

CONSUMER FOCUS

INSIGHTS INTO THE CONSUMER SECTOR

Issue Five



P&G: An Olympic Impact

Back in July 2010, consumer products giant Procter & Gamble (P&G) confirmed a ten year global sponsorship of the Olympic Games.

The Informed, Empowered Consumer

The Boston Consulting Group comment on how the retail industry is undergoing a major transformation.

The Luxury Goods Industry >>

The luxury goods industry continues to be dynamic in tough market conditions.

Featured interviews:

Lutz Bethge, Chief Executive at historic pen maker Montblanc

Bianca Verburg, Country Manager for the Benelux at The Body Shop

Natalie Massenet, CEO of fashion e-tail business Net-A-Porter

Simon Hathaway, President, Shopper Marketing & Retail Operations at Cheil Worldwide

PLUS >> Regaining control of the supply chain
Is the grocery bag here to stay? Search: a global business
European Salary Review New report on digital and ecommerce trends



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Welcome >>

CONSUMER FOCUS – ISSUE 5

NIGEL WRIGHT
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Welcome to the latest edition of Consumer Focus, Nigel Wright Group's in-house magazine. In this issue we take a closer look at the evolution of the consumer industries, focusing in particular on the empowered consumer, the changing nature of retail, supply chain dynamics and the rise and rise of ecommerce and digital marketing. >>

Eurozone instability, mixed consumer confidence, rising commodity prices and inflation (to name a few macro factors) are still making life difficult for consumer companies. There is some consensus among analysts that confidence will return to the market, yet uncertainty regarding whether this will be six, twelve, or eighteen months still exists. At the moment, for many organisations, it's still very much a 'batten down the hatches' mentality. However, the 'back to basics' approach adopted by some companies has helped many to maintain healthy balance sheets. Regaining control of the supply chain, reducing manufacturing 'footprints' and developing supplier relationships, for example, are trends that have been particularly prevalent in the consumer sectors. You can read about our own research on supply chain trends on page 25.

The economic climate, however, is just one factor forcing companies to be innovative in their approach to the market. On page 26 Boston Consulting Group gives its view on how the new informed and empowered consumer is another catalyst driving operational changes. Innovation is taking place at a rapid pace across the whole spectrum of businesses in all sectors. In retail and consumer products, for example, building ecommerce capability is taking centre stage as consumer habits continue to evolve and digital marketing, particularly via social media, smart phones and tablets, is becoming the new 'panacea' of the trade. On page 12 Ashish Burman from corporate finance analysts McQueen explains what retailers are doing to leverage ecommerce and digital marketing capability.

Ecommerce and the changing nature of retail are themes that run throughout this magazine and we also include interviews with online fashion retailer Net-a-Porter's CEO Natalie Massenet; The Body Shop's Benelux Chief, Bianca Verburg; Tim White, Head of Digital Commercialisation at pharmaceuticals firm Novartis and Cheil Agency's new European President of Shopper Marketing, Simon Hathaway. Our own research on the

digital marketing phenomenon, found on page 34, also looks at the skills angle, highlighting how both traditional retailers and 'pure plays' are seeking talent with commercial intellect, innovation management, entrepreneurial flair and talent development skills, as well as the ability to influence across the organisation.

Talent management today, particularly for many multinational companies, is very much focused on building capability overseas, in emerging markets. The era of 'talent migration' sees a new competitive environment emerge where companies fight for the best 'multinational talent' around the world. This talent could exist anywhere, but it is slowly migrating from West to East and from North to South. On page 44, one of our emerging market experts, Eylem Emiroglu,

"Ecommerce and the changing nature of retail are themes that run throughout this magazine"

talks about the abundance of opportunities in developing economies despite the knock-on impact of the Eurozone crisis. We also outline some future research we are conducting in this hugely significant area on page 48.

Throughout this issue of Consumer Focus you can read about the latest organisational and strategic initiatives from across Europe, in exclusive interviews with Viking in the Nordics and Mars Chocolate in France. And in the UK, consumer products giant Procter & Gamble give us a fascinating insight into the instrumental role it played at this summer's Olympic Games. The luxury goods industry also continues to be dynamic in tough market conditions; we take a closer look at growth trends in that sector and chat to Montblanc CEO Lutz Bethge on page 22.

