

DÜSSELDORF 6TH & 7TH OCT 2016

DIVERSITY DRIVES INNOVATION



LEAD NETWORK EVENT 2016 EXECUTIVE SUMMARY

DIVERSITY DRIVES INNOVATION



The LEAD Network welcomed its members to Düsseldorf on 6th & 7th October for workshops, interactive sessions and inspirational speakers on the topic of "Diversity Drives Innovation". There were many rich opportunities for networking among the 185 participants coming from 15 countries and 38 companies.

LEAD Network

Our mission is to attract, retain and advance women in the Retail & Consumer Goods sector in Europe through education, leadership and business development.

www.lead-eu.net



LEAD Network Committee Members



LEAD Network Advisory Board & Steering Committee

INNOVATION WORKSHOP

“Paper Hackathon”

Nathalie Schickel, Babak Zeini, Sophie Spethmann, Isabel Rudolf;
Business Innovation, METRO GROUP

The first day of this year’s event was kicked off in the open office space of METRO GROUP’s Business Innovation division in Düsseldorf. Here, four employees of the division hosted a “Paper Hackathon” – a condensed version of the traditional hackathon concept, which has its roots in the hacker community, but has also become a popular business brainstorming technique over the past few years. Participants in the session were assigned to breakout groups and given the task of forming a hypothetical company that would conceive a unique solution for the retail sector. The business idea was to change the way retail is done by addressing current challenges facing the industry, such as the digitalisation and urbanisation of the sector or demographic change. The groups brainstormed on personalised business models and communication strategies, and learned to use the Innovation/Digital Business Model Pyramid. At the end of the session, each group was provided five minutes to pitch its business ideas to the group, from both the customer and the development point of view. The winning team had the idea of “shop but don’t drop”.

At the session, Babak Zeini of Business Innovation at METRO also provided an introduction to his division and a general overview of the topic of innovation in retail. An image video presented participants with a statistical prognosis of the extent to which our daily lives will be digitised and connected by 2025. Babak Zeini discussed how digitalisation, (re-)urbanisation, demographic change and an increasing focus on sustainability will require companies to become more agile and react with innovative solutions in order to be able to offer their customers added value. He in turn discussed the methods that the division uses in order to approach these topics at METRO GROUP, including the “Golden Circle” and the Innovation/Digital Business Model Pyramid.



communication strategies



Innovation/Digital Business Model Pyramid



THREE KEY TAKEAWAYS:

- ➔ The retail sector is quickly digitising, urbanising and being affected by a social shift.
- ➔ Business will have to respond to this with agile, innovative solutions.
- ➔ The “hackathon” format is an informal and interactive way of brainstorming such ideas.



Olaf Koch, Chairman of the Management Board of Metro AG

Perspective from a Retailer: Diversity & Innovation

Olaf Koch began his presentation with an overview of the current diversity of the business environment and customer preferences, with 82% of smartphone users turning to their devices to help them make a product buying decision, and 71% believing that mobile devices have become more important for their in-store experience. As a result, business models and mindsets need to shift to become more relevant for customers, continuously generating value and acknowledging that the customer is in control.

METRO managed this shift through a new brand position based on a strong and positive purpose: "we help independent entrepreneurs to grow and win". METRO recognised that in order to relentlessly create value for customers, they had to inspire their teams, form a leadership culture that aims to

grow their people, develop leadership skills based on "people capabilities" and have fun. Within this context, diversity can drive performance significantly because "diversity gives you access to non-dominant perspectives, the ideas not normally brought up in a group. This provides knowledge and innovation". METRO fosters diversity through its Women in Trade (WiT) employee network, which helps to raise the share of women in management positions over the long term, to promote internal and external dialogue and to create better working conditions for women in the company. Campaigns that create awareness, such as "Inclusion for Growth", aim to explore and understand the importance of diversity as well as reflect on individual biases and barriers. For METRO, the future is diverse and diversity is the key to success.



