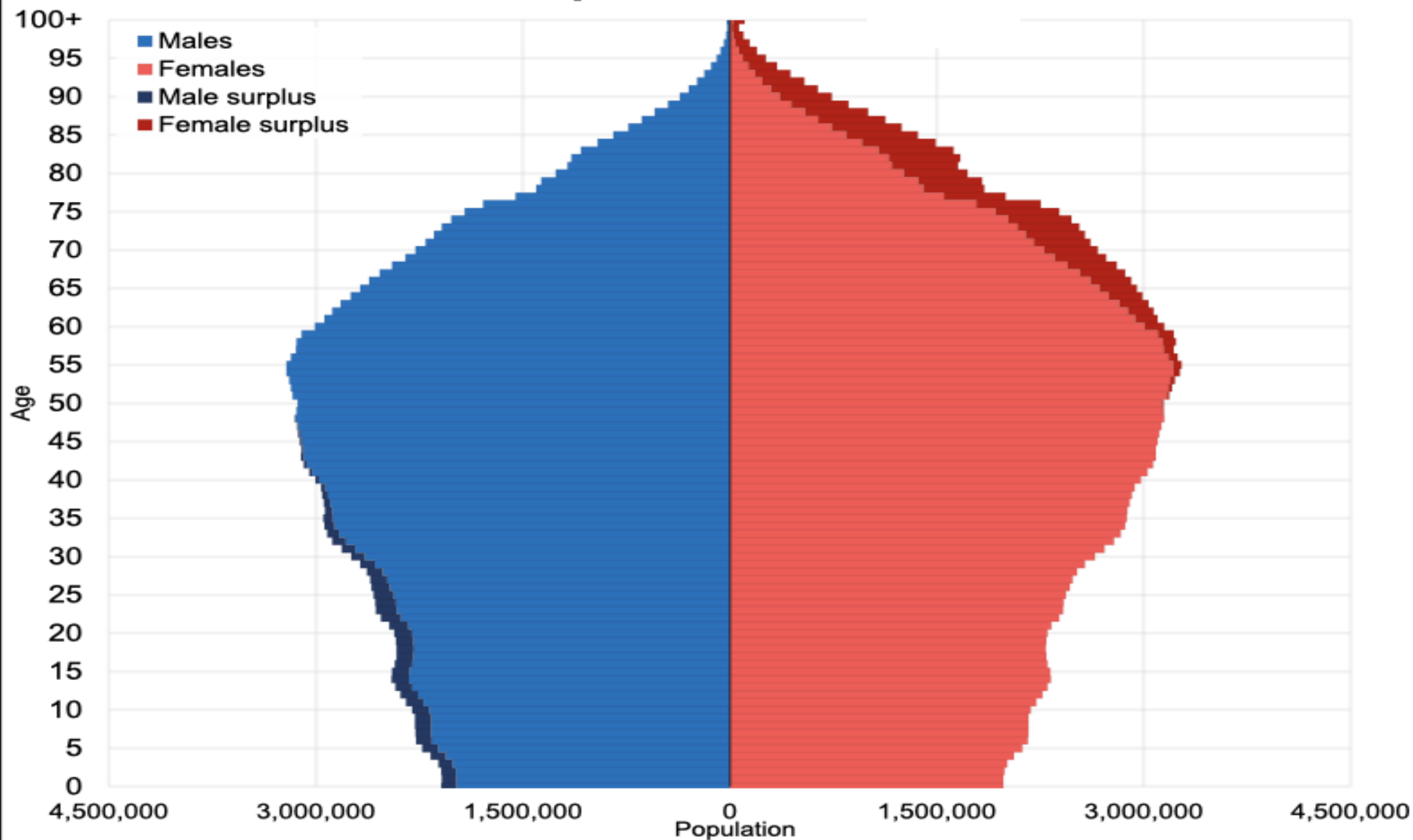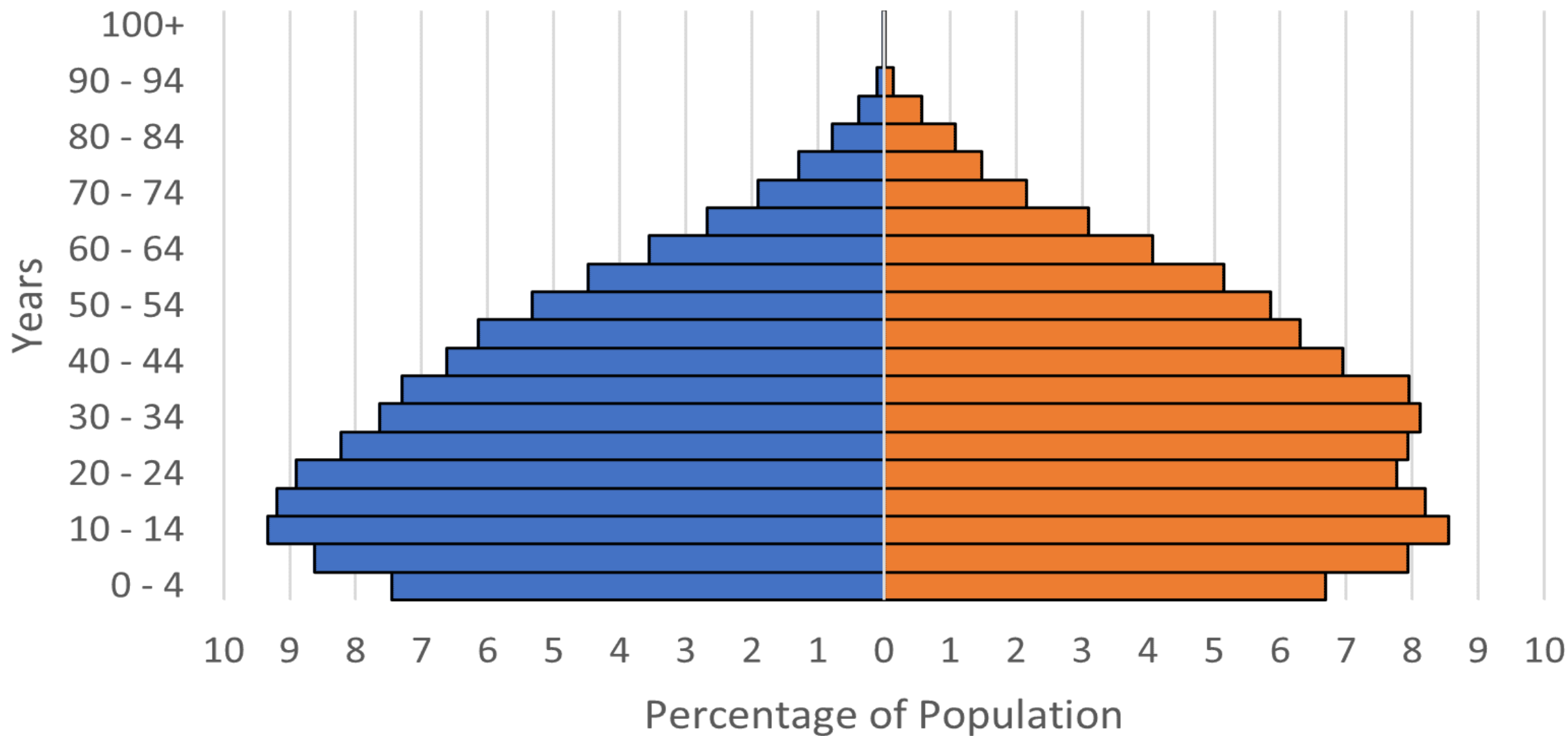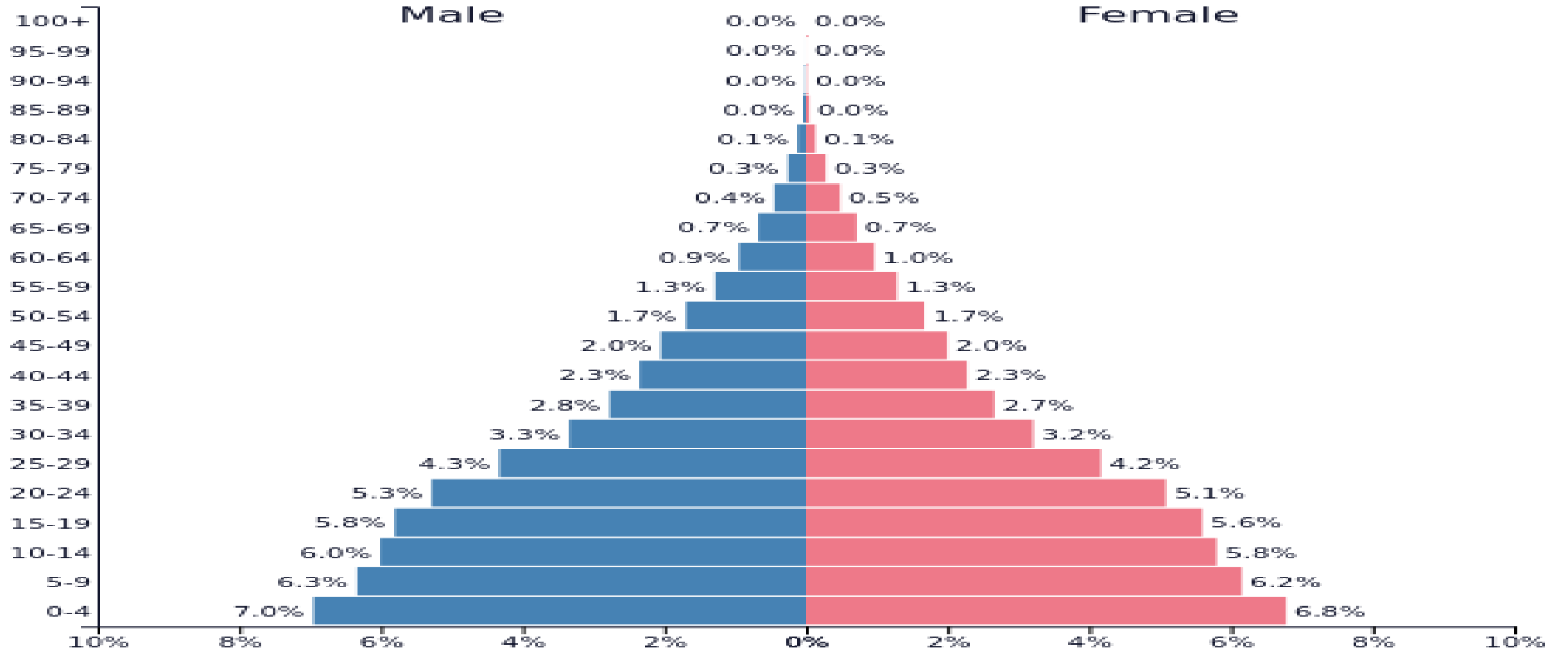
City proper

This defines a city's population **based on its administrative boundaries.** Of course, the size of a municipality's boundaries can vary greatly. On one extreme, Miami's city population is just 470,000 people. On the other, the Chinese city of Chongqing has an administrative boundary the size of Austria.

Urban area

This measurement largely **ignores territorial boundaries, and instead looks at a city as a contiguous, connected built-up area.** For example, Demographia describes urban areas as functioning as an integrated economic unit, linked together by commuting flows, social and economic interactions.

Metropolitan

This measurement is similar to urban area, but is generally **defined by official organizations, either for statistical purposes or governance.** In the United States, this takes the form of metropolitan statistical areas (MSAs), such as Chicago-Naperville-Elgin or Phoenix-Mesa-Chandler.

POPULATION ↓

#	City proper		#	Urban area		#	Metropolitan	
01	CHONGQING, CHINA	32.1M	01	TOKYO, JAPAN	37.7M	01	TOKYO, JAPAN	37.3M
02	SHANGHAI, CHINA	24.9M	02	JAKARTA, INDONESIA	33.8M	02	JAKARTA, INDONESIA	33.4M
03	BEIJING, CHINA	21.9M	03	DELHI, INDIA	32.2M	03	DELHI, INDIA	29.0M
04	DELHI, INDIA	16.8M	04	GUANGZHOU, CHINA	26.9M	04	SEOUL, S. KOREA	25.5M
05	CHENGDU, CHINA	16.0M	05	MUMBAI, INDIA	25.0M	05	MUMBAI, INDIA	24.4M
06	ISTANBUL, TURKEY	15.5M	06	MANILA, PHILIPPINES	24.9M	06	MEXICO CITY, MEXICO	21.8M
07	KARACHI, PAKISTAN	14.9M	07	SHANGHAI, CHINA	24.1M	07	SAO PAULO, BRAZIL	21.7M
08	GUANGZHOU, CHINA	14.5M	08	SAO PAULO, BRAZIL	23.1M	08	LAGOS, NIGERIA	21.0M
09	TIANJIN, CHINA	13.9M	09	SEOUL, S. KOREA	23.0M	09	NEW YORK, U.S.A.	20.1M
10	TOKYO, JAPAN	13.5M	10	MEXICO CITY, MEXICO	21.8M	10	MOSCOW, RUSSIA	20.0M
11	MOSCOW, RUSSIA	13.2M	11	NEW YORK, U.S.A.	21.5M	11	OSAKA, JAPAN	19.3M
12	SHENZHEN, CHINA	12.5M	12	CAIRO, EGYPT	20.3M	12	BANGKOK, THAILAND	16.3M
13	MUMBAI, INDIA	12.5M	13	DHAKA, BANGLADESH	18.6M	13	KARACHI, PAKISTAN	16.1M
14	SAO PAULO, BRAZIL	12.3M	14	BEIJING, CHINA	18.5M	14	DHAKA, BANGLADESH	14.5M
15	KINSHASA, DR CONGO	11.4M	15	KOLKATA, INDIA	18.5M	15	LONDON, UK	14.4M
16	LAHORE, PAKISTAN	11.1M	16	BANGKOK, THAILAND	18.0M	16	KOLKATA, INDIA	14.0M
17	WUHAN, CHINA	10.9M	17	SHENZHEN, CHINA	17.6M	17	LOS ANGELES, U.S.A.	13.3M
18	SUZHOU, CHINA	10.7M	18	MOSCOW, RUSSIA	17.3M	18	MANILA, PHILIPPINES	12.9M
19	HARBIN, CHINA	10.6M	19	BUENOS AIRES, ARGENTINA	16.7M	19	BUENOS AIRES, ARGENTINA	12.8M
20	JAKARTA, INDONESIA	10.2M	20	LAGOS, NIGERIA	16.6M	20	RIO DE JANEIRO, BRAZIL	12.6M