In 2012 Nigel Wright reaffirmed itself as the industry's leading consumer recruitment group and earlier this year we were delighted to expand

our office space in Madrid, Oslo, Dusseldorf and Geneva; we continued to strengthen our teams with industry experts across the European territories. While we have maintained a strong market position in Europe, our unique ability to source the very best talent anywhere in the world has helped us to continue growing organically in strategic markets further afield. Emerging markets in particular are a focus for many of our clients and we have again been instrumental in helping them build teams in Africa, Asia, the Americas and the Middle East, in line with global demand. Furthermore, we were very pleased to announce new Director and Managerial posts for some of our 'home grown' talent in Germany, Norway, Spain and The Netherlands.

As well as the in-house thought leadership reports we have published this year on topics such as ecommerce, digital marketing and supply chain, our marketing team has been busy planning networking events across all the major disciplines for business leaders in our European territories. These have including a joint event with Sephora in Copenhagen, a shopper marketing forum in Oslo and an emerging market leaders' dinner in Paris. We have also once again been the proud sponsor of the Swedish Retail Awards, the Danish Beauty Awards and the UK IGD awards, as well as the forthcoming UK Food

Manufacturer and DIY awards, maintaining our commitment to supporting the industry sectors we are passionate about. We have a number of events in the pipeline over the next few months and moving into next year which we look forward to telling you about in due course.

We hope you enjoy the latest edition of Consumer Focus Magazine and would welcome feedback on any of its content.

JON McNEISH
GROUP MANAGING
DIRECTOR



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P&G: An Olympic Impact



Back in July 2010, consumer products giant **Procter & Gamble (P&G)** confirmed a ten year global sponsorship of the Olympic Games. >>

The subsequent marketing campaign, which had been trialled earlier that year at the Winter Olympics in Vancouver, focused on promoting the P&G corporate brand to the world while uniting its portfolio of products for the first time. At the heart of the campaign were the "Proud Sponsor of Mums" and "Thank You Mum" slogans which, following the 2012 London Olympic and Paralympic Games, are now ubiquitous. Since 2010 P&G has worked alongside the International Olympic Committee (IOC) as well as various national Olympic Associations around the world, sponsoring over 150 athletes and launching multi-brand, in-store promotions that have reached around four million stores worldwide. Andrew Openshaw caught up with James Williams, a P&G spokesperson, to talk about P&G's role at this summer's Olympics, the impact it has had on the business and its brand portfolio, the power of 'storytelling' and the legacy they hope to have created.

As a Worldwide Olympic Partner, how did P&G work alongside the International Olympic Committee and the British Olympic and Paralympic Associations to ensure it made a positive contribution to the games while guaranteeing its investment returned the desired rewards?

"We made a point of engaging with the athletes themselves and asking them how P&G could contribute to their Olympics."

P&G worked very closely with the British Olympic and Paralympic Associations, leading up to the Games, and took the time to really consider how we could help them and the athletes in the best way possible.

We conceived the idea of being the "Proud Sponsor of Mums" as our products typically help Mums in and around the home, and also with their health and personal care. Our products don't really have any direct association with sport as such, so instead we chose to focus on telling stories about the family support structures behind the athletes, and most notably the role that Mums and our products play, in raising athletes and helping them to be the best in their chosen sport. We also wanted to extend this to Mums in general and the instrumental role they play in raising children; this was a natural extension of our campaign.

We made a point of engaging with the athletes themselves and asking them how P&G could contribute to their Olympics. What emerged from this engagement were various concerns held by the athletes that their families would not be adequately looked after during the games; in terms of having somewhere to stay, getting tickets and access to events or not being able to meet up with them easily before



and after competitions. This engagement process began about 18 months before the games and involved road shows around the country, meeting up with the athletes and their families and getting ideas about how we could support them as well as providing guidance and advice on what to expect in the summer and how to handle things like interest from the media.

This became the 'nearest and dearest partnership' and the outcome was that we were able to provide the families of the athletes with tickets to the opening ceremony and the first round of competitive events. We also set up two 'nearest and dearest' zones – one in Stratford where Team GB were based and one in Hyde Park – where athletes could spend time with their friends and families in comfort, away from the glare of the media. Building up to the games and also during it,

we presented a series of films on our YouTube channel telling the stories of our athletes, like Sir Chris Hoy, Jessica Ennis and Victoria Pendleton, through the eyes of their mums. Bringing the mums and families of the athletes together in this programme meant that they really felt part of Team GB too – they were the nearest and dearest team. They subsequently became champions for P&G, as did the athletes, because of our efforts to make all of this happen.

