

# ECR LaB: Leading across Boundaries

The Consumer  
Goods Sector  
Executive Development  
Programme



## Programme Benefits:

- Enhancement of innovation from access to world-class sector-relevant academic thinking and research
- Acceleration of personal leadership with interaction with senior consumer goods business leaders from around the world
- Identifiable investment return from implementation of collaborative Best Practices studied or started during the Programme
- Creation of strong peer-group relationships across the Value Chain, complementing existing in-company leadership programmes



*"What an opportunity! I wish that this Programme had existed when I had been coming up the ranks during the nineties, because I'd have jumped at the chance. Being surrounded by very good people, learning important things about the business and developing new skills with colleagues from across the breadth of our sector will better prepare you to make a bigger contribution to your business."*

**Philip Clarke, CEO Tesco**



*"The challenges and opportunities this sector faces require the highest standard of leadership. This Programme is a must for the leaders who want to make a difference."*

**Paul Polman, CEO Unilever**

# Introduction to ECR LaB

Companies in the Consumer Goods Business are under constant pressure. The need to meet changing shopper and consumer needs; environmental goals; food shortages; volatile fuel prices and global economic uncertainty; are all huge challenges.

The ECR Europe LaB Programme provides delegates with the only opportunity to have access to the latest thinking, techniques and strategies specifically for the Consumer Goods Sector Leaders of the Future. To find effective solutions for their consumers – for the whole Value Chain – together with contemporaries from other companies.

## ECR LaB is...

- for high-potentials in Consumer Goods companies;
- for crossing new boundaries: within companies; with trading partners; globally; with innovation
- a 'LaBoratory': an exploratory environment – to discover & try out new ideas
- an analysis of the Key Leadership Duality – change what needs to change; keep what works
- a transition towards delegates' own visions – from studying ideas of others'
- complements company leadership programmes
- a collaboration itself!

## “Those who Learn Together – Do Together”

The overall aim of ECR LaB is to enable executive-level delegates to gain a different perspective on challenges facing the Consumer Goods Sector today, in order to confidently develop and implement innovative and sophisticated strategies for future success.

Becoming leading strategists from functional specialists, delegates can take inventive ideas from the Programme and implement them for the benefit of their company, trading partners and consumers.

### The ECR LaB Programme in Context

During 2003, the Executive Board of ECR Europe identified that producing Best Practice Guidelines (known as ECR Blue Books) was not sufficient to support companies in deploying the knowledge and best practices from workgroups of consumer goods companies.

The decision was made to launch Learning Programmes that disseminated this new knowledge around the world. These Learning Programmes comprise two forms:

1. National Learning Programmes, under the banner of the Shared Learning Initiative, that provide Consumer Goods Companies with the opportunity to access learning events that focus on ECR Best Practices such as Optimal Shelf Availability (OSA), Shrinkage, Collaborative Customer Relationship Management and other topics;
2. The global ECR LaB Programme, which started in 2004 under the name of Progressive Management Programme (PMP), is for the high-potential executives that Consumer Goods companies recognise as their future leaders.



**The content of the ECR LaB Programme is designed for directors or senior managers from any function in the business, for example, Sales, Finance, IT, Marketing, Supply-Chain or Commercial divisions.**



Focussing on Leading Change across different boundaries, the 3 Pillars of ECR LaB identify the aspects of Leadership necessary for company leaders of the future.

In contrast, the 3 Themes of ECR LaB concentrate on the significant business directions that Leaders need to consider for the future.

### The Three Pillars

- **Individual Leadership Qualities, include:**
  - Understanding characteristics of successful leaders
  - Forging innovation, enthusiasm & success in others
- **Leadership in my Team & Network, includes:**
  - Building collaborative relationships with partners
  - Developing a network of influence for partnership success
- **Leadership in the Consumer Goods Sector, includes:**
  - Focussing on Shoppers' and Consumers' benefits
  - Embracing Sustainable Growth across the Sector

### The Three Themes

- **Shopper and Consumer**
  - How will Shoppers buy in the future?
  - What will be the changing role of Consumers in buying decisions?

The expansion of digital networks, smartphone & tablet usage, plus other technologies mean that shoppers will continue to change the way they shop and the stimuli they respond to. In addition, the roles of consumers vs. shoppers will change with increasing access to these technologies and other demographic evolutions.

- **Efficient Collaboration**
    - How can Company Leaders respond to Shopper changes?
    - What are the 'Rules of the Game' for successful collaboration?
- Responding to Shopper & Consumer changes needs Retailer and Supplier companies to collaborate better than ever before. LaB provides the opportunity for delegates to discuss the challenging topic of how collaboration can really work balanced against the legal need for fair competition and financial success.

- **Sustainable Growth**
  - How will companies jointly determine the future shape of the Sector?
  - What are the emerging and expected 'fault-lines'?

Consumer Goods companies need to create policies that foster growth, yet consider environmental issues and challenges. These emerging "fault-lines" need to be overcome by collaborative actions for the future and will be fully explored during the Programme.

