

# Growing the Next Generation Leadership Talent



## ECR: Leading across Boundaries

Leadership Programme for Companies  
in the Consumer Goods Sector

# ECR Framework: Focus Areas

Context for LaB Programme Content

- **Demand**

**Transforming the Shopper Experience**

Consumer and Shopper Journey...

**Emerging Trends**

- **Supply**

**Step-Change Efficiency**

Supply Chain, OSA, Shrinkage...

**Connected Business Information**

- **Sustainability**

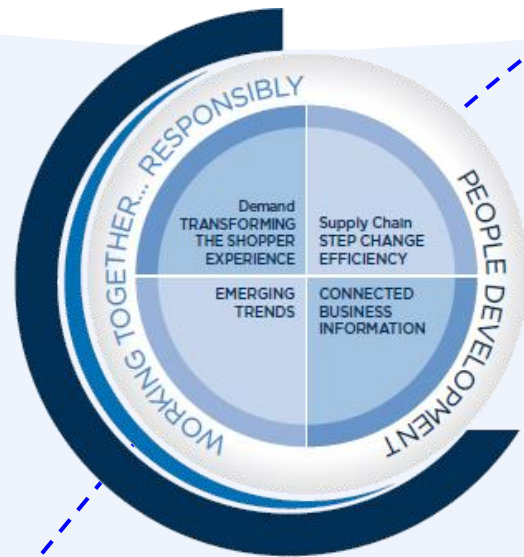
**Working Together ... Responsibly**

Sustainability, Fair business practices...

- **People Development**

**Developing the Next Generation Talent**

Leading across Boundaries...



## ECR LaB: Pillars & Themes

Uniting Leadership Skills & Business Challenges



- **Individual**

**Personal Characteristics of Successful Leaders**

- **Network**

**Collaborative Relationships for Mutual Success**

- **Sector**

**Across Geographical & Cultural Boundaries**

- **Shopper & Consumer**

**Enhancing the 21st Century Shopper & Consumer Experience**

- **Efficient Collaboration**

**Rules of the Game for Successful Partnerships throughout the Value Chain**

- **Sustainable Growth**

**Reconciling Business Development with Global Sustainability needs**

## Introduction & Hot Topics

**October 2014**

Web meetings, Topic scoping,  
Pre-reading discussions &  
Participant Introductions

## INSEAD Part 1, Singapore

**16 - 21 November 2014**

Thought-leading Sessions &  
Case Studies, Industry  
Speakers, Simulations,  
Workshops & Field Trips

## Leadership Agendas December - February

Web meetings, Hot-Topic  
discussions, Leadership  
plans & actions

## INSEAD Part 2, France

**8 - 13 March 2015**

Thought-leading Sessions &  
Case Studies, Industry  
Speakers, Simulations,  
Workshops & Field Trips

## Hot Topic Projects

**March - May**

Web meetings, Hot-Topic  
Guidelines, Frameworks &  
Roadmaps, Leadership  
Agendas & Actions

## Outcomes Communication

**May 2015**

Publication of Hot-Topic  
Conclusions & Personal LaB  
experiences, Leadership  
Agendas & Actions

## ECR LaB is:

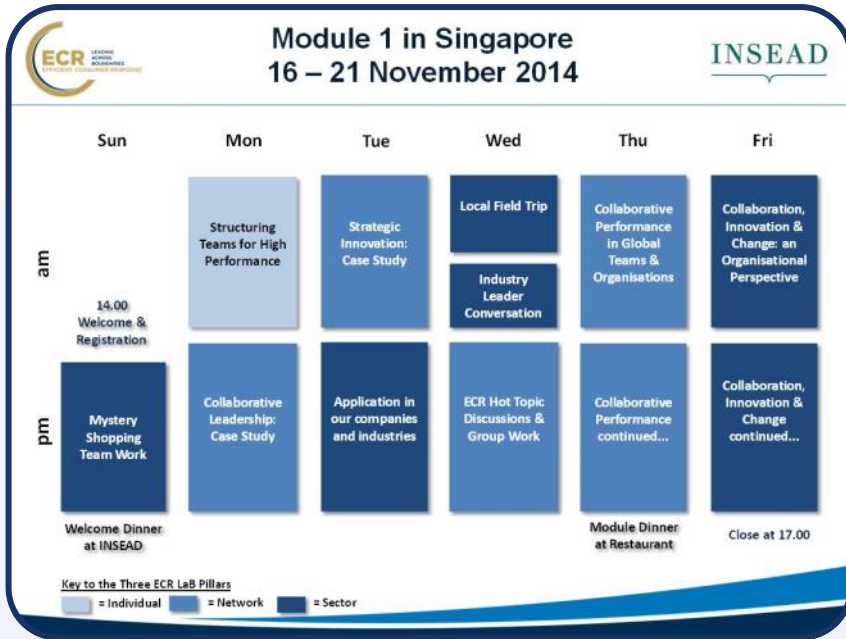
- ✓ for high-potentials in FMCG companies, ready for their strategic Leadership role
- ✓ for crossing new boundaries: within companies & with trading partners, culturally & globally
- ✓ a 'LaBoratory': to discover & try out new ideas
- ✓ a transition: from strategy execution, to innovation & vision creation
- ✓ a complement to company internal leadership programmes
- ✓ a balanced combination of industry & academic speakers, field trips, in-depth simulations & project work
- ✓ a collaboration itself - between ECR & INSEAD Business School!