Veronika Pountcheva, Global Director, Corporate Responsibility & Senior Vice President, METRO Group

LEAD Welcome Cocktail & Dinner

hosted by METRO AG



METRO GROUP



"At the LEAD Network event, I picked up a lot of practical examples from different companies that can be implemented in my organization."

Jelena Vuković, Director for Talent Management, Associates Development and Organizational Design, Delhaizë Serbia



Sharon Jeske, Executive Director LEAD Network

Welcome session

The second day of this year's event began with an introduction by Sharon Jeske, Executive Director of the LEAD Network. She reviewed the status quo of the network, including highlights from a very successful year, and the network's growth since its inception in 2012. In all, a very positive balance has emerged: the LEAD Network has grown from an initial circle of only 13 members to over 1200 members today, while participation in the annual LEAD Network Event has grown from 60 at the inaugural session in 2013 to 185 at this year's event. The network has expanded to include, among others, four country chapters with eleven different networking events, 55 committee members working as volunteers, eleven supporting Partner companies, a mentorship programme including 16 different mentors and mentees and a female store managers' skill building programme.

Strategic Vision

Helayne Angelus, Chair of the LEAD Network Advisory Board, stressed the importance of diversity in driving innovation at companies, pointing out that diverse companies with women in top managerial positions are 30% more profitable than less diverse companies. She also presented the network's goals for 2020: to grow to over 5000 members within Europe and achieve over 800 participants at the annual Network Event, to expand to include at least twelve country chapters, and to offer even more value to the network's business partners by highlighting best practices in the industry scorecard, supporting grassroots organisations, and by building on existing programmes and founding new ones.



Helayne Angelus, Partner, Kalypso & Chair, LEAD Network Advisory Board

THREE KEY TAKEAWAYS:

- The LEAD Network is on a solid growth path and is expanding its activities to advance female leadership within the retail & CPG sector.
- The Network is volunteer-led, driven "by the members, for the members".
- Motto: "Be the change that you want to see in the world."

Creating Your Own Leadership Style through Valuing Your Own Diversity



Myriam Cohen-Welgryn, General Manager, Mars Petcare & Food France



Sam Simister, Group Supply Chain Director, Innocent Ltd & Member of LEAD Advisory Board

Myriam Cohen-Welgryn related the story of her own path to business success with the title “dare to be yourself ... to stay alive”. She pointed out that one’s professional persona all too commonly believes that it needs to be someone else and adapt itself in order to “fit in”, but that success and happiness in one’s career can only be achieved if one remains themselves. Myriam explained the turning point of her career: during a job evaluation with her former employer, her boss pointed out that she should reject her red glasses in favour of something less bold. Instead of changing her glasses, she changed her job. Using this as a metaphor, Myriam continued to explain how one should try to regard life without bias and think outside the box, but also that one should be ready to tell others on the job what they

are willing to accept and what not. She stressed that companies have the onus of creating the conditions necessary for a happy personal life, and that they – much like a natural ecosystem – require biodiversity in the form of different employees and leadership styles in order to survive. The retail business requires more proactive individuals who will stand up for their beliefs and be creative. Finally, Myriam emphasised that women must see themselves as allies in the effort to advance the goals of women in the workforce, and that men who wish to support the advancement of women should see themselves as advocates and recognise and prevent the biases that are detrimental to this cause.

THREE KEY TAKEAWAYS:

- Staying true to your own personality and beliefs is critical to career success.
- Companies have the responsibility for creating the conditions that will support employees’ sense of fulfilment.
- Companies require a diverse staff and leadership in order to remain resilient and successful.