37.7M	01	🇯🇵 TOKYO, JAPAN	37.3M
33.8M	02	🇮🇩 JAKARTA, INDONESIA	33.4M
32.2M	03	🇮🇳 DELHI, INDIA	29.0M
26.9M	04	🇰🇷 SEOUL, S. KOREA	25.5M
25.0M	05	🇮🇳 MUMBAI, INDIA	24.4M
24.9M	06	🇲🇽 MEXICO CITY, MEXICO	21.8M
24.1M	07	🇧🇷 SAO PAULO, BRAZIL	21.7M
23.1M	08	🇳🇬 LAGOS, NIGERIA	21.0M
23.0M	09	🇺🇸 NEW YORK, U.S.A.	20.1M
21.8M	10	🇷🇺 MOSCOW, RUSSIA	20.0M
21.5M	11	🇯🇵 OSAKA, JAPAN	19.3M

BIGGEST CITIES BY 2050

Y-axis: POPULATION (40,000,000 — 20,000,000)

X-axis: 2010 — 2025 — 2050

Legend:
- TOKYO, JAPAN
- DELHI, INDIA
- MEXICO CITY, MEXICO
- SHANGHAI, CHINA
- SAO PAULO, BRAZIL
- OSAKA, JAPAN
- MUMBAI, INDIA
- NEW YORK, U.S.A
- CAIRO, EGYPT
- BEIJING, CHINA
- DHAKA, BANGLADESH
- CALCUTTA, INDIA
- BUENOS AIRES, ARGENTINA
- KARACHI, PAKISTAN
- ISTANBUL, TURKEY
- RIO DE JANEIRO, BRAZIL
- LOS ANGELES, U.S.A
- MANILA, PHILIPPINES
- MOSCOW, RUSSIA
- CHONGQING, CHINA
- JAKARTA, INDONESIA
- KINSHASA, D.R.C
- LAGOS, NIGERIA
- LAHORE, PAKISTAN
- KABUL, AFGHANISTAN
- CHENNAI, INDIA
- KHARTOUM, SUDAN
- DAR ES SALAAM, TANZANIA

https://sites.welt.ca/sustainabilitytoday/urban-and-energy-systems/worlds-largest-cities/population-projections/index.php

Revenue Growth Management

How to manage and scale the capability

Revenue management in FMCG

Brand/ portfolio pricing/Segments Growth	List Price Management	Active mix management	Promotion management	Trade spend translation

With key enablers:

Capability Building

Systems & Process

The MAGIC WORD : "PRICE"
and its complexity ....Simplified

The power of Pricing :

Warren Buffett quote on pricing importance :

"The single most important decision in evaluating a business is with its brands pricing power,"

"If you've got the power to raise prices without losing business to a competitor, you've got a very good business.

And if you have to say a prayer before raising the price by 10 percent, then you've got a terrible business."

Typical economics of S&P 1500 company, percent

Price increase of 1.0%

Profit increase of 8.0%

1 101.0

13.5 1

12.5

100.0

19.2

68.3

Revenues   Fixed costs   Variable costs   Operating profits
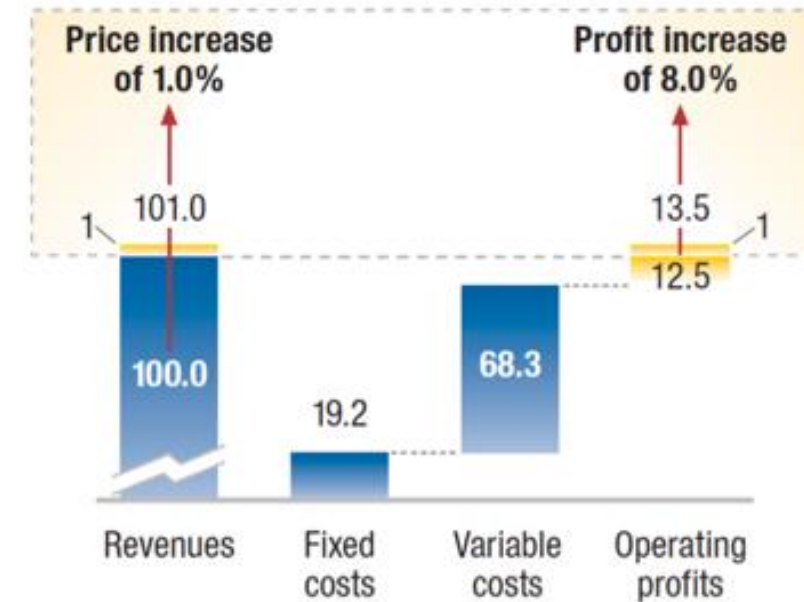
Source: Compustat; McKinsey analysis

Consumer Price multidimension

CHANGE EVERYDAY LIST PRICE

CHANGE PROMOTIONAL STRATEGY

CHANGE PACK

INNOVATE IN PREMIUM SEGMENTS

LANDING the RIGHT PRICE
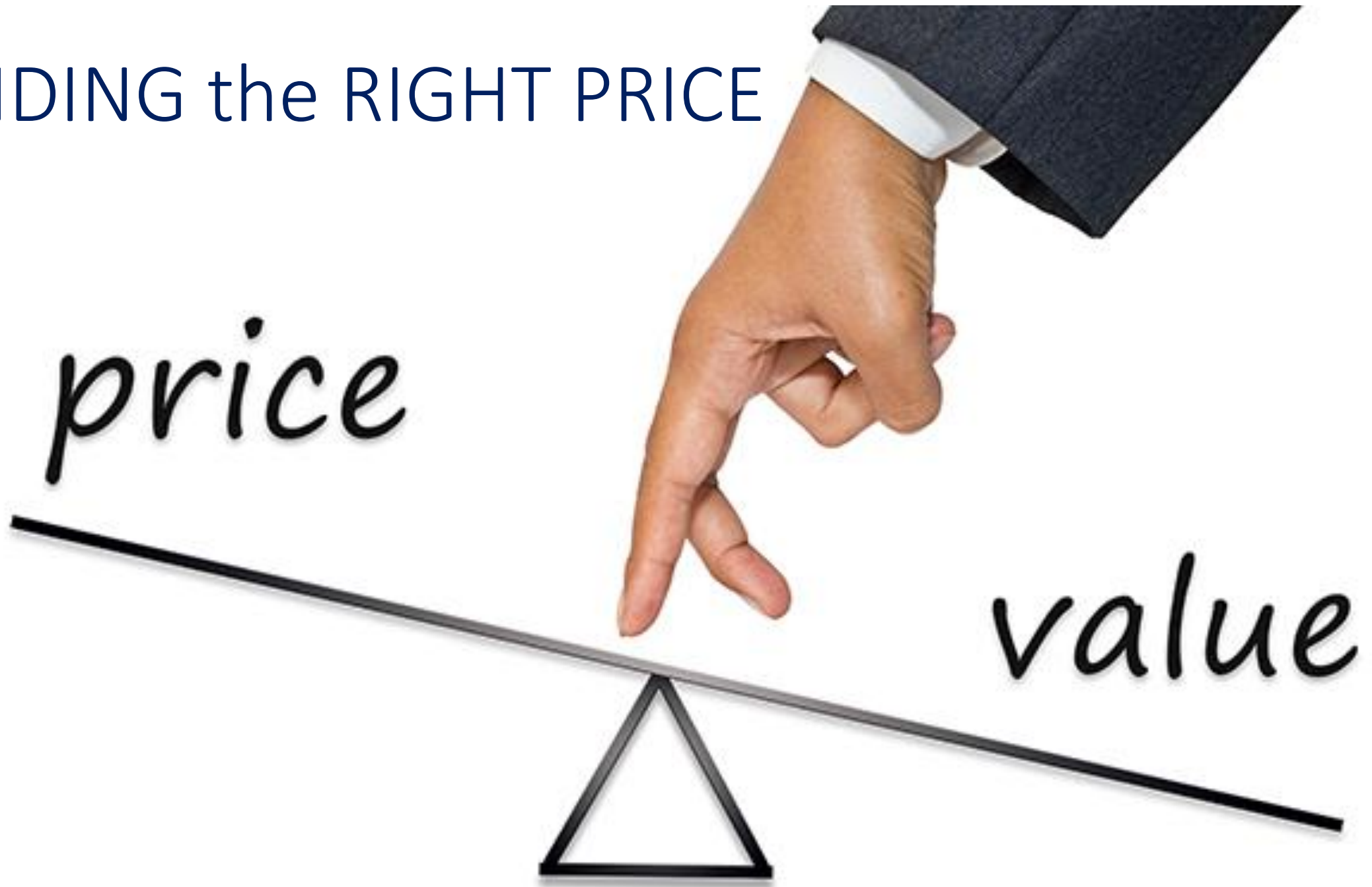
price

value

WHAT DRIVES CONSUMER`S IMPRESSION OF VALUE AT THE "SHELF"?

Brand Equity

Shelf positioning

Pack sizing

FMCG SKU Shelf Price

Pack quality & format

Competitor pricing

Point of Sales Materials

Depth/Freq promotion

FMCG Supplier INFLUENCE   **RETAILER INFLUENCE**

PRICE PYRAMID

01 SUPER PREMIUM

02 PREMIUM

03 MAINSTREAM

04 VALUE/ENTRY

Price - Adjustments strategies

The evolution of Pricing strategy & capabilities builds upon internal and consumer stakeholder thinking to a include an equally important customer centric component

Value Chain Pricing

Consumer-led Pricing

Cost + Pricing

Strategic Direction

Pricing decisions driven by changes in COGS

Pricing strategy and decisions driven by expected on-shelf prices

Holistic approach to Pricing strategy and Pack-Price architecture execution, incorporating Customer in addition to Consumer and Company impacts
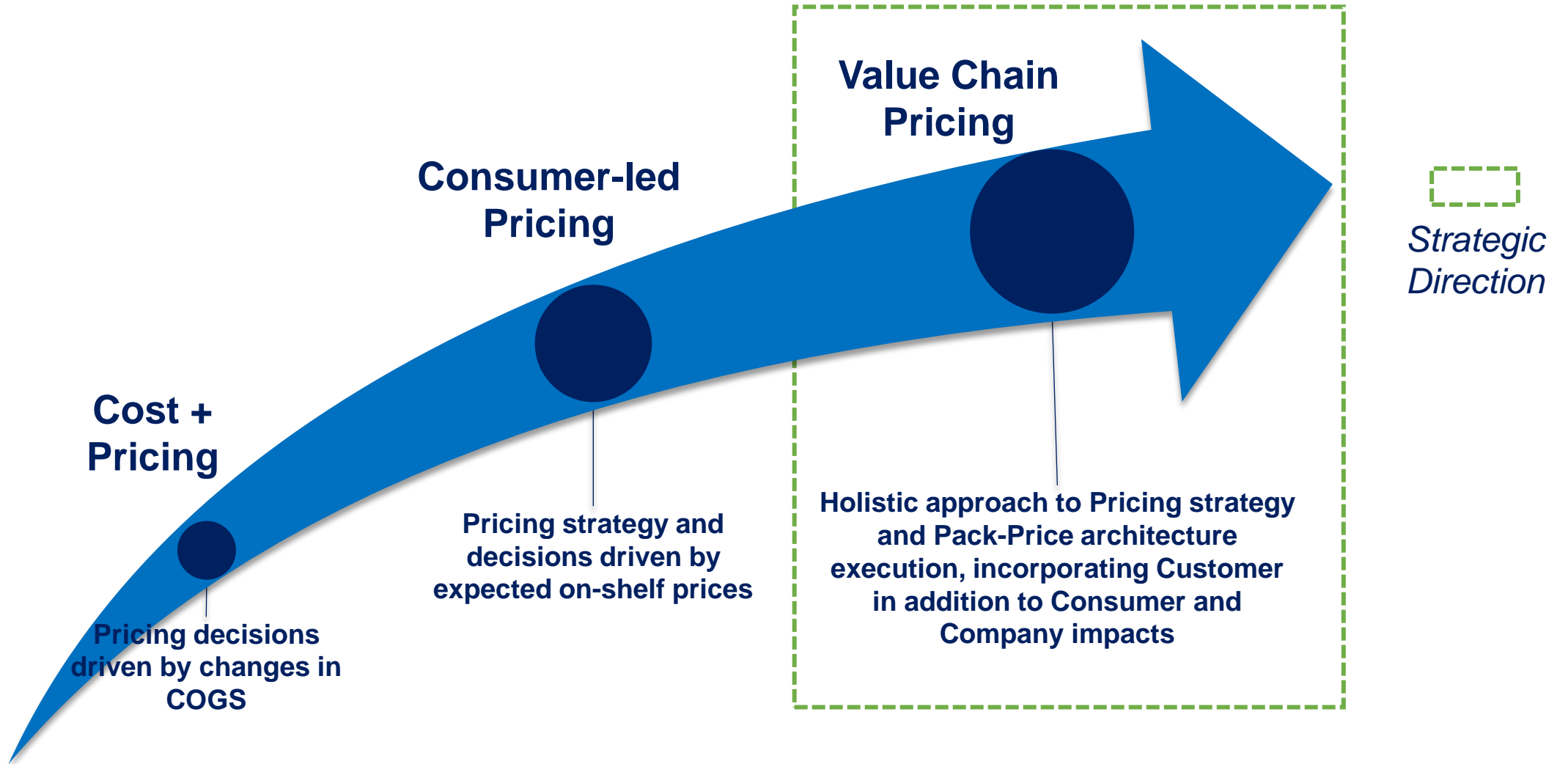
Everybody wants Promotions

Shoppers

"I want to spend less"