# ECR LaB:

## Leading across Boundaries

### Pre-Programme Activities:

Introductions, Pre-reading, Challenges via conference calls & email - including scoping of "Hot Topics" and potential project work during the Programme

### First Module at INSEAD Campus, France 30 June - 6 July:

Academic Research / Case Studies & Industry Speakers, Discussion, Simulations, Workshops & Field Trips (Field Trips focussing on Store Visits exploring the peculiarities of mature European markets)

### Inter-Modular Activities:

Personal Leadership Agenda, Opportunity for collaborative work - including further discussions on "Hot Topics" and potential project work

### Second Module at INSEAD Campus, Singapore 24-30 Nov:

Academic Research / Case Studies & Industry Speakers, Discussion, Simulations, Workshops & Field Trips (Field Trips focussing on Asian Supply Chain processes and Store Visits of Asian markets)

### Post-Programme Activities:

Personal Leadership Agenda, Opportunity for collaborative work - including implementation of discussion ideas or project work

### Results Communication:

Alumni Meeting / Presentations at ECR Europe Conference



### Module 1: 30 June to 6 July in Fontainebleau, France

At the core of this module lies the question of how each participant can become a change agent when back at work, bringing fresh new ways of thinking to their own organisation, striving to make it more integrated and better performing - i.e., leading for growth and success.

The Module starts on the weekend with a Field Trip to Stores and other appropriate companies to set the scene for the Topic Sessions during the week.

Topics include:

#### Fair Process Leadership

How to lead in order to improve commitment and trust - the ingredients of any high performing organisation. We explore the relationship between board members and executives, the importance of team work at both board and executive levels, and different ways in which this relationship can be optimised. We also discuss the role that fairness holds in this regard.

#### High Performance Team Leadership

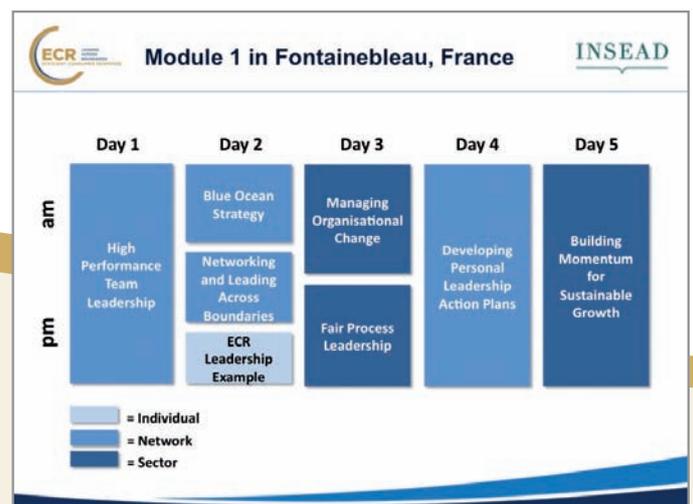
How does one lead a team for high performance? What are the bases of high performance management? How do leaders manage their energies for sustainable performance? Innovations require entrepreneurship, but also teamwork. In addition, learning is a social activity facilitated by effective teamwork. Some ground rules - and a diagnostic tool - for teamwork leading to high performance will be introduced as well as strong cases to illustrate the benefits of fair process as an essential component.

#### Developing Personal Leadership Action Plans (LEAPs)

Sustainably performing leaders build action plans which they commit to and whose progress they continuously evaluate. Using 360° Feedback Tools and Individual and Group Coaching, delegates will be building such LEAPs in an innovative group setting, facilitated by professional international coaches.

#### Blue Ocean Strategy

How one can develop and create innovative products and services that are associated with new and sustainable value streams? Strategy has traditionally been seen as a war to conquer market share by engaging in a head-to-head battle with competitors. But with increasingly crowded market spaces, and new actors, new business models, new expectations from clients, there is a need to start thinking differently. The Blue Ocean Strategy approach offers a new perspective on strategy formulation and execution.



## Managing Organisational Change

Changing an organisation means changing peoples' behaviour – supporting change from within. ECR LaB gives hands-on practice in leading organisational change through a simulated change effort. This requires taking into account the individual targets of change as well as the larger context and culture in which they operate.

## Building Momentum for Sustainable Growth

The Customer Discovery – Power Offer – Customer Engagement (CD-PO-CE) roadmap is a powerful tool to mobilise an organisation on these three critical growth drivers. Its aim is to provide management teams and employees the guidance and the energy to deliver customer-focused innovations that result in efficient growth.

## ECR Leadership Exchange

Senior Company Executives share: their own experience from the field; how they managed their biggest challenges; and their own thoughts for the future of the Consumer Goods Sector.

**NB:** Content for the Programme is still under development and segments may change slightly for even closer alignment to business needs of the Sector.

## Negotiation Dynamics

Leadership has a negotiation side to it. What are the principles guiding effective negotiations? How can one get to “yes”? This segment explores the ways people negotiate to create value and overcome common as well as complex negotiation obstacles. To increase the chances of success delegates learn the assumptions behind their negotiation behaviours, the dynamics of defining success in a negotiation and the overall anatomy of the negotiation process.