Driving Innovation in Multichannel Retailing

As a top manager for a company employing over 300,000 people internationally, Jan-Willem Dockheer provided his view on the concept of diversity at Albert Heijn To Go – which is not limited to just gender and ethnicity. He highlighted that half of his own management team is made up of women and that 40 percent of store managers for the company are women, but emphasised how Albert Heijn To Go's business model is based on a diversity of store formats and locations, and that the various demographic groups that the company targets are correspondingly diverse as well. He argued that, in a quickly changing world, there is little room for middle-of-the-road concepts in the convenience retail landscape. Using this argument, he illustrated Albert Heijn To Go's approach to innovation, which features no-compromise solutions to providing customers with "healthy food on the go": investment in local products, flexible store formats that are tailored to each target group, an emphasis on seasonality, and adapting meals from top restaurants for sale in convenience retail. He also outlined his company's unique office culture: Staff are not forced to always come to the office, but are encouraged to also find an environment that inspires them and to work remotely from there. Employees at the headquarters use the scrum meeting format in order to be able to react quickly and efficiently to challenges, and submit their weekly written feedback on the current work climate to co-workers. He concluded by discussing how companies should focus on developing the skills of their own people instead of placing too much focus on recruitment.



Jan-Willem Dockheer, General Manager Albert Heijn To Go NL & Germany, Ahold Delhaize

THREE KEY TAKEAWAYS:

- Diversity can also be reflected through store formats and target groups.
- Convenience retail needs to react quickly to the changing landscape by moving from "one size fits all" solutions to more flexibility and innovation.
- Deeper insights into business require designing one's own people and focusing on getting better every day as opposed to solely recruiting new staff.

LEAD Network Partners

The LEAD Network thanks our Partners who are the strategic drivers in the movement to advance women leaders in our industry. These companies are leading the way as catalysts for change and advocates of female leadership in Retail and Consumer Goods in Europe.

"It has been a great experience to be part of this event and to see that diversity is a topic which is becoming more and more important to companies and individuals."

Katerina Vesela, District Manager Central Europe, Kimberly Clark, Czech Republic

Ahold Delhaize Team



Kimberly-Clark



EY Team



Unilever Team



Costco Wholesale



Sealed Air Team



Mars Team



Kalypso Team



TCC



METRO Team



Johnson & Johnson Team



Business Scrum & Business Model Canvas

This breakout session focused on “scrum”, an agile framework for effective team collaboration on complex projects. Scrum was originally formalised for software development projects, but it works well for any complex, innovative scope of work. Management and teams are able to get their hands around the project requirements in a very simple way to deliver results incrementally and empirically.

- A product owner creates a prioritised wish list called a product backlog.
- During sprint planning, the team pulls a small chunk from the top of that wish list, a sprint backlog, and decides how to implement those pieces.
- The team has a certain amount of time—a sprint (usually two to four weeks)—to complete its work, but it meets each day to assess its progress (daily scrum).
- Along the way, the scrum master keeps the team focused on its goal.
- At the end of the sprint, the work should be potentially shippable: ready to hand to a customer, put on a store shelf, or show to a stakeholder.
- The sprint ends with a sprint review and retrospective.
- As the next sprint begins, the team chooses another chunk of the product backlog and begins working again.



Babak Zeini, Head of Store Innovation,
Business Innovation, METRO AG

The cycle repeats until enough items in the product backlog have been completed, the budget is depleted or a deadline arrives. Which of these milestones marks the end of the work depends entirely on the project. No matter which impetus stops work, scrum ensures that the most valuable work has been completed when the project ends.

THREE KEY TAKEAWAYS:

- Scrum puts the control of the value stream back in the hands of the business.
- Scrum delivers products more quickly.
- Scrum promotes transparency; you no longer need to hide the truth, you can be open and honest with everyone.



Interactive Session for Senior Executives on How to Prepare for Seat on Corporate Boards



Andrea Abt, Member of the Supervisory Board of Gerresheimer AG,
Non-Executive Director of Brammer plc, Petrofac Ltd. And SIG plc

This breakout session particularly addressed women who are considering seeking non-executive positions on corporate supervisory or advisory boards. Andrea Abt related her own career story, which has led from the high tech and aviation industries through to the German engineering sector and finally to her current occupations in the boards of several corporations in Germany and England. She briefly discussed each of her positions on the various boards and the processes that she followed in order to achieve these. In turn, she provided participants an idea of the avenues and strategies that they can use in order to land such a position: conduct thorough research on all the head hunters who recruit for board positions and maintain contact with these; get involved in industry groups and communicate one's "USPs" as a candidate; focus one's CVs around the expertise relevant for each position; invest in personal and professional development; and, most importantly, be a diligent networker. She stressed that nomination committees often seek candidates who are influential but who do not have any prior experience on corporate boards, and reminded participants that supervisory and advisory board members should focus on constructively challenging corporate management instead of getting too deeply involved in the details of the operational business.