How difficult was it to integrate P&G's identity as well as the identity of its brands with the Olympics?

The top level of our overall strategy was to bring the P&G brand to consumers, this was the first time we had ever done this in the UK. Today, people want to know more about the

companies behind the brands and this was our opportunity to tell our story and create a strong, positive association between the P&G brand and our products. The nearest and dearest partnership was instrumental in achieving this in the UK and we had similar activations all around the world to achieve the same goal. We also brought our individual brands together in our advertising for the first time, for example at the end of TV commercials.

Thirty of our biggest brands were also given their own Olympic themed campaigns, with their own athlete ambassadors. Each campaign highlighted what the brand does for consumers but also how it contributes to the world of sport. For example with Gillette – our most 'sports resonant' brand – we went with the 'Great Start' (with Sir Chris Hoy) slogan which we tied in with 'a great start to the race.'



Sir Chris Hoy

We then developed this further with 'a great start in sport' and sponsored coaching grants and got other existing Gillette ambassadors like Roger Federer and Jonny Wilkinson involved.

Jessica Ennis was the perfect ambassador for Olay. She used the product already and was happy to talk about how she performed better when she looked and felt better. It was the same for Victoria Pendleton and Pantene. Jenna Randle from the UK synchronised swimming team became our ambassador for Braun and woman's razors on the premise that smooth skin is essential for a perfect performance in the pool. And with Head & Shoulders we named Mark Cavendish and Michael Phelps as our ambassadors who talked about how using the product gives you 'winning confidence.'

In store, we set up multi-brand promotions where all P&G brands were displayed together – Gillette, Oral B, Fairy, Ariel etc. and used our ticket allocation to highlight our big campaign idea of thanking mums by offering Mums who buy our products the chance to win tickets to the Olympics.

What tangible impact has the Olympics had on P&G and its brands, globally?

It's too early to provide the results. After Vancouver in 2010 we delivered \$100m in incremental sales and this time our target was \$500m. In terms of brand awareness, again in Vancouver we achieved some double digit improvements in brand scores, trust in company etc. and we hope to make similar gains again.

The "Proud Sponsor of Mums" campaign has obviously been central to P&G's London 2012 marketing strategy, what steps is the business taking to ensure this campaign continues to be effective, post-Olympics?

We are a global sponsor for the next ten years. So we're already looking ahead to the Sochi Winter Olympics in 2014 and Rio in 2016. We will continue to use the same campaign idea building up to these events, focusing on what P&G does for consumers and Mums,



everyday. In the UK we set up the 'Champion Mums Foundation' and donated £150,000 which Mums could apply for and use to make a difference in their communities. Our global legacy programme was also launched at the Games. We announced a commitment to provide \$25 million to Youth Sports over the next decade.

"Jessica Ennis was the perfect ambassador for Olay. She used the product already and was happy to talk about how she performed better when she looked and felt better."

Why was the power of storytelling so successful in delivering excellent results for P&G?

Human emotions, insights and experiences are the greatest tools a storyteller has. People were hungry for stories about the Olympic athletes and even more so about the Paralympians. We knew that behind every amazing athlete is an amazing mum, family

and support structure, so we chose to focus on the stories behind their rise to success – What was Chris Hoy's first bike? Why did Liam Tannock start doing the backstroke? Who got Jessica Ennis into running? – and it worked beautifully. The athletes and their families were so happy with how we told their stories that they actually wanted to tell ours. In the nearest

and dearest zones not only did, for example, Paula Radcliffe's Mum and Jess Ennis' Mum become great friends but our employees became great friends with the athletes and their families too. It was Team GB and Team P&G.

We were also able to orchestrate some iconic moments at the games. For example, when Irish Paralympian Michael McKillop won his second gold medal, we arranged for his Mum to present it to him. The reactions of the families across the whole games when their sons, brothers, sisters etc. won medals were all seminal moments for us. A personal highlight for me was watching the Hoys celebrate when Sir Chris won his sixth Gold.



Marc Pritchard, Global Brand Building Officer

What other initiatives is P&G promoting to ensure it remains synonymous with the Olympic legacy?