Retailers

"I want to sell more than other retailers"

Brands

"I want to sell more than other brands"

Price Promotions

The rule of the game
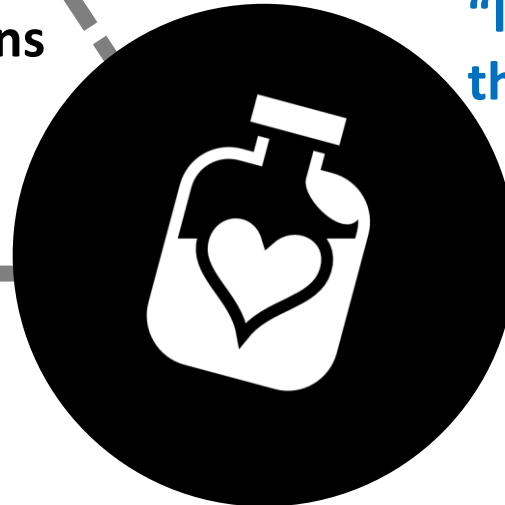
Find Amazon Products

Popular   Top Drops

Sign Up   Sig

Save money
on your next
Amazon purchase.

camelcamelcamel is a free Amazon price
tracker, alerting you to good deals on products
you love.
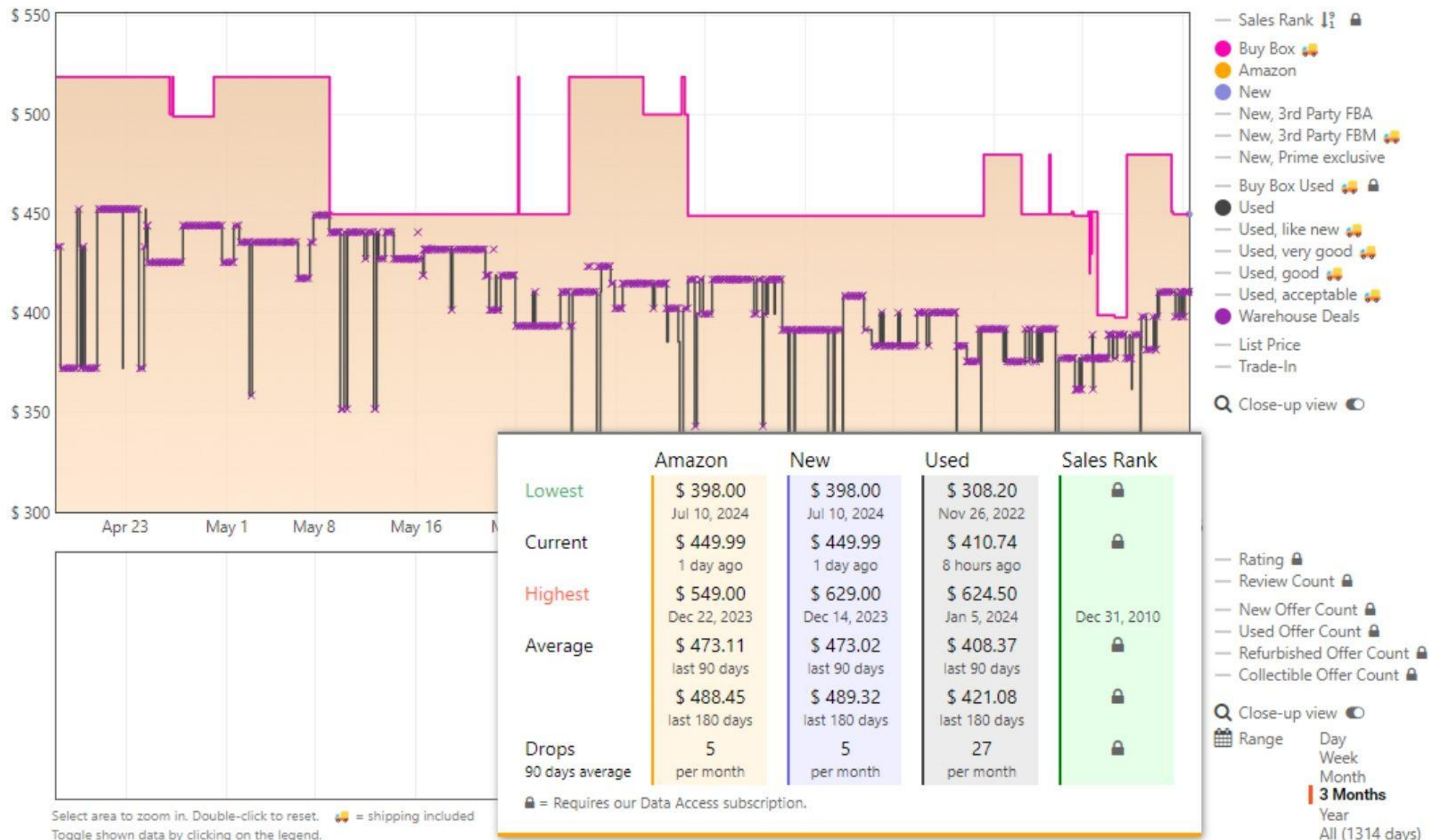
Right Price
IS SCIENCE OR ART ?
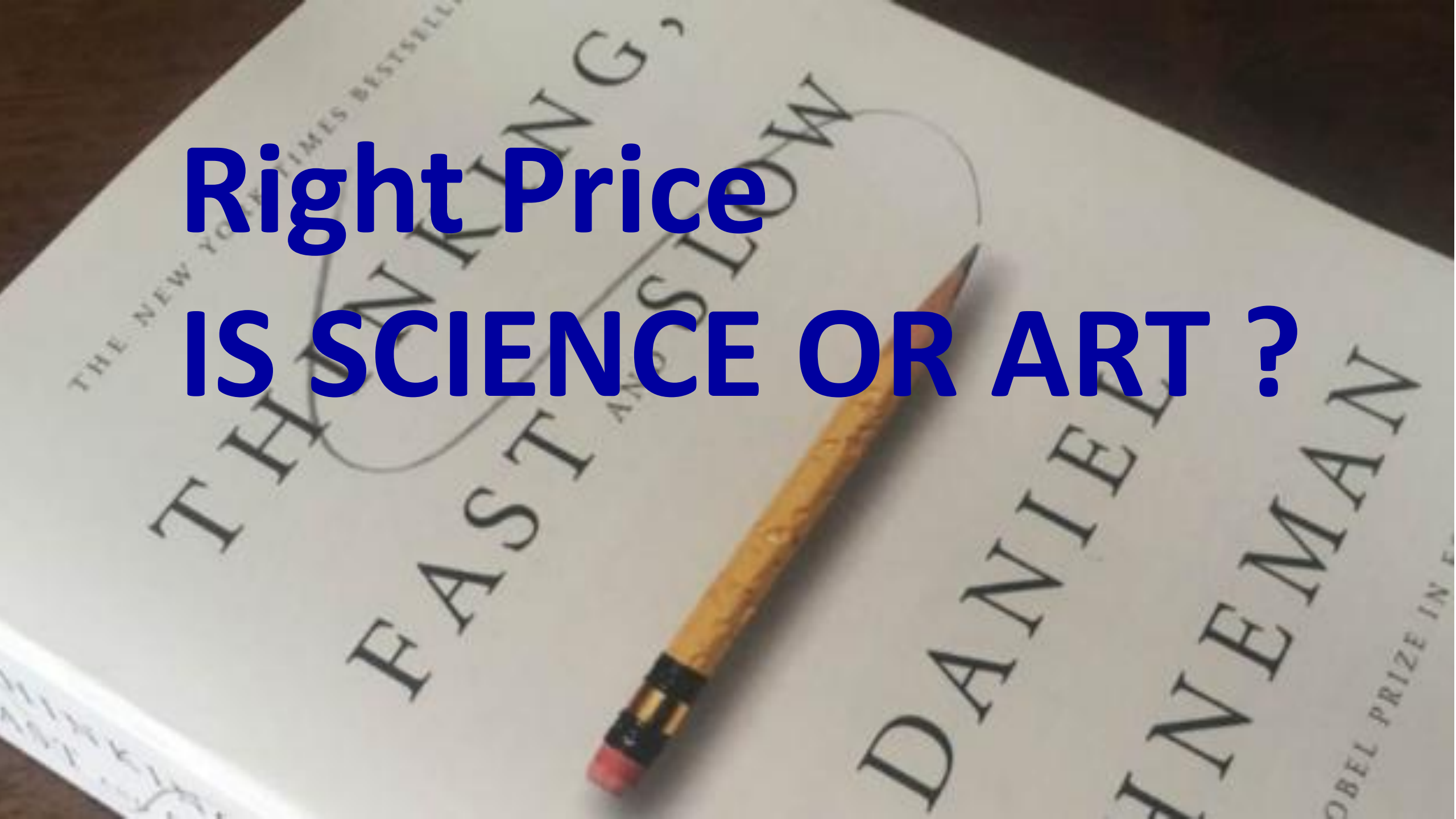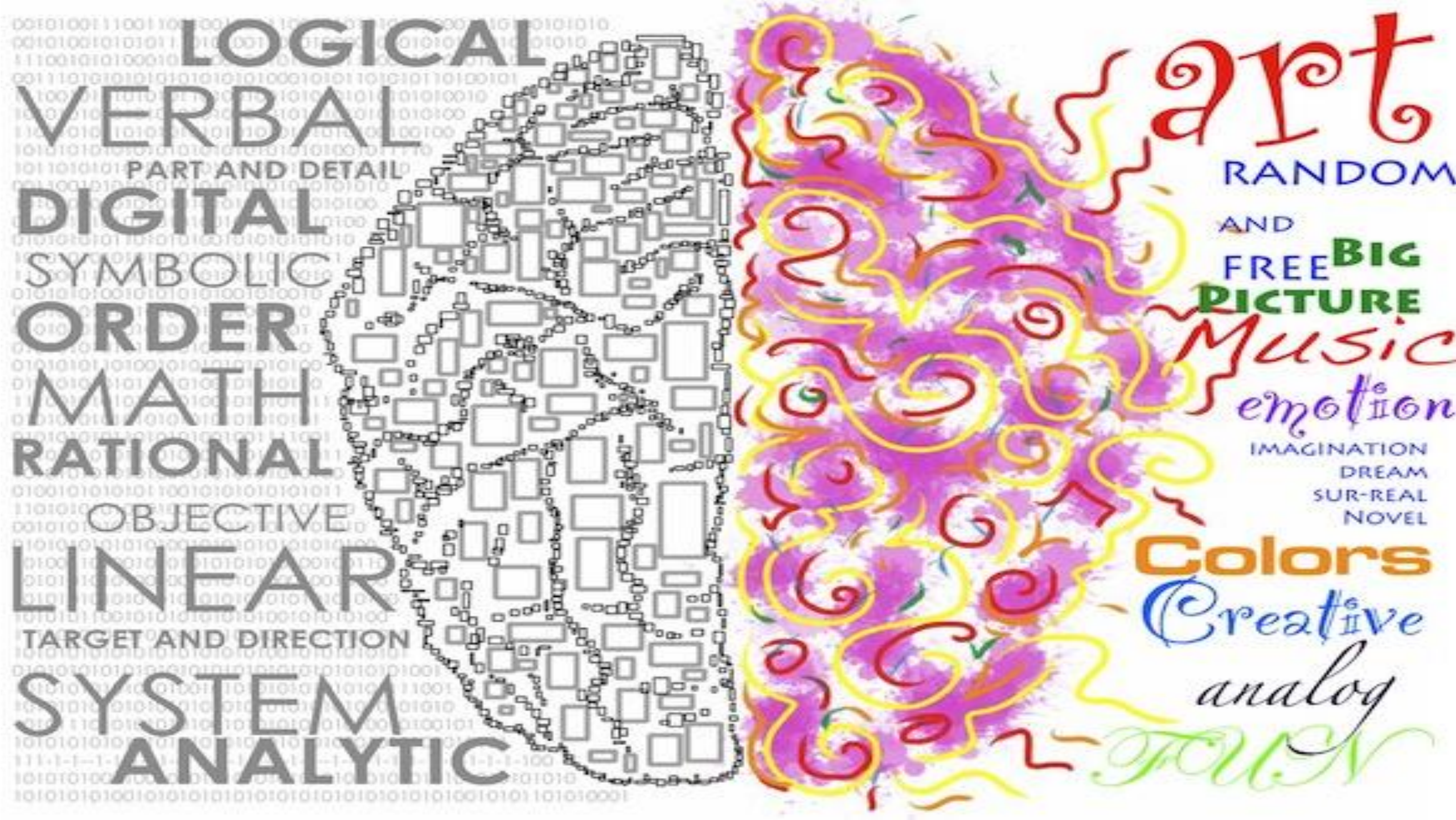
PRICE   VALUE

Cost ⟷ Perception

Affordability ⟷ Experience

Transactional ⟷ Transformation

It's Price Tag ⟷ What It's Worth

What You Pay ⟷ What You Get

Businesses Sell Prices ⟷ Brands Sell Value

Compete On Cheaper Prices ⟷ Compete On Better Experience

Attracts Discount Customers ⟷ Builds Loyal Customers

The World's
Top 20 Retailers
BY REVENUE IN 2024

Share of Domestic Retail Revenue
0% 10% 20% 30% 40% 50% 60%

HOW TO READ

Ranking — 00 — Domestic Revenue
Retailer
Total Revenue — Headquarter $0.0 — International Revenue

Schwarz has the highest international revenue at **$119.9 billion,** beating out Amazon's $105.1 billion.

IKEA has the highest share of international revenue at **97%,** operating in 51 countries.