## Strategic Partnerships and Collaboration in Supply Chains

Examples of successful strategic partnerships are few and far between. The challenges in launching strategic alliance initiatives that promote collaboration among the independent entities along the supply chain and how certain industries have taken the lead in implementing such collaborative practices offer an interesting benchmark. Short-term solutions through effective incentive design are part of this discussion.

## Conquering boundaries: Innovating in the Meta-national

Geographical diversity is clearly looked upon today as an advantage and boundaries can be managed to an organisation's benefit. Today the challenge is to innovate by learning from the world, yet implementing to satisfy local demand. Companies need to create value and differentiate themselves by searching out and mobilising untapped pockets of technology and market understanding from across the world and using this knowledge as the raw material to fuel innovation. This is the meta-national challenge.

## ECR Workshop

A debate arises when exploring why retailers find it so difficult to replicate their success in their home markets when expanding abroad. This workshop addresses a common challenge, if not failure, faced by retailers: namely how to transport their home success into foreign markets. The challenges faced by retailers are contrasted with those faced by their suppliers.

## Building my new LEAPs Across Boundaries

The final workshop of the programme is devoted to take stock of the learnings acquired during the LaB journey and asks delegates to turn these take-away's into new LEAPs to bring back with home with them.

## Module II: 24 to 30 November in Singapore

This module revisits delegates' Leadership Action Plans (LEAPs) and asks what was learned while attempting to carry them out during the inter-modular period. Are there any common patterns? Have plans come to fruition? If not, why? What can be learned from those that met their goals, or even surpassed them?

The Module starts on the weekend with a 'Supply Chain Walk' Field Trip to set the scene for the Topic Sessions during the week.

Topics include:

### Cross Cultural Boundaries

What are the key elements to keep in mind when moving and communicating across cultures? Interactive exercises are based on the four dimensions of communication intelligence for virtual team leaders and members: (1) Awareness; (2) Message; (3) Presence; and (4) Repertoire. This session provides a “connection toolkit” that delegates can use to support effective engagement and collaboration in virtual teams when back at the office.

### Value Creating Strategies in Supply Chain and Network Contexts

What are the principles and tools for sustainable value creation in network and supply chain contexts? What are the structural and sectorial considerations for value creation? “Value” needs to be the common language across the organisation to ensure strategic and operational consistency. Delegates learn that, to reach the “value” creation potential of a supply chain, explicit coordination mechanisms need to be put in place – supported by creative design of incentives until trust-based relationships become the norm.

		Day 1	Day 2	Day 3	Day 4	Day 5
am		Crossing Cultural Boundaries	Value Creating Strategies in Supply Chain and Network contexts	Negotiation Dynamics: over time and across issues	Conquering Boundaries: Innovating in the Meta-national	Organisational Structure and Design
	pm	LAB Workshop: What did we learn during our LEAPs (Leadership Action Plans)	Negotiation Dynamics: one time	Strategic Partnerships and Collaboration in Supply Chains	ECR Workshop: Why do retailers find it so difficult to cross boundaries?	Final LAB Workshop: Building my new LEAPs Across Boundaries
		Individual	Network	Sector		



## ECR-Efficient Consumer Response

The host of ECR LAB – is a joint trade and industry body, launched in 1994 to make the grocery sector as a whole more responsive to consumer demand and promote the removal of unnecessary costs from the supply chain.

**A shared vision: “Working together to create sustainable value for consumers - better, faster and at less cost”**

Participation in projects at European and national levels is open to large and small companies in the Consumer Packaged Goods sector (CPG) - including retailers, wholesalers, manufacturers, suppliers, brokers and third-party service providers such as logistics operators.

ECR Europe organizes projects where companies from all over Europe explore new areas of working together to fulfil consumer wishes better faster and at less costs or to enhance shopper experiences. The results of these projects are published for a wide audience through publications and the annual ECR Europe conference which attracts hundreds of top managers from all over the world.

ECR Europe, ECR Asia-Pacific & ECR Australasia are the strategic partners of The Consumer Goods Forum which, via this strategic link, supports the ECR LAB Programme. For more information, consult [www.ecr-all.org](http://www.ecr-all.org).



## The Consumer Goods Forum

In June 2010, the Consumer Goods Forum (TGCF) was established, from the merger of CIES, the Global CEO Forum and the Global Commerce Initiative representing Global Retailer and Manufacturer collaborative platforms.

TCGF has a mandate from its members to:

- develop common positions on key strategic and practical issues affecting the Consumer Goods Sector;
- focus on non-competitive Collaborative Process Improvement;
- provide a network for thought leadership and knowledge exchange.

For more information, consult [www.theconsumergoodsforum.com](http://www.theconsumergoodsforum.com).

### To Find Out More...

- 🕒 Discuss possible participation in full confidence with Stephanie
- 🕒 Request a Brochure & Application Form
- 🕒 Contact delegates of previous Programmes for their experiences

Contact  
**your local ECR National Initiative**

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