THREE KEY TAKEAWAYS:

- Nomination committees for non-executive/supervisory and advisory board positions often explicitly seek women for open positions.
- Those interested in these positions should work hard on maintaining contact with the relevant head hunters and on their networking skills.
- Emerging supervisory/advisory board members should not try to solve the problems of executives, but focus on their advisory role.

How to Be an Effective Mentor



Jewell Sparks,
Global Head of Innovation Scouting
and Inclusion,
Business Innovation, METRO GROUP

Jewell's role within METRO GROUP is to look for innovative solutions for internal processes. Customer needs are changing and digitalisation is becoming increasingly important to businesses. Growing and inspiring your teams to meet these needs requires a balanced approach of top-down and bottom-up mentoring. There are several common mentoring models:

1. One-on-one mentoring
2. Resource-based
3. Group mentoring
4. Training-based mentoring
5. Executive mentoring

Regardless of the model used, mentoring will only work to bring behavioral change and provide inspiration if your heart is truly in it and if you look at the needs of the people you are mentoring. Make it personal: what are your strengths? Take the time to reflect on your past experiences—both good and bad—and how you grew as a result. Share and provide these personal insights with your mentee.

In summary:

- Create new mentoring models
- Identify mentors who care
- Flip the switch
- Listen
- Learn
- LEAD



What Makes A Female Store Manager Successful?



Sanja Jevđenijević, Vice President of Human Resources and Organizational Development, Delhaize Serbia and Nils Surges, Change & Transformation Expert; Talent Management, Leadership & Change, METRO AG

This breakout session was focused on the results of a proprietary study conducted with Store Managers from Albert Heijn, ASDA, Carrefour, Costco Wholesale Spain, Delhaize, ICA, Makro, METRO AG, Sonae, John Lewis Partnership & Waitrose. The study showed that successful store managers are employee oriented, results oriented and they have a vision. In order to build a more diverse and successful pool of store managers:

- Define local/business unit diversity and inclusion targets (not everyone has the same needs)
- Offer mentorship
- Monitor career growth paths
- Make role models visible
- Conduct diversity initiatives both internally and externally

Raise management's awareness about the importance and the existence of the diversity initiatives. Companies need to have a vision for their approach to flexible hours, which may vary depending on the group (e.g., millennials vs. parents). Male managers tend to discourage personal engagement with the store employees, seeing an investment in relationships internally as less important than focusing on the numbers. Multiple types of store manager profiles should be recruited, which means that the recruiters themselves need to be from diverse backgrounds.

From a life-balance perspective, top management sponsorship and family support are crucial in enabling female store managers to be successful. Some companies have kindergartens to support parents and during the summer, children's camps would be organised to support parents during the school holiday season, and in some companies, a home office policy is in place. It is also important to remember that not all store managers aim to advance themselves — it's a choice.

THREE KEY TAKEAWAYS:

- Work-life balance is a key factor enabling successful store managers.
- Management sponsorship is crucial in advancing the diversity cause within a firm.
- Role models (both men and women) are essential in empowering successful store managers.

Creating Your Own Leadership Style through Valuing Your Own Diversity



Sara Walker, Internal Coach, Mars, United Kingdom



Myriam Cohen-Welgryn, General Manager, Mars Petcare & Food, France

After an inspiring presentation that opened the event, Myriam conducted an interactive session with her colleague Sara Walker with dare to be yourself as its leitmotif. "If you are still working on your 'should-me', you'll be a shadow of yourself. Decide who you are, what is your 'real-me', and then listen to the feedback which helps you to grow where you want to grow." Myriam and Sara also shared personal insights on how they reinforced their 'real-me'.