Seven & I has the most locations of any retailer with more than **40,000 worldwide.**

Lower Share of Domestic Retail Revenue
0% 10% 20% 30% 40%

Higher Share of Domestic Retail Revenue
50% 60% 70% 80% 90% 100%

1 **Walmart** U.S. $628.6B
5 THE HOME DEPOT U.S. $151.6B
3 **COSTCO WHOLESALE** U.S. $234.0B
7 Walgreens Boots Alliance U.S. $117.8B
13 **REWE** GROUP Germany $73.5B
12 Apple U.S. $81.6B
4 **SCHWARZ** Germany $176.4B
6 **ALDI** Germany $145.4B
8 Ahold Delhaize Netherlands $97.0B
2 **amazon** U.S. $355.1B
19 **BEST BUY** U.S. $44.6B
9 **Alibaba** China $94.1B
18 **IKEA** Sweden $45.6B
11 SEVEN & I HOLDINGS Japan $85.0B
16 **TJX** U.S. $50.4B
14 **ÆON** Japan $68.9B
15 **TESCO** UK $61.9B
17 **E.Leclerc** France $50.4B
10 Carrefour France $89.7B
20 Woolworths Group Australia $43.5B

Several key industry trends impacting the trade environment

Shifting Profit Pools

Changing Retailer & GTM Business Models

Growing Promotion Intensity

Increasing Cross Border Buying
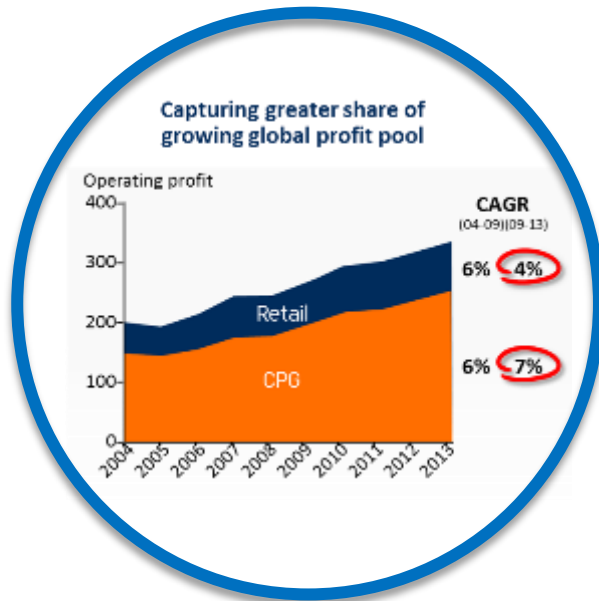
Retailer profits eroding with customers looking for CPGs to support margins
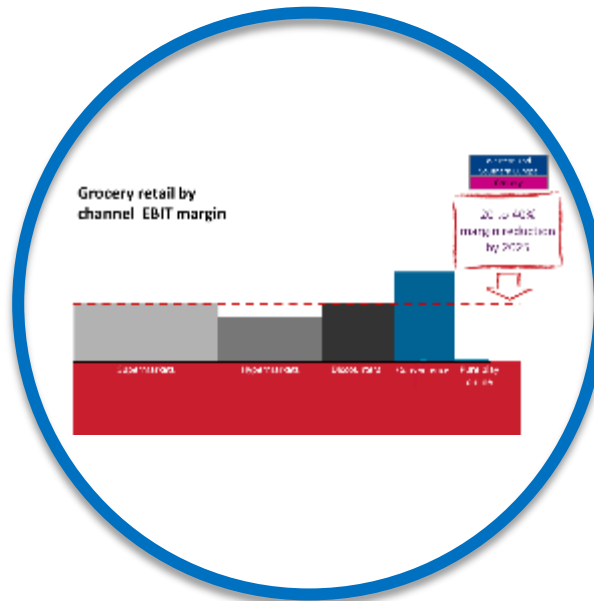
D-Commerce & Discounter growth changing the profit models for all and further eroding retailer margins
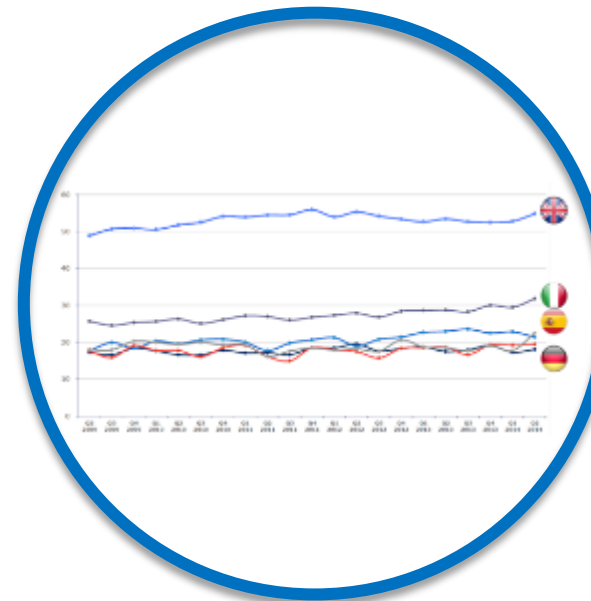
Volume sold on promotion increasing and reducing total profit pool

Discounters, International Accounts & D-Com players taking advantage of prices across multiple markets

Trade Profitability
**Direct consequence of : Real consumer price
vs Recommended consumer price & Total Investment Structure**

A Matrix of Margins

**Customer
Gross
Margin
(percentages vs
category average)**

We Lose, They Win	Win – Win Value Creation
	Target position
Need for Action	**We Win, They Lose**

Long-term Sustainability

Supplier margin (percentages)
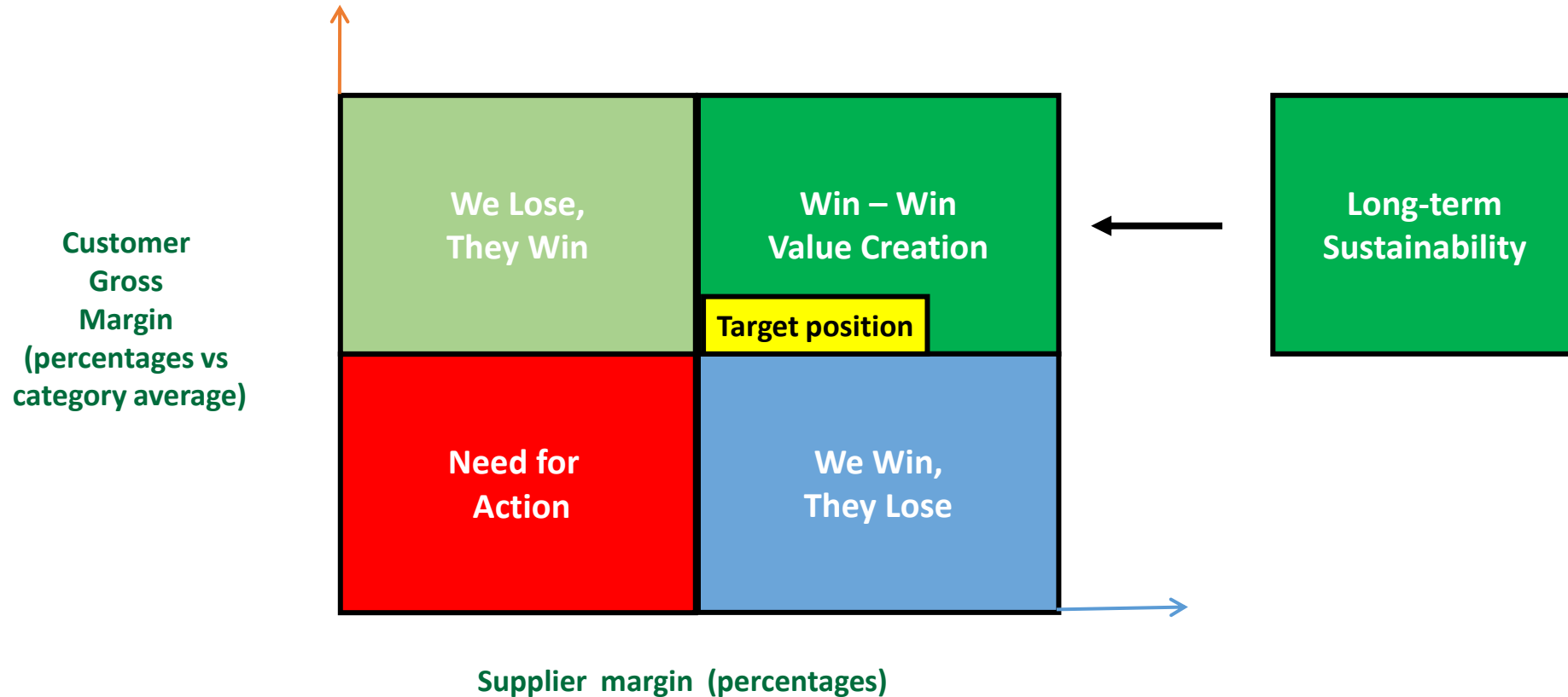
Trade Profitability monitoring is key RGM capability

All in-store and retail prices in mention in this presentation are to be clear understood as recommendations only
Actual in-store prices will always be set solely by retailers

What is the retailer using each category for ?
The seven most applied retail marketing strategies

Category	Description
Traffic building	The aim here is to get the customer into the store and purchasing from the category and the store in general.
Transaction building	The aim is to increasing the consumer's average purchase in the category.
Profit generating	This strategy aims to increase the sales of high margin products (>average category margin).
Share protecting	The aim here is to protect the current market share and turnover in sub-categories against competition. The retailer intends to be unbeatable in a specific segment of the category.
Cash generating	The aim of this strategy is to increase cash flow by the quick rotation of absolute value products. This can be achieved via long payment term agreements with the supplier.
Excitement creating	The aim is to meet consumers' needs by offering trendy and innovative products.
Image enhancing	The aim of this strategy is to build a reputation with the target consumer for one of these areas:– pricing; service; quality; or assortment.

Omnichannel

Omnichannel, what does it mean?
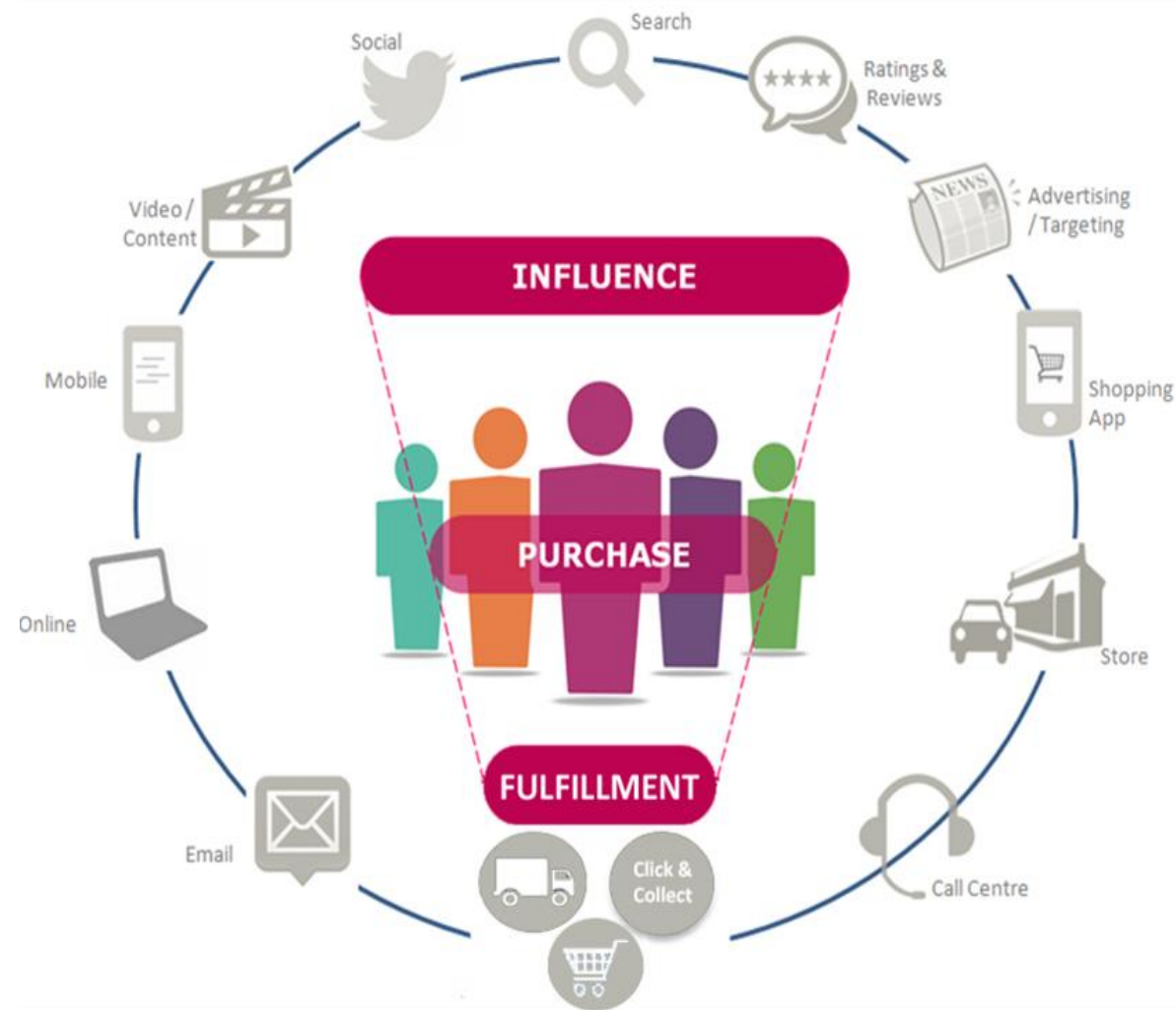
Omni-Channel?

Its about enabling a **seamless, integrated and relevant shopper experience** through the many touch points at the influence, purchase and fulfilment phases of the shopper journey.

