



SENIOR FMCG NAM NETWORKING BREAKFAST

Insights on Data, Negotiating, and Career Planning

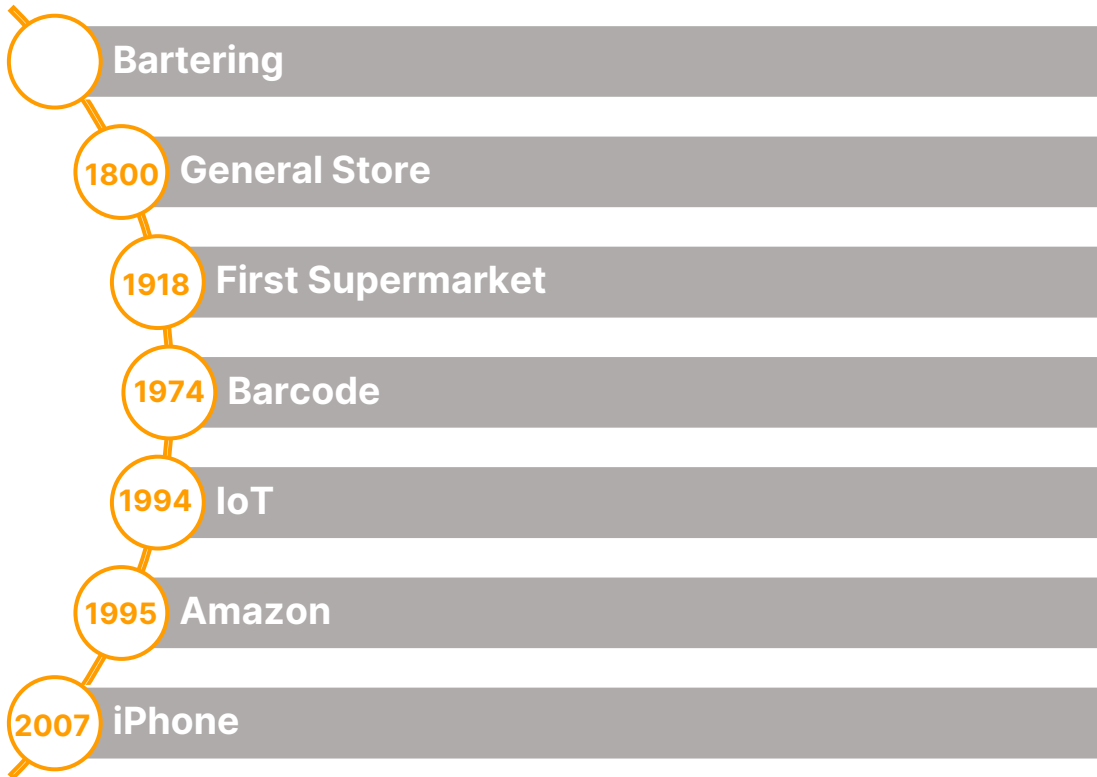




Nick Hogendijk
Founder, Hexis Quadrant

Data Utilisation

THE EVOLUTION OF RETAIL IS ACCELERATING



Consumers are now experiencing a paradox of choice

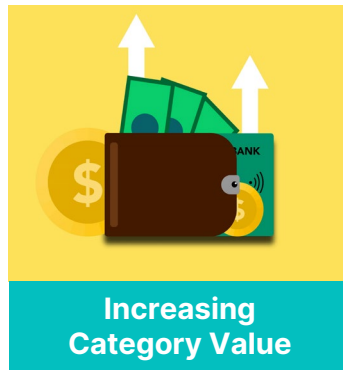
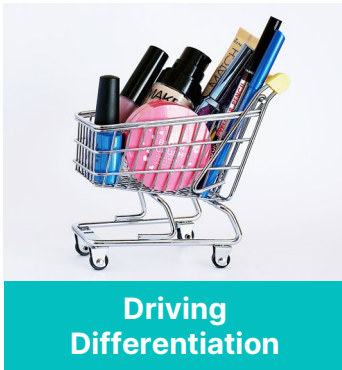