Part of this session was a workshop in which participants could reflect on their personal leadership, uniqueness and how they show up as 'me'. After the self-reflection part, there was time to share the outcome of this with a partner and then in turn with the whole group.

Sara closed the session by talking about busting through limited beliefs, which hold you back from being yourself and from being different.

THREE KEY TAKEAWAYS:

- ➔ Be the ideal 'me', not a perfect person.
- ➔ In order to dare to be yourself, you should reflect on: rediscovering your 'real me' by thinking about what you are proud of; noticing the value you bring when you are being your real self; showing your leadership through actions instead of just talking about it.
- ➔ Bust your limiting beliefs.



How to Get The Most Out of Your Mentor



Jewell Sparks,
Global Head of Innovation Scouting
and Inclusion,
Business Innovation, METRO GROUP

Jewell Sparks' breakout session challenged participants to think about what they look for in a mentor and what processes their companies have in place for employee advancement and skill acquisition. Jewell Sparks briefly reviewed her role at METRO GROUP in mentoring within the context of accelerator programmes, scanning for innovative business ideas and integrating these into the company. After providing an overview of existing behavioural triggers and mentoring models, she discussed several best practices in business mentoring, such as providing clear goals, maintaining one-on-one supervision with a regular meeting schedule, and ensuring ongoing progress. She then led an exercise known as the "Coach Me Compass", in which participants were asked to reflect on what they look for in a mentor, why they want a mentor, what they wish to achieve in their career, and how they currently seek mentorship. This type of self-reflection would aid participants in determining their mentoring needs based on their personal skill sets and career goals, and in turn help them best exploit the mentor-mentee relationship.

THREE KEY TAKEAWAYS:

- Innovative companies need to provide intelligent mentorship options for their employees.
- One-on-one mentoring requires a great deal of personal rapport between mentor and mentee; both sides have to take their roles seriously.
- The "Coach Me Compass" can aid potential mentees in determining professional priorities and criteria for finding a suitable mentor.



Connecting to your Future Consumer



Laura Schlehuber,
Futurist and Manager, Kalypso

Foresight uses processes and tools made for breakthrough innovation that help go beyond individual trends to ideate, manage and activate new products, services and experiences based on proprietary views of the future. The steps of this approach are:

- **Discover:** Understand what elements of the external environment impact value creation and surface forces of change in those areas. Map the gaps in assumptions about the future among the current leadership.
- **Anticipate:** Forecast trends into the future, analyse how they will interact to create novel future environments and identify potential opportunity areas.
- **Ethnography:** Explore cultural phenomena where the researcher observes the society from the point of view from the subject of the study.
- **Plan:** Tie innovation to external market developments to sync portfolio and enter markets at the right time with the right platform.

During this workshop, participants walked through a foresight project centred on the question: How will consumer values be expressed in a new retail world in 10 years? Laura had already prepared the discovery phase, defining the scope, conducting the STEEP analysis and looking at global retail trends (e.g., DNA-editing, big data, smart connected products, innovation in packaging, sharing economy, active aging). These trends inspired her for the vignette ('a day in the life' perspective). For the anticipation stage, she combined trends into an alternative holistic story about the future.

For the ethnography stage, each team selected a persona which Laura created and the vignette was used to explore how that person's values would be expressed in this future. She asked participants to go beyond the process and think about how their persona feels in this world. What delights him/her?

The exercise was then focused on taking on the role of a retailer. Participants were asked to think about reasonable assumptions about the future with regards to new habits, new spending patterns, stress and new tools.

The last step was the PLAN (point-of-view statements). Participants were asked to answer the following questions: Which new capabilities are needed to serve these consumers? How can we win by leveraging existing assets and capabilities?

KEY TAKEAWAYS:

- It is important to find out what customers want in the future and foresight is a great method.
- The big question is how brands will be in the future, potentially people want their own brands (tailored to their DNA).