Again in the UK, we have joined Boris Johnson's 'Capital Clean-Up' initiative, which involves removing graffiti off walls and generally giving London a good sprucing up. At a global level, we have committed to provide \$25 million to support Youth Sport across the next decade. We're working with Olympic Committees around the world to decide how and where to invest in the best way possible to encourage sport and healthy living at home. This will be different in each country – some will invest at school level, others at club level – but the objective is to help each nation make a real difference in the lives of young people through sport.

London 2012 has been labelled the first 'social media' Olympics and by all accounts P&G has been at the forefront of innovation in the channel – gaining the biggest increase in its Wildfire score – how significant was this channel to P&G's Olympic success overall?

It was a huge part of our campaign. We utilised YouTube, Facebook and Twitter and coordinated the whole campaign during Games-time globally. Social media enabled us to tell the stories of the athletes and their families, and what P&G does to help them everyday, in real time, and coordinated around the world. This is what Marc Pritchard, our Global Brand Building Officer, calls the 'perfect storm'. Some of our biggest global adverts which were launched on social media before TV received in excess of 20 million YouTube views and were some of the most watched ads during the whole games. We doubled our Facebook and Twitter followers by being creative in what we posted via the sites. For example, during the opening ceremony, P&G brand ambassadors Sir Chris Hoy and Katie Taylor were both flying the respective flags for their countries and we were simultaneously posting images and videos of this happening to our social media sites as well as photos of their mums looking on; generating thousands of 'likes' and 'retweets'. With more than 30 brands activating across more than 200 countries with over 150 athletes, it was a Herculean effort.

What does P&G hope to be remembered for most following its involvement in London 2012?

This was the first stage in a decade-long, global partnership with Olympic Games. But, for the UK and London 2012, I think we will be remembered for the nearest and dearest programme. This was the first time there was a dedicated support and performance programme for the families and friends of our GB athletes and we're very proud of what it achieved. We set out to help the nearest and dearest of Team GB's Olympians and Paralympians to be the best supporters they could be – and I think we did that. We have some amazing memories and stories to share with colleagues around the world as the Olympics (and our partnership) move to Russia, Rio and beyond. Moreover, this was a performance programme by design and I'd like to think that we—in our own way—played a part in the success of our Olympic and Paralympic athletes at London 2012.

Nigel Wright News >>

The Nigel Wright Medal Challenge

To celebrate the Olympic Games Nigel Wright launched an Olympic themed competition for its customers. The Nigel Wright Medal Challenge ran for the duration of the games and Nigel Wright employees as well as clients and candidates who signed up to the competition could score points by predicting the medal winners for thirty separate events.

Over 300 people took part and the overall winner, a UK based HR Director, was given an iPad. There was also an internal competition between Nigel Wright employees and Nigel Wright teams. Dave McCartney, a senior consultant in the Consumer UK Division won the individual competition while the London Office was the Nigel Wright team with the most points at the end.

Our firm's recent 10th anniversary has caused us to reflect on what has happened in the retail sector over the past decade – an extraordinary period of change and corporate activity – and to wonder what might happen in the next 10 years. >>

The decade has seen a large number of household retail names disappear (particularly within grocery) and their replacement with the rapid emergence of businesses such as Asos, Pets at Home, Ocado and perhaps the greatest success story of them all, Amazon.

Technology, in both its application by retailers and acceptance by consumers, has undoubtedly played a crucial part in the emergence of these new retail champions, such that within 10 years we have moved from a "bricks and mortar" world to one that is multi-channel, or in new parlance, "omni-channel".

Whilst it is well known that today, online penetration in the computer, games, books and music categories is now well over 50%, a category such as apparel, which was once

the channels through which they purchase products.

Most retailers simply cannot avoid the online world, particularly in an environment where growth prospects for the overall sector are challenged (and at best static) and consumers are becoming more demanding in terms of product, choice, value and most of all, convenience.

The rapid development of online retail has huge implications for store numbers, marketing, management and overall strategic development. Taking store numbers first, with a credible multi-channel offering, some analysts suggest that in certain categories (for example apparel), a store portfolio of less than 100 is sufficient for full UK market coverage.

Ten years ago, this number was closer to 300.

The overall look of a store for a credible multi-channel retailer also has to change – so that the experience in-store is similar to that online – hence the increasing use of digital walls, in-store wifi and RFID technology.

The new Burberry store in Regent Street has very successfully incorporated all of the above and, alongside Apple, represents the current pinnacle of what can be achieved in "show-room" style stores.