Retailer & Supplier Challenge

Together how do **we win the influence battle** by converting key touch points to **win share of wallet and loyalty** with our shoppers, mutualising and leveraging our data, knowledge and media tools
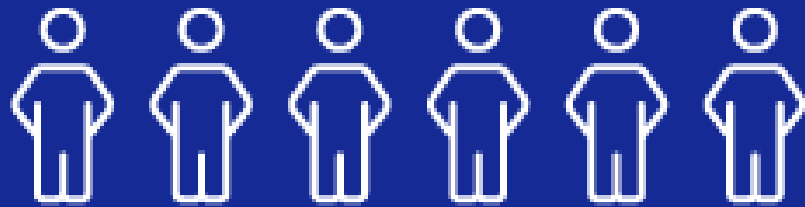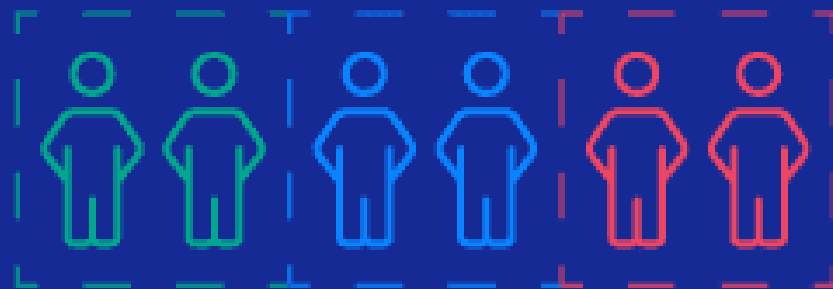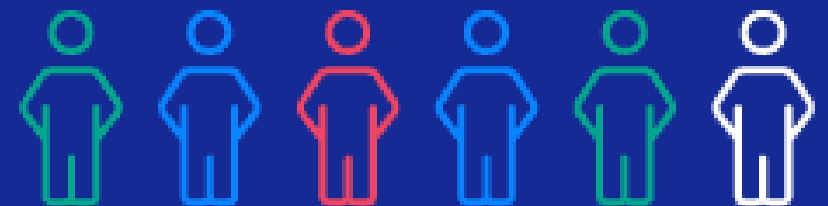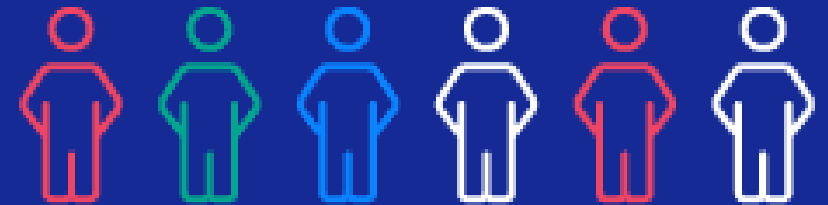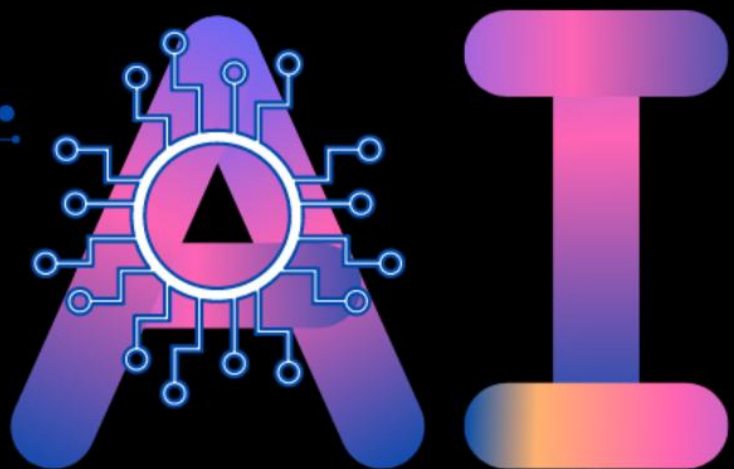
HOW AI WILL TAKE OVER THE WORLD
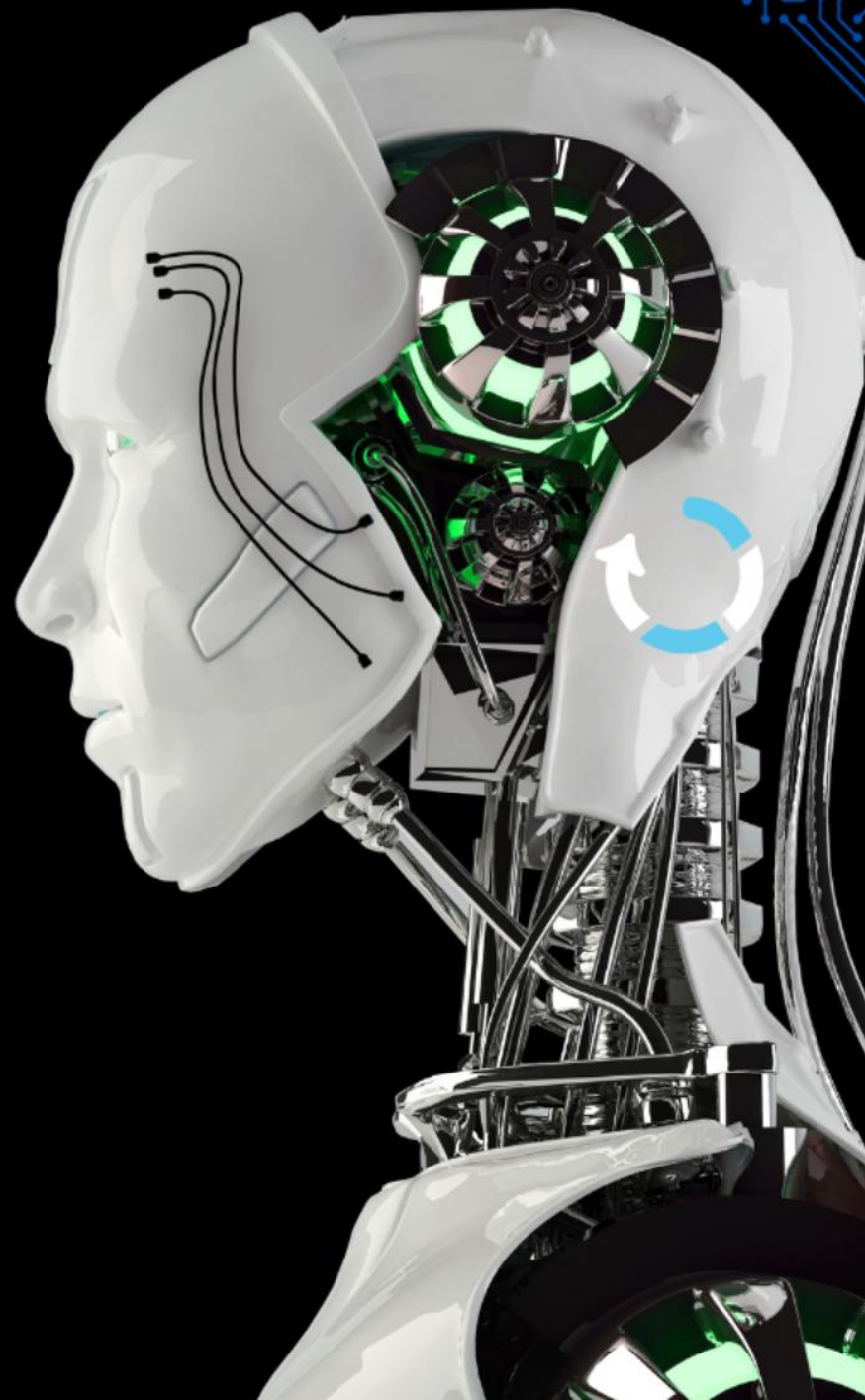
Digital SRM Program

What information I need to have,
analyze & plan to
be able to sell
More & More profitable
in a mutual way with customers &
Consumers

RM Technology & tools

Driving faster
require better tools

From legacy TPM tools & Excel

To world class TPM Platforms
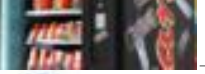
There are many types of external data relevant for Marketeers

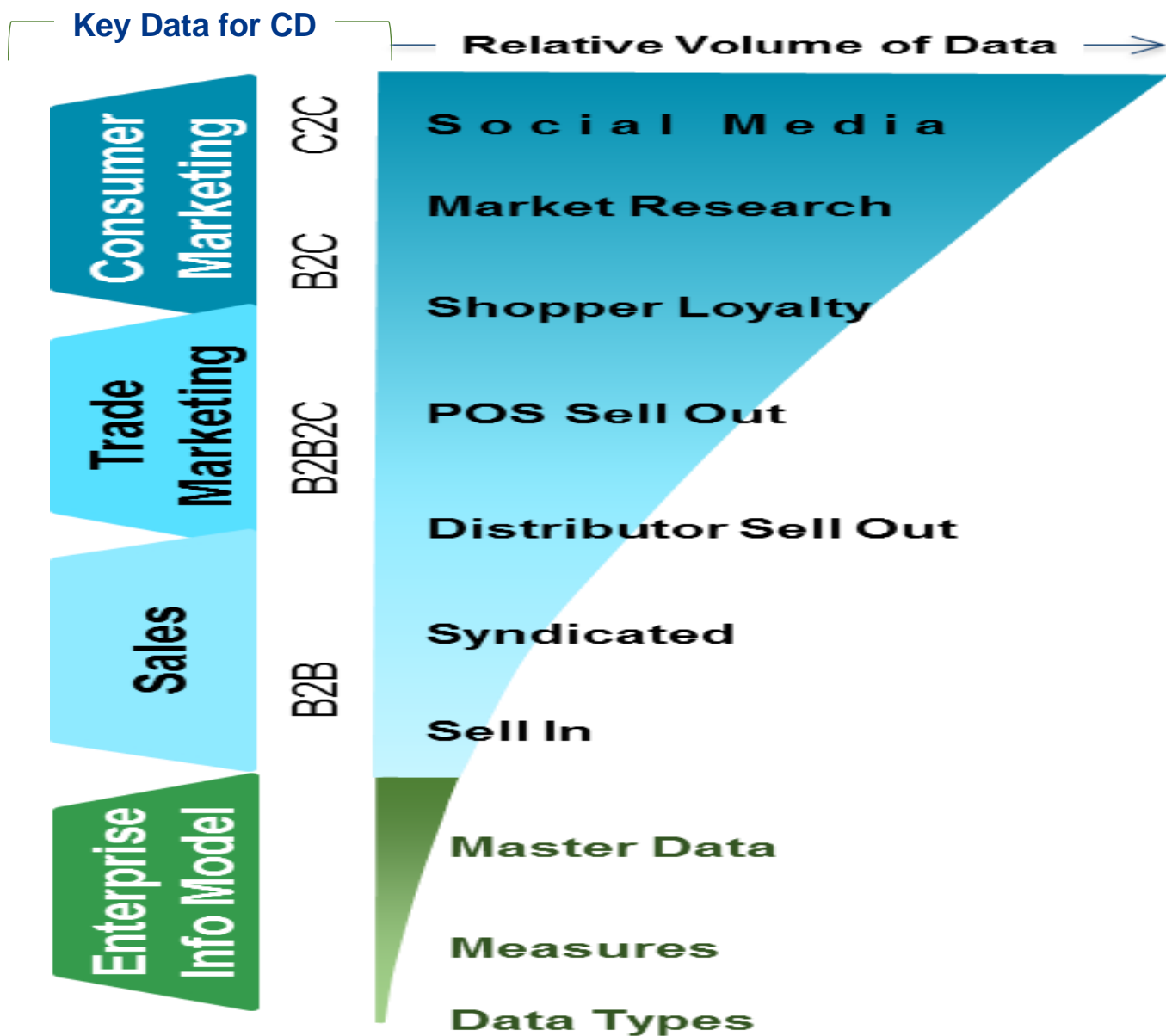|			Description	Proposed ownership
Customer	**A** Customer	1 Syndicated scan	Store/ Scan data	Customer
		2 Distributor sales out	Customer Sales (RSV) (forecast and actual)	
		3 Inventory	Distributor and retailer inventory	
		4 Merchandising data	Pricing and promotion data, compliance information, online promotion and pricing	
Consumer	**B** Purchase	1 Retailer POS sales out	Customer Sales (RSV) (forecast and actual), Volume (forecast and actual)	
		2 Loyalty	Aggregator data or retailer direct consumer purchase data	
		3 Panel data	Retail panel data (e.g., Share of wallet, basket details, spend across stores, products)	Consumer
	C Engagement	1 Web performance	Direct web site performance	
		2 In store traffic	Offline traffic, in store visit tracking and behavior	
		3 Web traffic	Online traffic, clickstream	
		4 Web engagement	Registration, delivery preferences, purchase history	
		5 App engagement	Downloads, registration, visits	
		6 Email	Email information, campaign performance	
		7 Survey / polls	Consumer surveys, 3rd party customer feedback	
		8 Mobile tracking	Consumer behavior and movement information	
	D Media	1 Social Media	Personal or professional	
		2 Traditional media	Ad impressions, reach, performance	
	E Other	1 Health data	Bio marker data, health records, pet health	
		2 Demographics[1]	Household income, age, race, gender, etc.	
		3 Financial[1]	Credit score, credit cards	
Market	**F** Market	1 Macro-trends	Political sentiment, lifestyle preferences (e.g., organic), weather data	
		2 Market trends	Market growth, overall health and consumer trends	
Supply/supply chain	**G** Supply/supply chain	1 Geospatial/ location	Geographic coordinates, proximity to a retailer	Supply/ Consumer (?)
		2 Routing data	Logistics, route planning and management information	Supply
		3 Supply/supply chain	Raw material, inventory information and tracking	