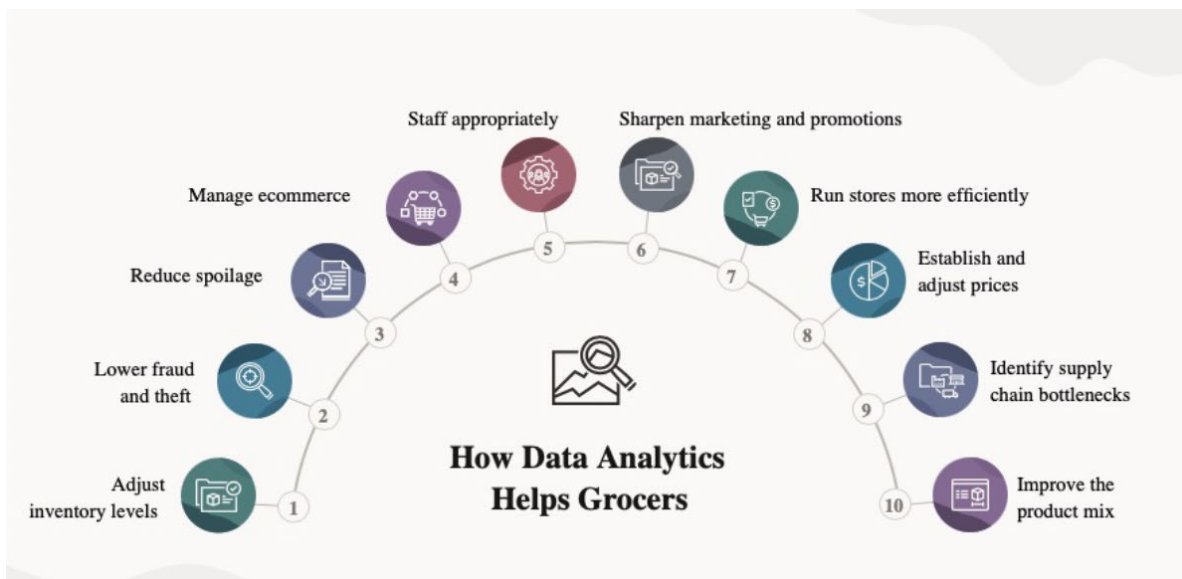
Data Utilisation

THE CURRENT LANDSCAPE

To cut through the 'noise', retailers are having to become smarter about how they conduct business to remain competitive.



Utilising data to design intelligent retail drives operational efficiency for grocery retailers



Source: <https://www.oracle.com/au/retail/grocery-data-analytics/>





Data Utilisation

A WEAPON TO SUCCESS

Efficient and effective data utilisation becomes a weapon to successfully compete and win the hearts of minds of consumers and shoppers.

Retailers have access to a multitude of data sources:

Business & Performance

Sales data
Financial data
Supply chain data

Consumer & Shopper

Demographic data
Personal data
Behavioural data

Utilising the right data in the right way has given rise to:

Generative AI

Loyalty Programs

Income Generation (Retail Media)

Personalisation

RETAILERS DOING IT WELL



Retailers are realising the benefit from effective and efficient data utilisation including:

- 83% more profitable than laggards
- Received 90% of the sectors gains in market captilisation
- Advanced analytics is estimated to deliver 2% earnings increase to grocers

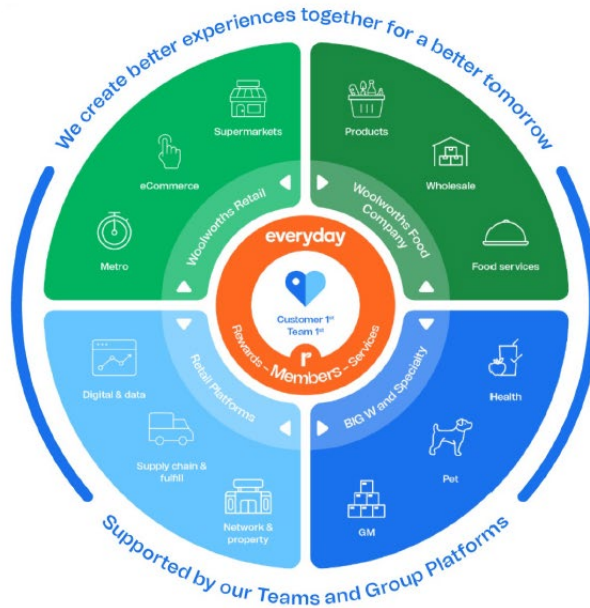




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Data Utilisation

A local example of omni-channel integrated data usage



"Our Connected Group"



coles

MYER



Metcash

CASE STUDY: SUPPLIERS DOING IT WELL ARE ADAPTING AT PACE

Coca-Cola (Hellenic Bottling Company)