*"Developing the Next Generation Talent is important for all our companies and is a key ECR capability. This LaB Programme has taken the best from the very successful PMP and built a Leadership Programme for our industry of which we can all be really proud!"*

**Jan Zijderveld**  
President, Unilever Western Europe  
Supplier Co-Chair, ECR Europe





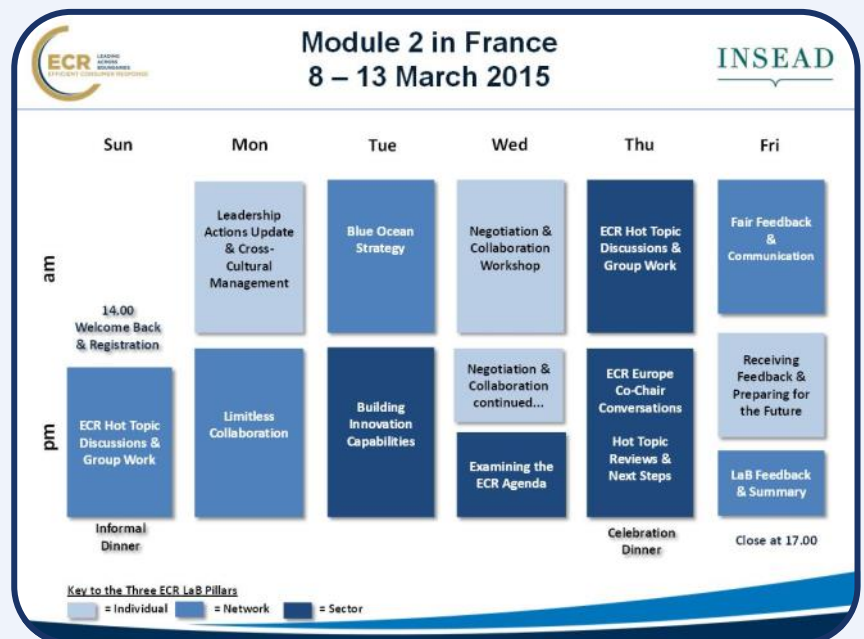
## Benefits of the LaB Programme:

- Highly relevant sector-focussed content
- Powerful balance of Programme elements
- Unparalleled access to Consumer Goods colleagues
- Opportunity to implement profitable collaborative change
- Access to Coach support throughout



## Benefits of the Hot-Topics Concept:

- Gain knowledge of ECR initiatives and business challenges
- Exploration of the four ECR Focus Areas by future leaders
- Real business issues to work on during the Programme
- Opportunity for new ECR initiatives and best practices





### Successful LaB applicants are:

- In Senior Management or Junior Director roles in any function of the business (including Finance, Sales, Commercial, IT, Legal, Supply Chain, Marketing, HR, Logistics, etc..)
- Considered ready by their management for the next Leadership Challenge in their company
- Open-minded to discuss new and innovative ideas for the future success of the Consumer Goods Sector
- Prepared to work on business 'hot-topic' issues with their new colleagues; and to communicate the results within the ECR community

### And who have:

- At least 5 to 10 years of industry experience, reporting to Board (or Operational) Directors
- Potential and commitment to take new, sometimes unusual emerging ideas and derive implementation strategies from them
- A good command of the English language



*"LaB has all the right elements to make it an essential Programme for our future global Retail Leaders. It complements and reinforces our own internal programmes and gives the participants an unprecedented opportunity to learn and work with peers across our industry."*

**Thomas Huebner**  
Executive Director, Carrefour Europe  
Retailer Co-Chair, ECR Europe



### Testimonials from LaB Participants:

*"Impressive teachers, bravo! Quality of content - so many applicable insights!"*

*"Great frameworks for structuring our thinking about key business challenges."*

*"Relevant & comprehensive case studies & simulations bringing theories to life."*

*"Getting to know colleagues within the industry - retailers, suppliers and service providers - discussing important topics across different companies - hugely worthwhile."*

*"Excellent balance of Academic & ECR topics, workshops, events & networking for the future."*



**“Working together to fulfil consumer wishes better, faster,  
at less cost and in a sustainable way.”**

**LaB Module One: 16 to 21 November 2014 in Singapore**

**LaB Module Two: 8 to 13 March 2015 in Fontainebleau, France**

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