1 Demographic and financial data can be appended to other consumer data sources to enhance and enrich them

Channel Hierarchy: Definitions and Examples

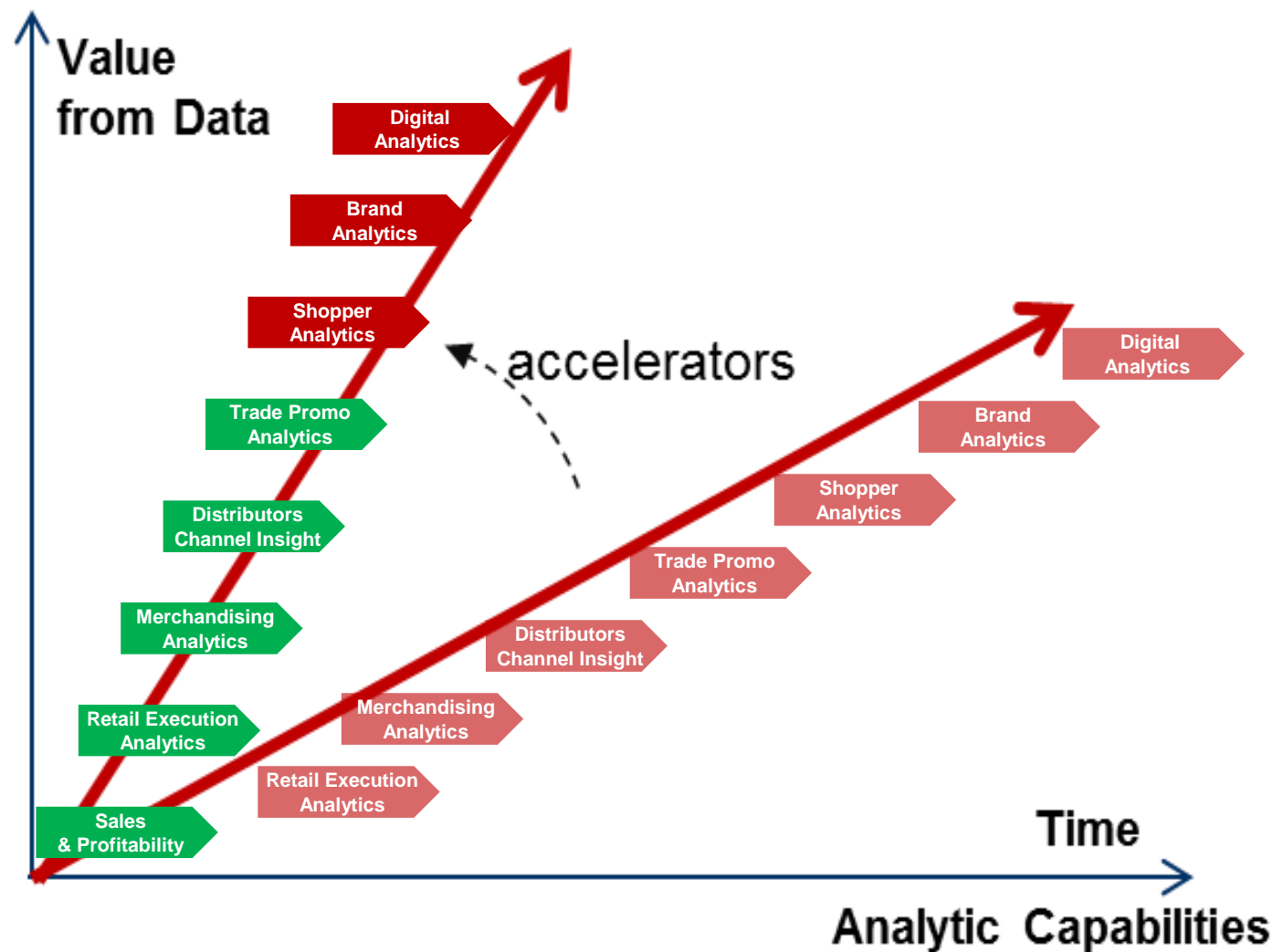| CHANNEL	FORMAT	DEFINITIONS	EXAMPLE PLAYERS
Modern grocery	Limited Assortment Retailers (inc. Club & Discounter)	Retailers with limited numbers of SKUs. Includes 2 main types; Club - large outlets in cash & carry format with paid membership schemes); Discounters - Focus on low prices; Can sub-divide further into Hard and Soft based on level of discount	
	Hypermarket	Large stores that typically sell broad range of non-food as well as food	
	Supermarket	Mostly grocery items. Includes 'proximity' stores: small supermarkets in urban locations	
Convenience	Multiple Convenience	Small urban outlets under large grocery retailer banner, often open for extended hours **(inc Petrol)**	
	Traditional convenience	Small urban outlets, offering convenience small store format. Usually affiliated to a symbol club, branded fascia retail club or franchise; included group petrol forecourts	
Traditional independent stores		Independent or family-owned "mom and pop "retail outlets	
Pet Specialist	Specialist Pet Trade	Specialty pet trade (organized and fragmented)	
	Professional and Vet	Professional breeders and vet channel	
Other specialist	Drugstore/pharmacy	Drugstore and pharmacy	
	Other	Other e.g. DIY, department stores	
Ecommerce	Click & mortar	Retail orders where transaction is made online with a player who also has brick & mortar presence; may offer multiple categories, or a limited specialist offering with advice	
	Pure-play	Retail orders where transaction is made online with a pure-play e-commerce player; can be either "generalist" where all categories of retail are offered, or "specialist"	
Out of Home	QSR & Cafe	Establishments that prepare and serve food – specifically Quick Service Restaurant chains and cafes	
	Entertainment	Cinemas	
	Vending	Standalone vending machines	
	Other food service	Includes all further HORECA establishments that prepare and serve food: hotels, restaurants, bars, pubs, clubs, work places, schools, universities, catering as well as	

Analytics and BIG Data & Speed to Value

Key Data for CD

Relative Volume of Data →

Key Data for CD			Relative Volume of Data
Consumer Marketing	C2C		Social Media
	B2C		Market Research
			Shopper Loyalty
Trade Marketing	B2B2C		POS Sell Out
			Distributor Sell Out
Sales	B2B		Syndicated
			Sell In
Enterprise Info Model			Master Data
			Measures
			Data Types

Analytics and BIG Data & Speed to Value

The FOUR V's of Big Data

From traffic patterns and music downloads to web history and medical records, data is recorded, stored, and analyzed to enable the technology and services that the world relies on every day. But what exactly is big data, and how can these massive amounts of data be used?

As a leader in the sector, IBM data scientists break big data into four dimensions: **Volume, Velocity, Variety and Veracity**

Depending on the industry and organization, big data encompasses information from multiple internal and external sources such as transactions, social media, enterprise content, sensors and mobile devices. Companies can leverage data to adapt their products and services to better meet customer needs, optimize operations and infrastructure, and find new sources of revenue.

By 2015
4.4 MILLION IT JOBS
will be created globally to support big data, with 1.9 million in the United States

Volume
SCALE OF DATA

40 ZETTABYTES
[43 TRILLION GIGABYTES]
of data will be created by 2020, an increase of 300 times from 2005

It's estimated that
2.5 QUINTILLION BYTES
[2.3 TRILLION GIGABYTES]
of data are created each day

6 BILLION PEOPLE
have cell phones

WORLD POPULATION: 7 BILLION

Most companies in the U.S. have at least
100 TERABYTES
[100,000 GIGABYTES]
of data stored

Velocity
ANALYSIS OF STREAMING DATA

The New York Stock Exchange captures
1 TB OF TRADE INFORMATION
during each trading session

Modern cars have close to
100 SENSORS
that monitor items such as fuel level and tire pressure

By 2016, it is projected there will be
18.9 BILLION NETWORK CONNECTIONS
– almost 2.5 connections per person on earth

Variety
DIFFERENT FORMS OF DATA

As of 2011, the global size of data in healthcare was estimated to be
150 EXABYTES
[161 BILLION GIGABYTES]

By 2014, it's anticipated there will be
420 MILLION WEARABLE, WIRELESS HEALTH MONITORS

4 BILLION+ HOURS OF VIDEO
are watched on YouTube each month

30 BILLION PIECES OF CONTENT
are shared on Facebook every month

400 MILLION TWEETS
are sent per day by about 200 million monthly active users

Veracity
UNCERTAINTY OF DATA

1 IN 3 BUSINESS LEADERS
don't trust the information they use to make decisions

27% OF RESPONDENTS
in one survey were unsure of how much of their data was inaccurate

Poor data quality costs the US economy around
$3.1 TRILLION A YEAR

Sources: McKinsey Global Institute, Twitter, Cisco, Gartner, EMC, SAS, IBM, MEPTEC, QAS

IBM

5 V's OF DATA

VOLUME — Amount of Data

VARIETY — Diversity of Data

VELOCITY — Speed of Data Generation

VERACITY — Accuracy of Data

VALUE — Worth of Data
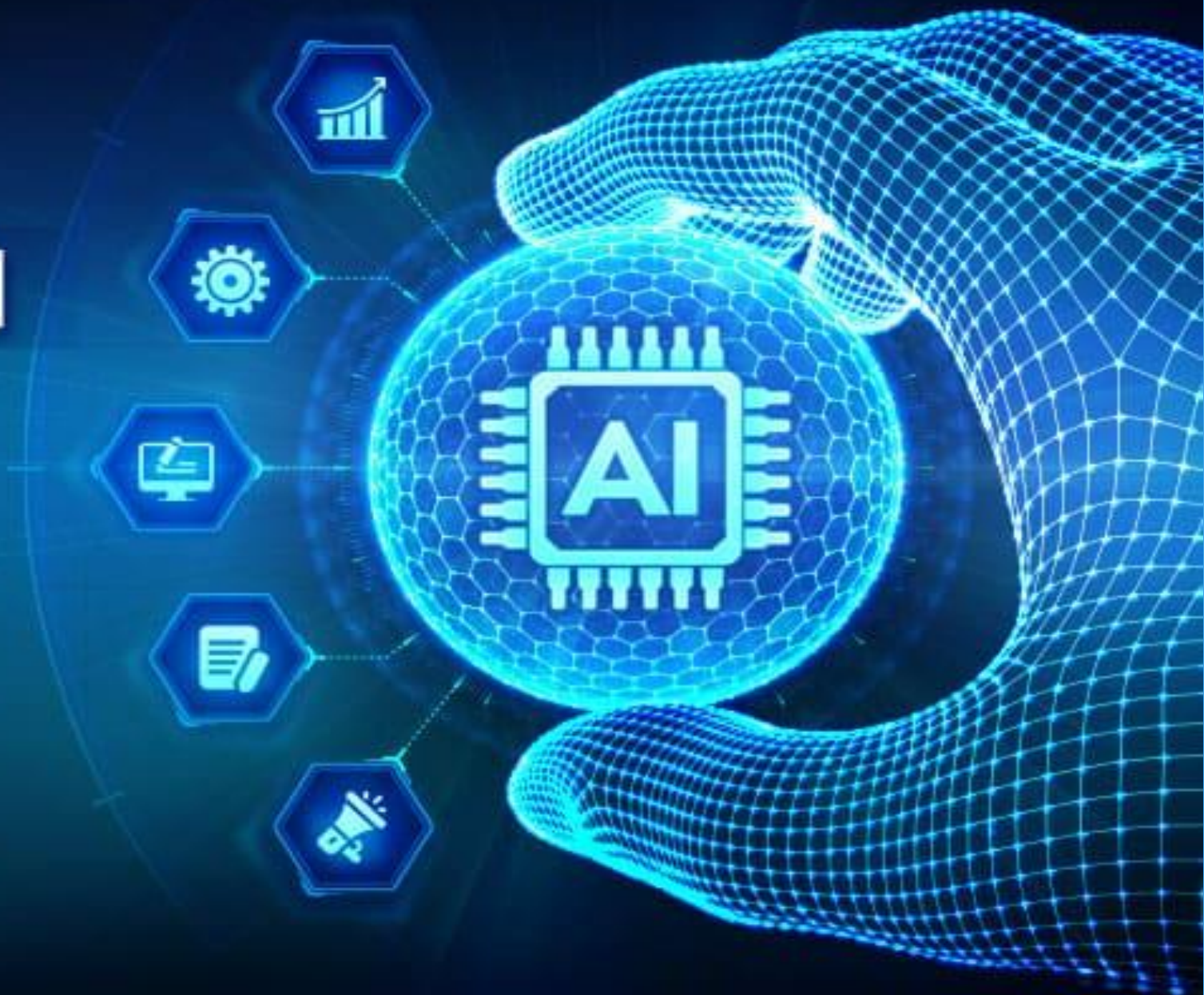
Mastering the 10 Vs of big data

- 01 Visualization
- 02 Velocity
- 03 Variety
- 04 Variability
- 05 Volume
- 06 Vulnerability
- 07 Validity
- 08 Volatility
- 09 Veracity
- 10 Value

EVERY MINUTE
01:00
OF THE DAY

PRESENTED BY
DOMO

AIRBNB GUESTS BOOK 747 STAYS

AMAZON SHOPPERS SPEND $455K

X USERS SEND 360K TWEETS

6.3M SEARCHES HAPPEN ON GOOGLE

WHATSAPP USERS SEND 41.6M MESSAGES

LINKEDIN USERS SUBMIT 6,060 RESUMES

VIEWERS WATCH 43 YEARS OF STREAMING CONTENT

3,720 USERS DOWNLOAD INSTAGRAM THREADS

CYBER-CRIMINALS LAUNCH 30 DDOS ATTACKS

CHATGPT USERS SEND 6,944 PROMPTS

INSTAGRAM USERS SEND 694K REELS VIA DM

FACEBOOK USERS LIKE 4M POSTS

DOORDASH DINERS PLACE $122K IN ORDERS

FANS STREAM A TAYLOR SWIFT SONG 69.4K TIMES

VENMO USERS SEND $463K IN PAYMENTS

GLOBAL INTERNET USERS SPEND 25.1M HOURS ONLINE

THE AVERAGE PERSON PRODUCES 102 MB OF DATA

PEOPLE TRADE $398M IN TREASURY BONDS

PEOPLE SEND 241M EMAILS

TWITCH USERS WATCH 48K HOURS OF CONTENT

EVERY
MINUTE
OF THE DAY

TEXTS — PEOPLE SEND 16M

FACEBOOK — USERS SHARE 1.7M pieces of content

GOOGLE — USERS CONDUCT 5.9M searches

EMAIL — USERS SEND 231.4M messages

INSTAGRAM — USERS SHARE 66K photos

ONLINE EVENT — GOERS PURCHASE $12.9K

TWITTER — USERS SHARE 347.2K tweets

CRYPTO — BUYERS PURCHASE $90.2M in cryptocurrency

SNAPCHAT — USERS SEND 2.43M snaps

VENMO — USERS SEND $437.6K

TINDER — USERS SWIPE 1.1M times

AMAZON — SHOPPERS SPEND $443K

YOUTUBE — USERS UPLOAD 500 hours of video

STREAMING — VIEWERS SPEND 1M hours

DOORDASH — DINERS PLACE $76.4K in orders

ZOOM MEETINGS — 104.6K hours SPENT IN

THE IMPACT OF AI

On Content Marketing
Creating Compelling
Content with Artificial
Intelligence

CBINSIGHTS

AI 100

2022

Cross-industry applications

Manufacturing
LANDING AI
INSTRUMENTAL
elementary
fēro labs

Warehouse automation
Agility Robotics
nimble
THIRD WAVE AUTOMATION

Sales & contact center
OBSERVE·AI
CRESTA
循环智能 RECURRENT AI

Search
Twelve Labs
YOU
Jina

Cybersecurity
OBSIDIAN
CHEQ
Duality

Customer feedback analysis
unitQ

Location data
SAFEGRAPH

Worker safety & incident prevention
Urbint

Business intelligence
AIBLE
Pecan

Engineering design
NEURAL CONCEPT
Physna

IT & devops automation
harness
cast

Other R&D
sparkcognition
InstaDeep™

Industry-specific applications

Finance & insurance
zeni
Unit21
hazy
EvolutionIQ
feedzai
cervest
TRACTABLE

Retail
Depict
Afresh
nuro
Crossing Minds
cosmose AI
avataar

Healthcare
SWORD HEALTH
ACTIV SURGICAL
Rad AI
OWKIN
Syllable
healx
Insilico Medicine
Whisper
Curai Health
ALIFE