*"We are working hard to **move from data to insights** and we are developing commercial and supply chain cases to transfer or translate that data into insights, which will **drive the business faster and in a more efficient way.**"*

- Alain Brouhard, Group CIO, Coca-Cola Hellenic Bottling Company





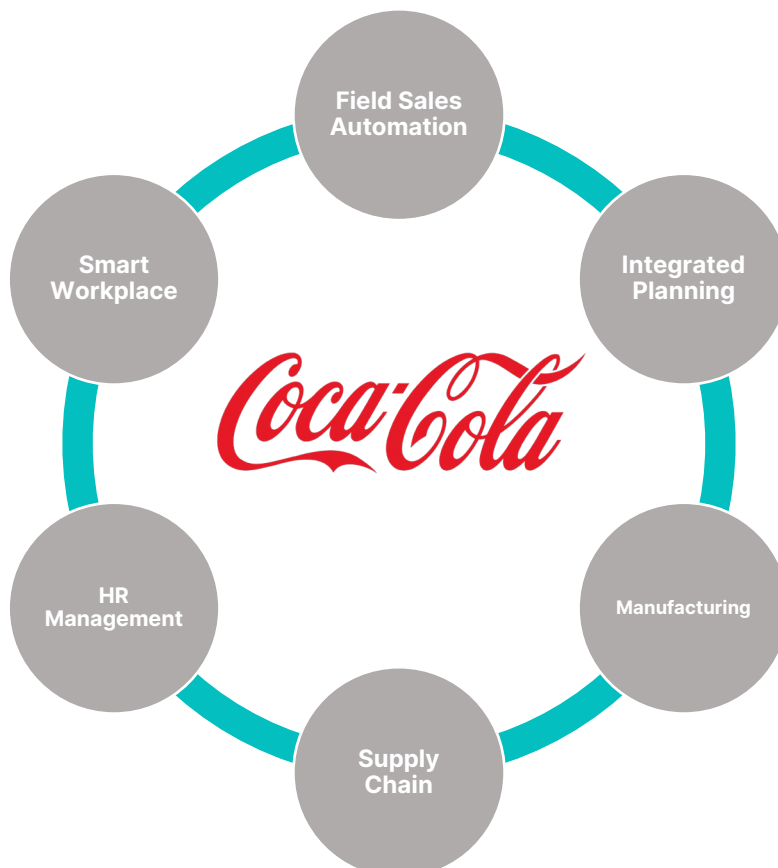
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Project overview

Objective	Optimise business operations and become more sustainable through technology.	
Methodology	Accelerate growth and leverage digital data technology.	
Business Outcomes	<ol style="list-style-type: none"> 1. Customer centricity 2. Employee experience 3. Operational productivity 4. Sustainability 	<ul style="list-style-type: none"> • Execution in a very personalised way • Digital first workplace for everyone • Faster, better, cheaper • Technology as a driver of sustainable practices

How it has changed the way they run their business

- End-to-end integrated business planning, smart manufacturing, connected logistics.
- Centralised ERP and CRM system, one standalone data centre (physical, not cloud based).
- Implementation of image recognition, deep reporting and real time analytics.