In terms of marketing, businesses must allocate an increasing proportion of their marketing budgets towards digital media – indeed, taking Burberry as an example again, over 60% of their current marketing budget is spent on digital media and goes a long way to explaining why they are consistently voted

McQueen Ltd >>

McQueen is the leading specialist corporate finance adviser to the consumer sector. Core to our success is our ability to leverage our deep knowledge of consumer sector dynamics and the companies and people operating within it for our clients' advantage.

Our relationship-led approach provides independent, tailored advice, delivered with discretion and integrity. Since inception we have completed over 60 assignments for our clients covering the spectrum of our advisory services across all the consumer sector verticals that we cover; retail and consumer brands, food and beverage and leisure and gaming.

in the top three of "Cool Brands" every year (alongside Apple and Aston Martin). Social media is becoming an ever more important tool for marketing and can give companies a personalised voice and a direct link to the consumer – one that they have never had before and because of this relative immaturity it must be handled carefully, as evidenced by Waitrose's latest Twitter campaign (#waitrosereasons).

The shift to online channels is also impacting long held beliefs of what represents appropriate management for this brave new retail word. Are the traditional retail nurseries such as the grocers, M&S and Arcadia still relevant today? Mothercare, in their appointment of Simon Calver, have tried to change the mould and believe that the ex CEO of Lovefilm is the man to lead the business in this digital world. Similarly, both Argos and M&M Direct have recently recruited new CEOs who are steeped in e-commerce, through the appointments of John Walden

A new retail landscape

(Ex Sears, where he was responsible for Home, online and catalogue services) and Jonathan Brown (who previously headed up John Lewis's online operations) respectively. At an operational level, businesses must make sure

"The shift to online channels is also impacting long held beliefs of what represents appropriate management for this brave new retail word."

that their store and online operatives work seamlessly with each other to ensure that the "in-store, online and mobile" tag line is a reality and not a dream.

Finally, businesses must recognise the impact online has on their overall strategic development. The grocers have certainly recognised this and are purchasing online businesses to provide capability and know-how as they move into non-food in an attempt to find growth – Morrisons' acquisition of Kiddicare being the best example of this.

We have already discussed the impact online has had on store roll out strategy – but whilst it has somewhat curtailed this engine of growth, it has de-risked international expansion as it allows businesses to assess whether their product/brand translates to international customers without having to take a heavy capex risk in opening stores in overseas territories. A great example of this is TM Lewin, who have stepped outside the UK, on the back of selling product online to customers in Australia, Malaysia and Singapore and have now opened physical stores in these countries as the demand has justified the investment.

All of this also has a huge impact on company valuations – businesses that are regarded as "old school" bricks and mortar concepts who have missed the online boat, and indeed are being driven out of business by their online counterparts are unsurprisingly very much unloved by a market that is prepared to pay a premium for growth. Witness the

current share price of Asos and the extremely high multiple of earnings that the business trades on. The same can also be said for private companies that have been sold recently (such as Wiggle) – investors are willing to pay a premium for businesses that can demonstrate significant growth through online and international activities.

Those businesses that recognised these shifts early and adjusted their business models accordingly are

the ones that are succeeding in this challenged world. If someone had predicted ten years ago that John Lewis would be perhaps our best multi-channel retailer in 2012, one would have been tempted to question their forecasting ability – but today, John Lewis is undoubtedly in that position with 24% of total sales generated from online, and in large part this is due to the visionary management that acquired the UK operations of buy.com, a US e-commerce business in 2001 – thus allowing them to understand the dynamics of the online world early and apply the lessons learnt to their own core business.

Thus whilst technology has had a

huge impact, the fundamental truth is that management, and their failure or success in anticipating and responding to these forces of change to reposition their businesses has had the greatest impact of all on the UK retail landscape.

McQueen is an independent corporate finance house focused on the consumer sector. Please contact Ashish Burman (ashishburman@mcqueenltd.com, 0207 484 8814) for more information.



Ashish Burman, McQueen Ltd



Trends in the designer furniture market

David Feldman talks to **Bo Rasmussen, Executive Vice President Supply Chain at Fritz Hansen**, about trends in the designer furniture market and also the new demands on the company's supply chain. >>

What was Fritz Hansen's experience of the economic crisis?

Prior to the 2008 crisis, we were geared for growth and had achieved double-digit growth with the aim of reaching one million DKK in turnover. When the crisis hit, we had to cut costs and many employees were laid off.