What LEAD is All About

Mick Broekhof, Co-Founder of the LEAD Network, describes himself as the torchbearer who is carrying LEAD's flame. It has become a tradition to share a story about a member who has been profoundly inspired by the LEAD Network.

Mick Broekhof shared Janet Lung Standig's story:

"At the LEAD Network event last year I was inspired and encouraged to take a major decision about my life: to leave my big global job at Danone in order to spend more time with my family and causes that I care strongly about. It felt scary to go into the unknown.

I benefited from the support and encouragement from other LEAD members to start my journey. One year on, I am proud to say it was the definitely the right decision. There are many things to celebrate. I want to thank LEAD! I needed the right nudge at that critical point in my life."



LEAD Partner Awards presented by Mick Broekhof, Partner, Kalypso & Secretary & Co-Founder, LEAD Network

Mick expressed thanks to the LEAD Partners and welcomed them to the stage to receive an Award of Recognition: Ahold Delhaize, EY, Johnson & Johnson, Mars, METRO Group, Sealed Air Diversey Care, Unilever Food Solutions, Costco Wholesale, Kalypso, Kimberly-Clark and TCC.

Retailer Round Table



Retailer Round Table moderated by Subarna Malakar, Vice President, Global Diversity & Inclusion, Ahold Delhaize

Driving Innovation in Emerging Markets & Learning to Transfer to your Business



Wendy Smith, Vice President Finance & CFO, Kellogg Europe



Elaine Parr, Partner & Consumer Products & Retail (CPR) Leader for EMEA - EY

The afternoon's first plenary session focused on the topic of innovation and diversity in emerging markets. Business in such countries is characterised by a "fight for talent", different cultural norms from those in Western societies, and often times a strong gender divide between women and men in the workforce. Using her own experience in Singapore as an example, Wendy Smith explained how employees moving to companies in emerging markets need to learn the cultural norms of the respective context and to read between the lines when judging their professional behaviour. At the same time, it is necessary to understand the habits and rituals of consumers in these markets. Elaine Parr went on to highlight the opportunities that non-OECD markets present: these countries only have a small share of the global wallet, but are growing much more quickly than OECD markets. As such, people in these countries are digitising much more rapidly than elsewhere and are literally "connected to consume". E-commerce is a great opportunity here, with China having taken over the United States as the world leader in this segment. The Millennial age cohort is also proportionately much larger in many emerging markets, offering equal potential as a key audience for retailers. Both speakers emphasised that women managers are the masters of their own success in these countries – that employees in such markets need to be strict with themselves and their co-workers in order to achieve a desired work-life balance.

THREE KEY TAKEAWAYS:

- Emerging markets are growing much faster and differently than mature markets and thus present great opportunities for global retailers.
- Women working in managerial positions in emerging markets need to be aware of the respective cultural norms that confront them.
- Business success relies on a keen familiarity with the habits, rituals and behaviours of local consumers.



Fireside Stories from Leading Female Entrepreneur in How Diversity Drives Innovation



Anna Alex, Founder & Managing Director,
OUTFITTERY GmbH

Drawing on the example of her Berlin-based start-up OUTFITTERY – the European leader in curated shopping for men – Anna Alex first reviewed the evolution of retail from its simple bricks-and-mortar roots to today’s complex, connected world in which customers are overwhelmed by the “agony of choice” in retailers. As such, she argued that curation – the use of personal advisors who pre-select packages of goods for customers – is the next step in retail. She explained that we are now past the tipping point at which the idea of “more selection is better” was at its strongest. Using a combination of IT intelligence and the personal intelligence of its stylists, Anna Alex used OUTFITTERY as an example of business innovation. She showed how the company is not afraid to show its personality, how it goes the extra mile by offering customers a free pick-up service for clothes that they would like to return, and how it connects the dots and thinks ahead by offering customers innovative services and formats (e.g., customer service via WhatsApp and a pop-up store in the departures area of the Hamburg Airport). She also mentioned that OUTFITTERY’s management team boasts the best gender ratio in the entire Berlin start-up scene.