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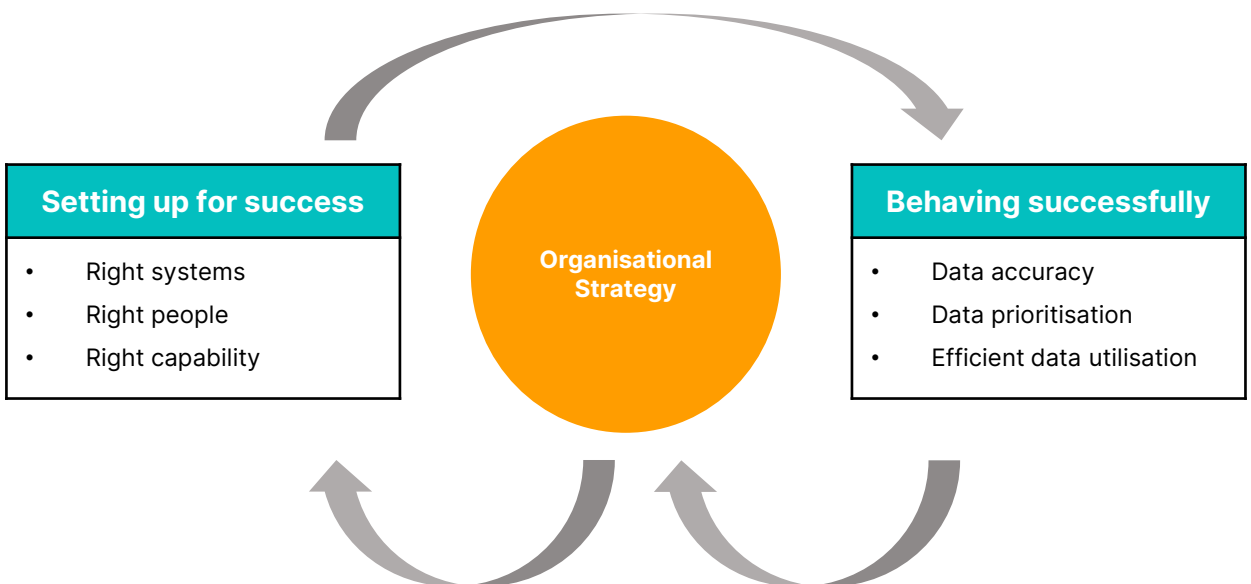
The outcome

Leveraging centralised data, systems and generative AI, Coca-Cola Hellenic have realised benefits across their organisation in established, developing and emerging markets.

Front Office Benefits	Back Office Benefits
<ul style="list-style-type: none"> • 3.6x store coverage • In store image recognition and analysis (97% SKU recognition accuracy) • Automated inventory audits • Centralised data enhancing <ul style="list-style-type: none"> • Shelf layouts • Range optimisation • Price optimisation (RRP / PRRP) • Delivering results of 14-24% growth in store 	<ul style="list-style-type: none"> • Data led lean production • Reduced OOS incidents by 63% • Data led innovation and NPD • Energy usage optimisation (up to 90% reduction in costs) • Water efficiency • Changeover efficiency • Supply chain optimisation • Connected employees - smart workplace

IMPLICATIONS FOR SUPPLIERS: SETTING UP FOR SUCCESS

Setting your business up for data utilisation success



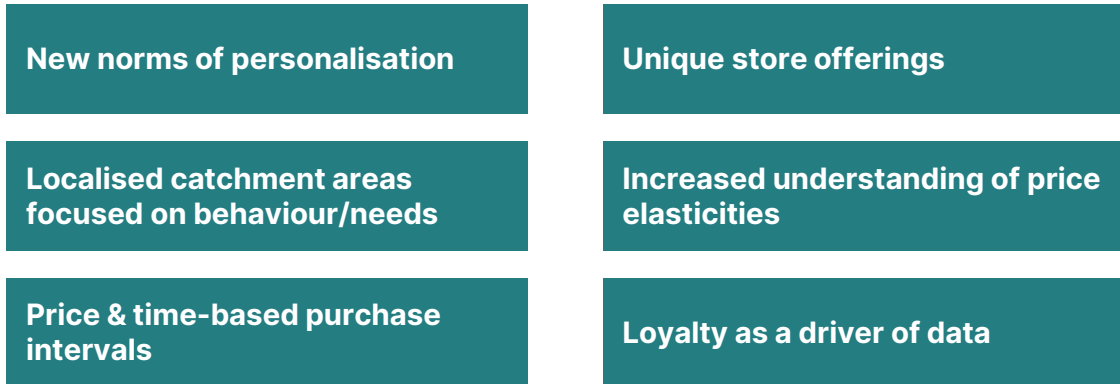


Data Utilisation

WHAT DOES THIS MEAN FOR YOU AS A SUPPLIER?