Telecom
DEEPSIG
net AI

Aerospace & defense
SHIELD AI
MODERN INTELLIGENCE

Government
zencity

Auto
Waabi
Apex.AI
nodar
autox
PHIAR

Agriculture
regrow
IRON OX

Construction
BUILT ROBOTICS
CANVAS

Maritime
BEARING.ai

Gaming
99WP
inworld

Waste management
AMP ROBOTICS

Media
WELLSAID
SURREAL

AI development tools

AI chips
LUMINOUS
GRAPHCORE
UNTETHER AI
SambaNova SYSTEMS

Data annotation
sama
Snorkel

Synthetic data
gretel

Data de-identification
PRIVATE AI

Data quality & observability
SUPERCONDUCTIVE
Anomalo
MONTE CARLO

Version control & experiment tracking
iterative
neptune.ai
Pachyderm

Model validation & monitoring
LatticeFlow
TROJAI
ROBUST INTELLIGENCE
fiddler

ML platforms
anyscale
Unbox
ABACUS.AI
DataRobot

Machine learning deployment
OctoML

Resource optimization
run:ai

Computer vision
encord

Natural language processing
Hugging Face
EXPLOSION
co:here
AI21 labs

The Generative AI Application Landscape (v2)
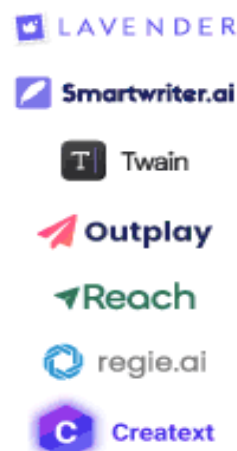
A work in progress

Text

MARKETING

copy.ai | Jasper | Writesonic | Ponzu | frase
copysmith | Mutiny | Moonbeam | Bertha.ai
anyword | Hypotenuse AI | Clickable | letterdrop
Simplified | Peppertype.ai | Omneky | CONTENDA

KNOWLEDGE

glean (workplace search) | mem | YOU

GENERAL WRITING

Rytr | wordtune | Subtxt
LEX | sudo write | LAIKA
NovelAI | WRITER | COMPOSE AI
OTHERSIDEAI

AI ASSISTANTS

Andi
Quickchat

SALES

LAVENDER
Smartwriter.ai
Twain
Outplay
Reach
regie.ai
Creatext

SUPPORT (CHAT/EMAIL)

Cohere
KAIZAN"
Typewise
CRESTA
XOKind

OTHER

Character.AI
AI DUNGEON
KEYS

Video

EDITING/GENERATION
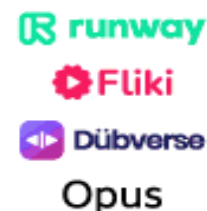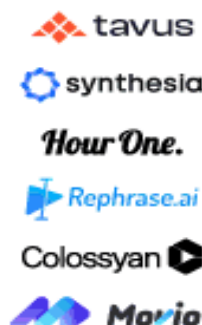
runway
Fliki
Dübverse
Opus

PERSONALIZED VIDEOS

tavus
synthesia
Hour One.
Rephrase.ai
Colossyan
Movio

Image

IMAGE GENERATION
Midjourney
OpenArt
craiyon
PLAYGROUND
WOMBO.AI
PhotoRoom
ROSEBUD.AI
alpaca
Lexica
Nyx . gallery
mage.space
KREA
artbreeder

CONSUMER/SOCIAL
Midjourney

MEDIA/ADVERTISING
SALT
THE CULTURE DAO

DESIGN
Diagram
uizard
VIZCOM
Aragon
Poly
maket
INTERIOR AI
CALA

Code

CODE GENERATION
GitHub Copilot
replit GhostWriter
tabnine
MUTABLEAI

TEXT TO SQL
AI 2sql*
seek

WEB APP BUILDERS
Debuild
Enzyme
durable

DOCUMENTATION
Mintlify
Stenography

OTHER
excelformulabot

Speech

VOICE SYNTHESIS
RESEMBLE.AI
broadn
WELLSAID
coqui
podcast.ai
descript overdub
Fliki
Listnr
REPLICA
VOICEMOD

3D

3D MODELS/SCENES
mirage
CSM

Other

MUSIC
SPLASH
Mubert
Aiva Technologies
Endel
boomy
Harmonai
SONIFY

GAMING
AI DUNGEON

RPA
Adept
māyā

AI CHARACTERS/AVATARS
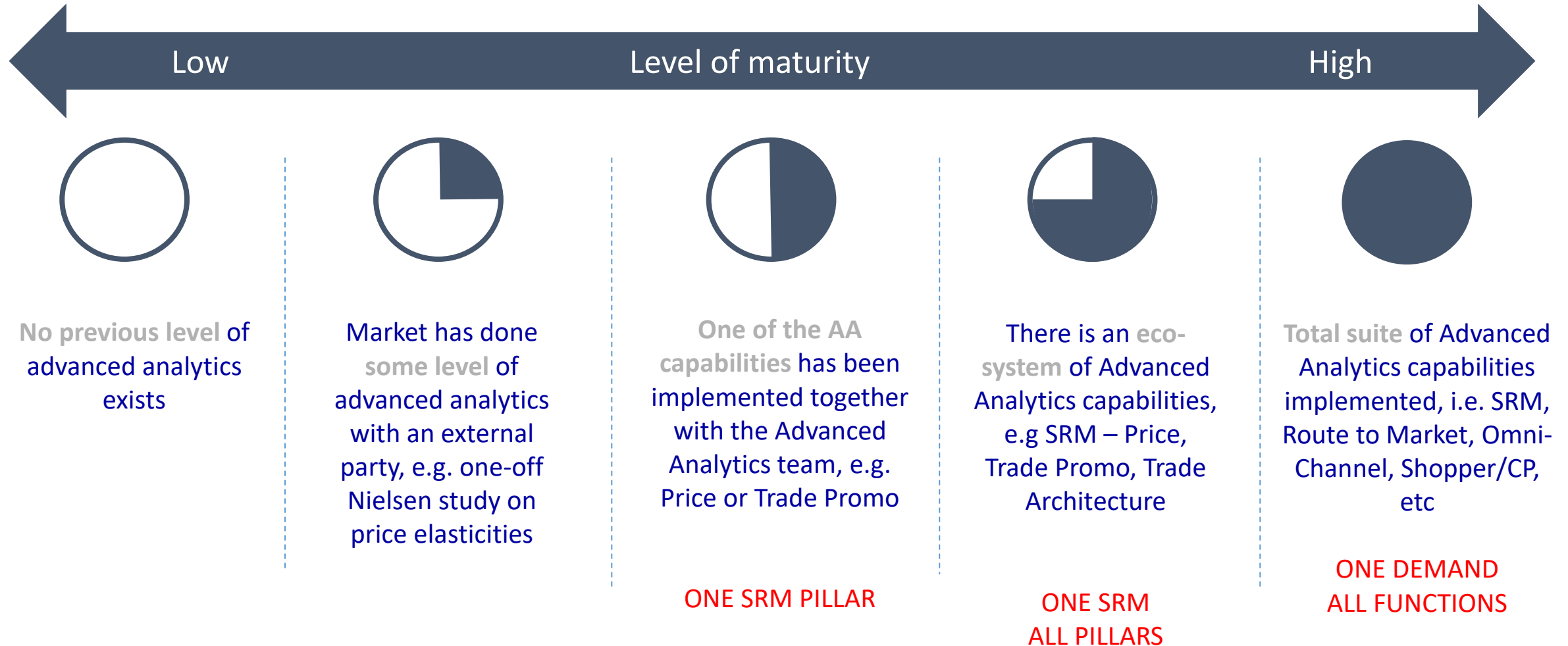Character.AI
inworld
The Simulation
OASIS

BIOLOGY/CHEMISTRY
Cradle

VERTICAL APPS
Harvey

Advanced Analytics Maturity

Low ← Level of maturity → High

No previous level of advanced analytics exists

Market has done some level of advanced analytics with an external party, e.g. one-off Nielsen study on price elasticities

One of the AA capabilities has been implemented together with the Advanced Analytics team, e.g. Price or Trade Promo

ONE SRM PILLAR

There is an **eco-system** of Advanced Analytics capabilities, e.g SRM – Price, Trade Promo, Trade Architecture

ONE SRM ALL PILLARS

Total suite of Advanced Analytics capabilities implemented, i.e. SRM, Route to Market, Omni-Channel, Shopper/CP, etc

ONE DEMAND ALL FUNCTIONS

Scarcity of :

TALENT

EXPERIENCE

ABILITY

GROWTH

TRAINING

SKILL

ADVANCED TRAINING

COMPETENCE

LEARNING

KNOWLEDGE

It's a complex world indeed….

THE new economic context

Everybody wants Promotions

Several key industry trends impacting the trade environment

The MAGIC WORD : "PRICE" simplified…….

Scarcity of :
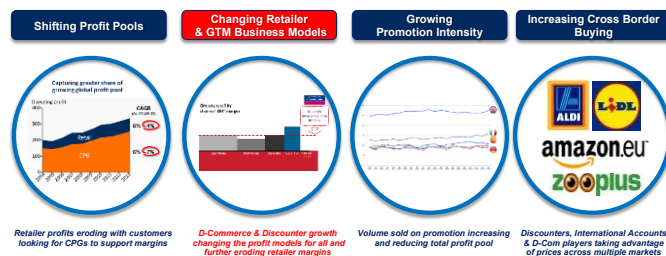
What Digital solutions to invest in TPM /JBP /BI Analytics ?

Omnichannel
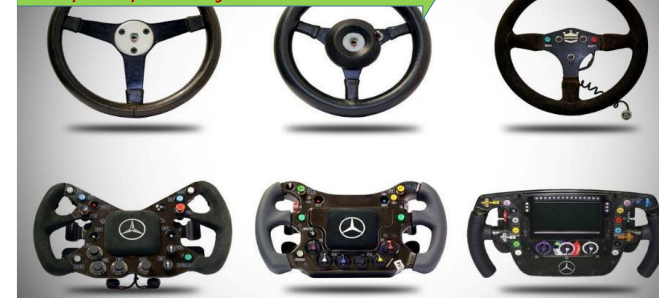
Market development needed to drive growth

