



ENDURING PROFITABLE GROWTH

VIDEO TRANSCRIPT

Kaustubh Rajnish

How are CPGs expected to ensure enduring profitable growth while managing these channels and commerce?

Nevine El-Warraky

I think the way we traditionally thought about the functional silos within organization is worth bringing up when we talk about, you know, investment and commerce, because commerce is not just a transactional landscape. Commerce is going to be how we build relationships with the consumers and the customers going forward, so the traditional way we think about budget allocation, the way we think about how internally within the organization, we separate marketing from commerce, from sales, is not going to be the way forward. And I think where we have seen it succeed, it's important that we rethink how we are going to look at the areas connected to each other.

Oliver Wright

And, also just, you know, building on Nevine's point. The other thing that I think is a trend that needs to be factored into this thinking is what we've been calling the movement towards life centricity. So, if we think about the way things were ten, twelve years ago, we would have been thinking about a very clear push of an individual product to a consumer, really quite a straightforward relationship and solving a very

simple, simple need. What we're now seeing is a movement towards understanding, what that broader unmet need is of a consumer and how can we ensure that we're providing a much more complex range of products and services to be able to meet those consumer needs. But that also brings complexity with it because you're not, again, just managing individual product relationships, you're managing suites of products and services and needing to understand the consumer in a much more holistic way than we ever have before.

Nevine El-Warraky

The complexity that Oliver is referring to means that the likelihood, of costs accelerating without a clear plan is huge, because fundamentally the fragmentation of the route to market means that you're having to think about all the logistics and operations that follow. You have to take a step back and understand how can you do this at scale, efficiently, in time. The implications for supply chain manufacturing, for example, so all these things need to be taken into consideration right from the word go.

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