What does this mean for your company's future?

According to McKinsey over the next 12-18 months the strongest performing companies "will break out from the status quo to shape a new data and insights paradigm".



Source: McKinsey & Company; How data is becoming pivotal for grocery retailers; A Balchandani & S Phillips

How data is used to support your organisational strategy



Negotiating Better



DOES THIS SOUND FAMILIAR?

The customer keeps...



Jessica Gordoun
Managing Director, Ranged

Asking for more promotions

Demanding more co-op

Ranging your competitors SKUs

Threatening to delist SKUs

Wanting exclusivity

Putting in CPIs on their costs

In Australian FMCG being a good negotiator is not good enough.

You have to be exceptional, smooth and shrewd.

Why?

The retailers have the network, the customers, the market share and the resources to give them the power in every negotiation... and they know it!





Negotiating Better

NEGOTIATION PRINCIPLES



Relationship

Understand the person and make interactions positive

1. Understand your buyer
2. Meet early and make it positive
3. Be a trusted partner



Advantage

Know your advantage and how to play it

1. Dig into the data
2. Understand your advantage
3. Be clear on how you communicate this



Levers

Know the available options and know what is important to them

- | | | |
|----------------------|------------------------|---------------------------|
| 1. Sales | 2. Profit | 3. Make them look good |
| • Promotions | • Net Margin | • Head Office Activations |
| • Marketing/Hype | • Blended Margin | • Positive PR/CSR |
| • Ends/Off Locations | • Co-op | • Exclusivity |
| | • Implementation Costs | |



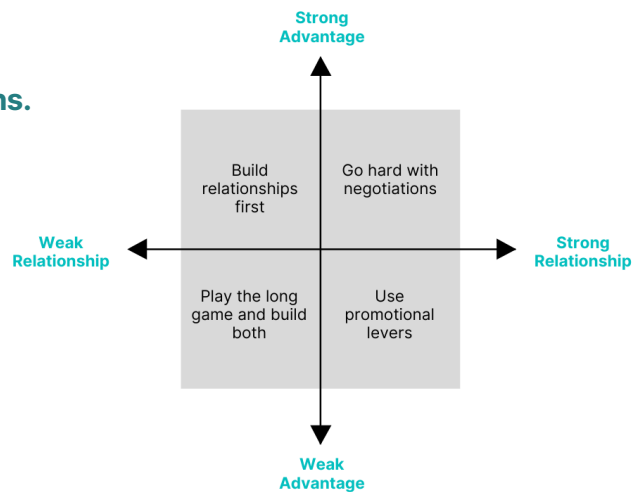
Non-Negotiables

Be clear on what is important to you and your brand/business

1. Be clear on the OBJECTIVE
2. Know your budget (min/max)
3. Have a back-up plan

WHERE DO YOU STAND?

A quadrant approach to negotiations.



Developing Your Career

CAREER PLANNING EXAMPLE

Expert	Sales Director Head of Sales	Head of Category	Department Head	Department Head	Integrated Business Planning
Advanced	Head of Channel Customer Director NBM	Category Manager	National Field Sales Manager	Commercial Planning and Activation	CRM/TPM
Accelerate	NAM KAM NAE	NAM	State Field Manager	State Field Manager	Salesforce
Foundational	VRO Sales Representative	Category Analyst	Area Manager	VRP Demand Planner	Field Re- alignment
Capability	Customer	Category	People	Operations	Projects

PLANNING YOUR CAREER



Set Goals

What do you want to achieve in your career?



Self-Assess

Know your skills and areas for improvement



Develop Skills

Markets evolve and so must you



Network

Foster relationships, be connected, find a mentor



Education

Continuous learning is the norm, not the exception



Evaluate

Measure performance, seek feedback from peer and customers



Manage

Your personal brand, work-life balance, and health



Contact Us

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