New channels

(2) **Play in new channels to drive consumption**

Existing channels

(1) **Improve performance where we play today**

(3) **Use the same channel – but find new occasions**

Existing occasions and segments

New occasions and segments
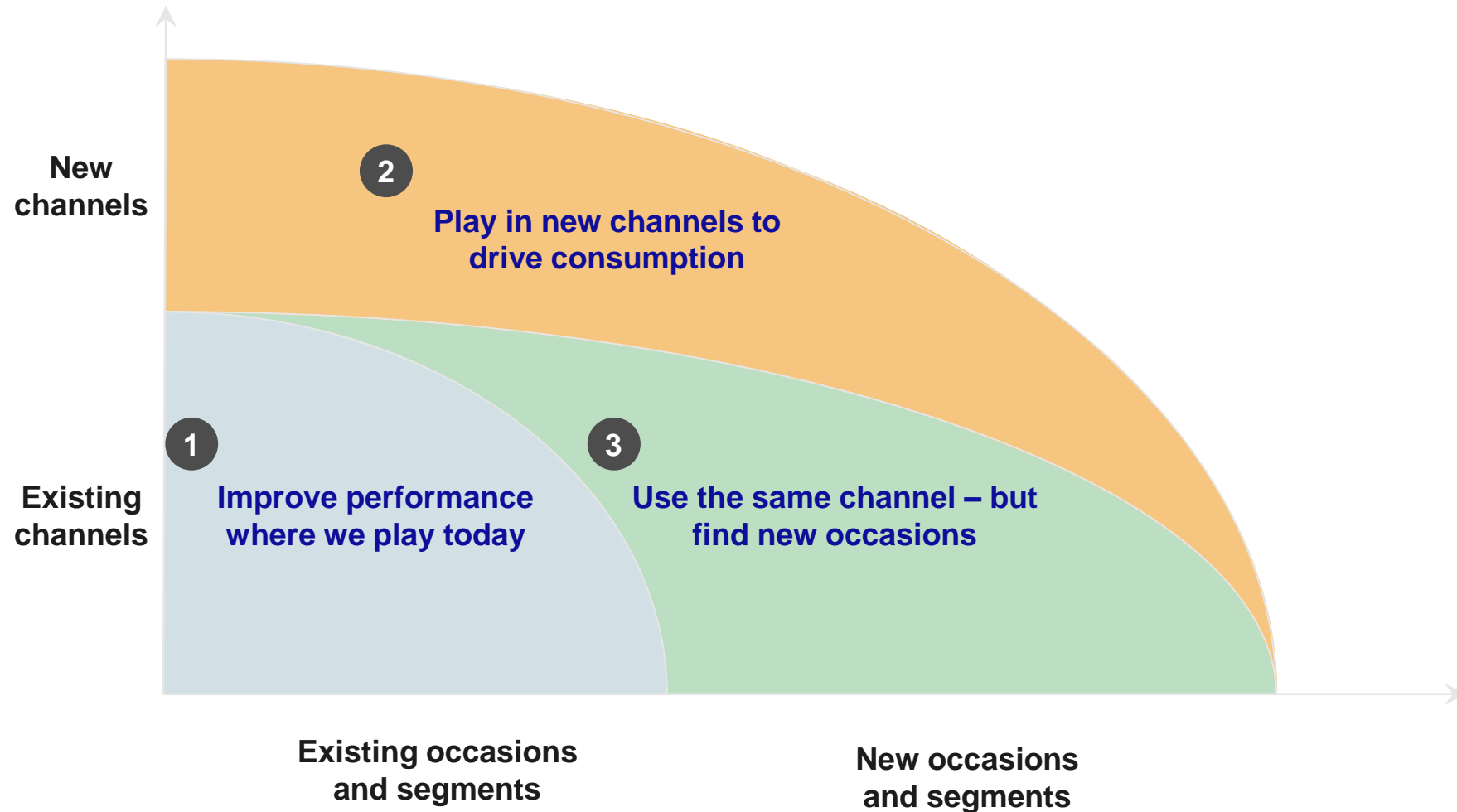
	Drivers	Impact	Needs
Volatility	Change Nature Change Dynamics Change Speed Change Rate	Instability Loss of Control Increased Risk	**Vision**
Uncertainty	Unpredictability Potential Surprises Unknown Impacts Unknown Outcomes	Indecisiveness Increased Analysis Delayed action	**Under-standing**
Complexity	Task Correlation Interdependencies Interrelationships Interoperability	Data Overload Decline in Productivity Mistakes Learning of the fly	**Clarity**
Ambiguity	Unclear Cause Unclear Action Unclear Aims Unclear Effect	Doubts Distrust Lack of Confidence Delays	**Agility**

THE ENVIRONMENT IS CHANGING

We need to adapt to the changing environment in order to grow
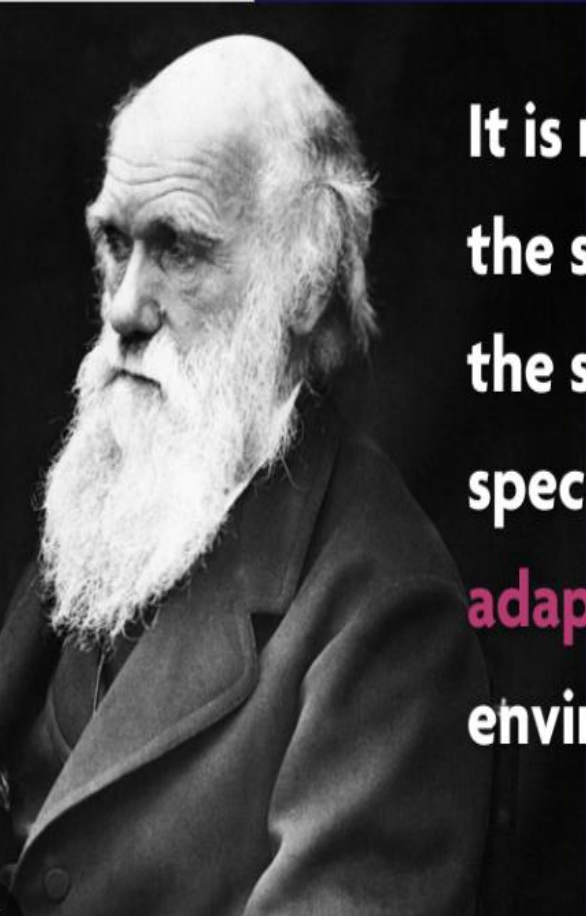
It is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that [...] is able best to **adapt and adjust** to the changing environment in which it finds itself.
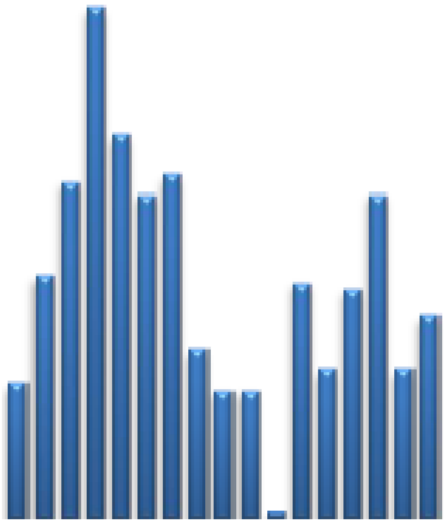
—Charles Darwin

- Sales Channels are blurring.

- Technology is developing very fast (connected shopper).

- Retail competition is fiercer than ever before.

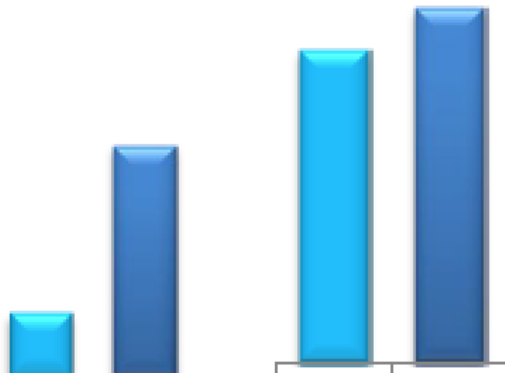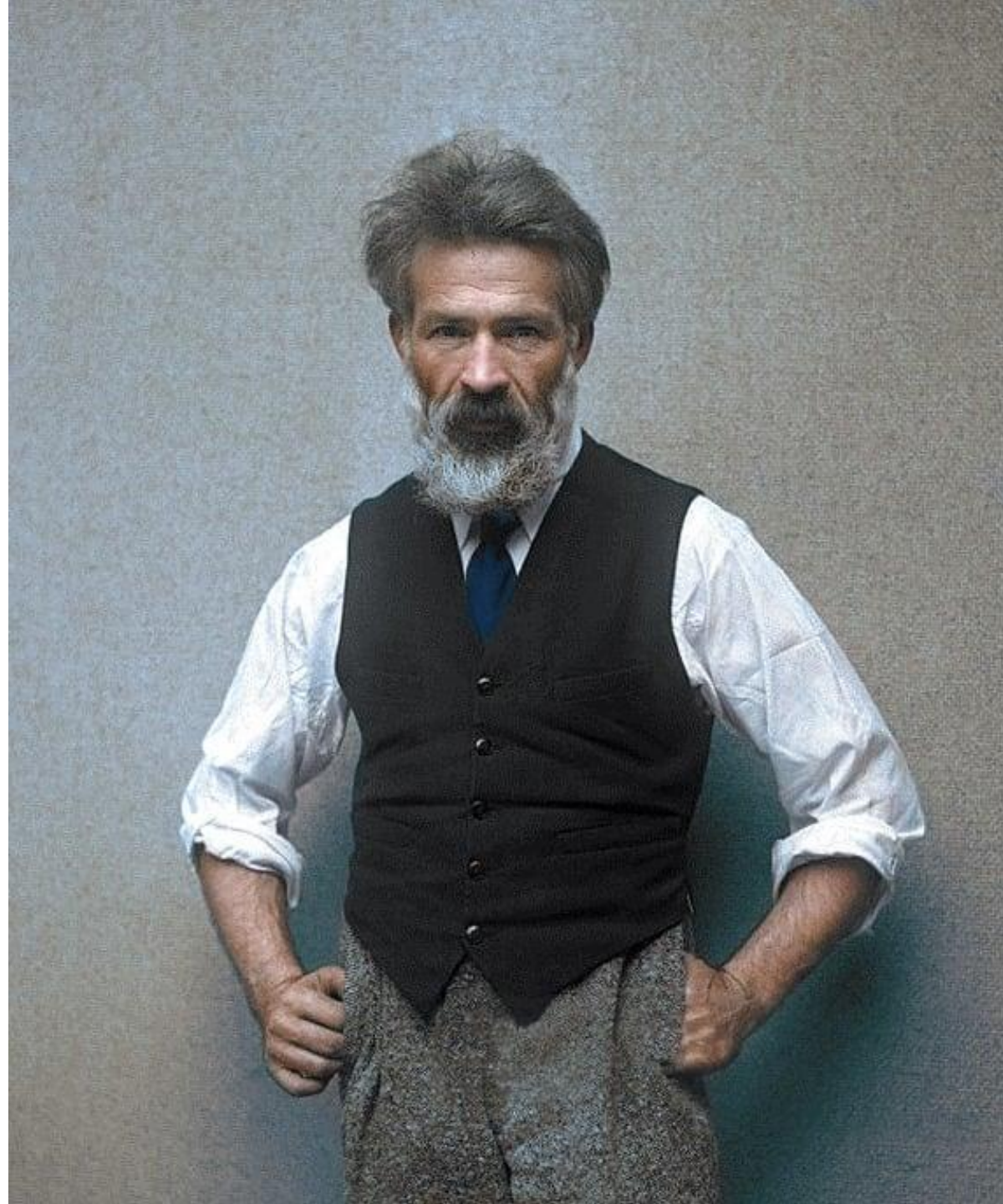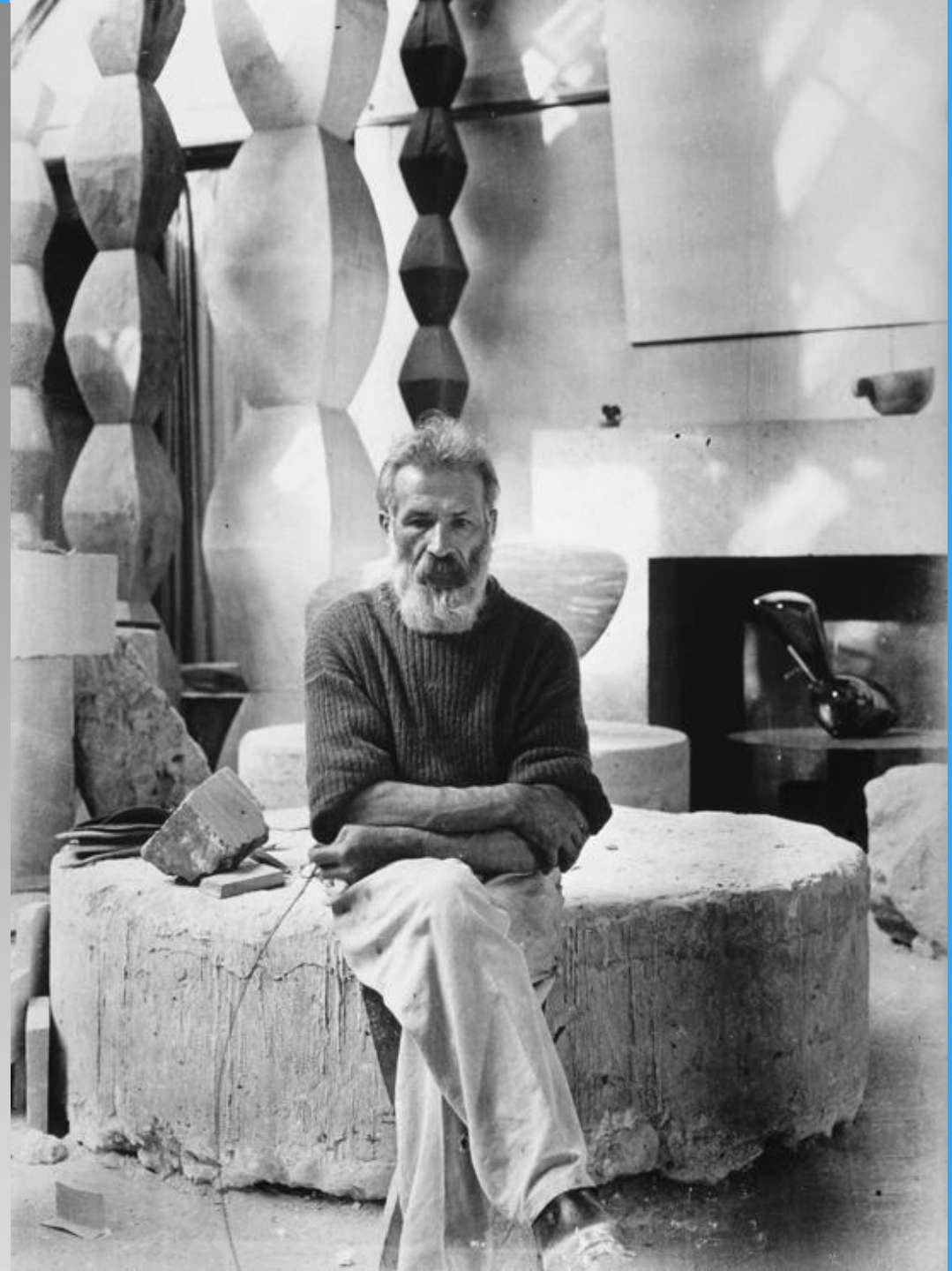- **We need to learn fast new things in order to win in this environment.**

Session topics

"simplicity
is complexity
resolved"

said Constantin Brancusi

Romanian artist considered one of the most
influential sculptors of the 20th century.

As one of the founding figures of Modernism, Brancusi radically simplified figurative forms,

composing works in bronze, marble, stone, and wood.

In 2017, his sculpture "La muse endormie" (Sleeping Muse-1913), sold for a record-breaking $57.4 million at Christie's.

Today, Brancusi's works are held in the collections of the Metropolitan Museum of Art in New York, the Philadelphia Museum of Art, the Centre Georges Pompidou in Paris, and the Tate Modern in London.

Be clear what you chose to do !

Same Oranges.
More Juice.