THREE KEY TAKEAWAYS:

- ➔ Consumers in the retail sector are becoming overwhelmed by the amount of choice, especially in online retailing.
- ➔ Curation will play an increasingly important role in retail.
- ➔ Innovations can help companies show their personality, which is in turn valued by the end consumer.



Costco's Journey to Drive Diversity and Innovation



Ginnie Roeglin, Senior Vice President,
Costco Wholesale Corporation

Ginnie Roeglin of Costco Wholesale used the example of the company's female leadership programme "Journeys" to show how diversity can drive innovation in the retail sector. Outlining the mission of the company – to take care of its employees by offering a competitive wage and a safe, challenging and fun work environment – the speaker explained how the company's culture of always trying to do the right thing was used to address the loss of diversity that occurs moving through the managerial ranks. The company established Journeys as an education, mentorship and networking programme to promote the needs of women in the workforce. The network now includes more than 12,000 members, an executive steering committee consisting of twelve women, organises over 300 events worldwide per year, and has a location ambassador in each of the company's warehouses. The company also initiated a diversity advisory council with a Chief Diversity Officer, and requires that all employees at the supervisor level or above undergo "unconscious bias" training. These measures have led to a 6 percent increase in female general managers since the inception of Journeys. Ginnie concluded by emphasising that inclusion drives innovation through more creativity, a better working environment, increased productivity and better representation.

THREE KEY TAKEAWAYS:

- Costco established a programme to promote the needs of female employees, which now has a foothold in each of the company's stores.
- The programme and related initiatives have led to a significant increase in the amount of women in managerial positions.
- "Diversity is about counting heads, inclusion is about making those heads count."



Invitation to LEAD Network Event 2017



Annelie Verstraaten, Founder, Merkwijds, & Chair, Executive Committee, LEAD Network

Annelie Verstraaten invited all members to next year's member event. LEAD Network will host its 2017 event on 2nd & 3rd November 2017 in Amsterdam.

Acknowledgements

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The LEAD Network would also like to thank the following LEAD members for their session contributions:

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 Laura Halfas, Department Manager eCommerce, METRO Systems GmbH, Germany
 Vân Nguyen, Manager, EY, The Netherlands

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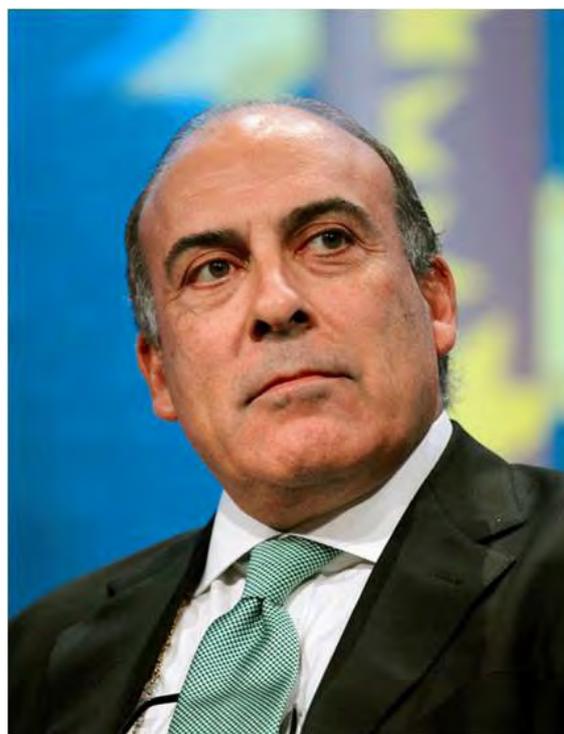
LEAD Network Event 2017

2nd & 3rd November 2017 Amsterdam

Keynote speakers



Frans Muller, Deputy CEO & Chief Integration Officer Royal Ahold Delhaize N.V.



Muhtar Kent, Chairman of the Board and Chief Executive Officer at The Coca-Cola Company



Join us in Amsterdam