What have you done to adjust to the economic crisis?

We focus on the correlation between cost and the top line. Our agenda is to have the right people and the right KPIs; moreover we have significantly reduced our supplier contracts and now only focus on the 'need to have.' Therefore we are ready for growth, with an efficient and flexible organisation. We have slimmed down the organisation and at the same time employed more generalists. We only hire specialists on a consultancy basis, when we need niche skills.

What are the current conditions like for Fritz Hansen in the luxury and designer products market?

Things are going well for us; we are getting a large number of orders. Going forward, we will be diligent about growing year on year, particularly in Japan. The Japanese have a strong interest in designer furniture and especially the Danish design tradition.

"We only hire specialists on a consultancy basis, when we need niche skills."

What about the Chinese market?

China is not a market for us yet. The Chinese do not have the same level of interest in designer furniture as the Japanese.

Outsourcing and the relocation of production abroad is a trend that is becoming increasingly evident in Denmark. What is Fritz Hansen's production strategy?

We started to outsource our production ten years ago. In the past all of our production was in-house, with a few hundred people, but today it is outsourced to subcontractors. Outsourcing our manufacturing has been a great success. For example, only using suppliers with specialised core competencies has made a huge difference. This enables us to keep the cost prices at an appropriate level, and at the same time it gives us better delivery times and security. We used to have an arrogant attitude to production and did not believe that others could do it as well as we could. But it has been shown that external partners can do better and outsourcing

production has led to significant savings. Specialised suppliers have better resources and employ those with more specialised skills, allowing them to focus on quality. The quality is often better.





In your experience, what are the pitfalls of outsourcing production?

We no longer have in-house knowledge of our own products. It's difficult when you have to contact external partners and learn about your products; it also makes us more vulnerable. We carry a greater risk if the supplier goes bankrupt and also run the risk that their knowledge may disappear. The possibilities for negotiation are also weakened if you are locked to a particular provider. The ideal situation is to create a partnership with the supplier and try and be as close to them as possible to minimise the risk. The intention is not to act as an inspector but rather to ensure that you're both on the same track. If you challenge the partner then they also develop their capabilities.

Fritz Hansen's business is largely based on classic designs that have a long shelf life. What are you doing to ensure that you offer the latest designs in the future?

The classics continue to represent the largest portion of our revenue and will likely do so for many years to come. We are working continuously to develop design classics. Every year we launch an entirely new product, working with external designers, and we're also looking to expand through acquisitions.

Eighteen months ago we acquired Kaiser Idell, a Danish lamp manufacturer, and we're expecting more acquisitions in the near future.

Fritz Hansen's products are at risk from generic 'counterfeit' manufacturers. How do you manage this?

We are very vulnerable to counterfeit products produced in China and Vietnam. We are

"There are increasing demands from our customers to be able to adapt the furniture to their needs - the personal touch is important."

trying hard to stop those manufacturers. In England we can't stop it as there are no rules to prevent it from happening. There are many look-a-likes on the market and this is one of the reasons why we don't manufacture in China. The risk of having your products copied is too great if you produce in China or Vietnam. Our suppliers are therefore all Danish businesses, which we have known for many years.

Consumers residing in remote areas can find it challenging to access your products. What are you doing to promote your distribution links to that customer segment?

Half a year ago we launched an ecommerce platform for the Danish market. We believe that ecommerce will generate more sales through our 1300 dealers worldwide. We continue to believe that the consumer will test the furniture before making a purchase.

You were awarded the 'Post Danmarks' supply chain prize in 2005, what was the reason behind you receiving the award?

We received the award due to our factory set-up. We integrated supply chain right from the supplier to the customer, creating greater efficiency. We went from a 70% to a 96% delivery rate, while moving away from large inventories. We reduced our inventories by 60-70%.

How will Fritz Hansen develop its supply chain in the future?

Flexibility can be developed. There are increasing demands from our customers to be able to adapt the furniture to their needs - the personal touch is important. When architects design new conference centres they focus on the 'personal touch' and we must be able to deliver against the customer's expectations.

Cost control in transport and hourly wages must also be a continued focus.

What is the future for Fritz Hansen?

We are good at adapting, listening to the market and exploiting the opportunities we see. We anticipate a promising future as we have some great products, and there is a consumer demand for them.

Focus on Sweden >>

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Is the grocery bag here to stay?

Last year many people were surprised to receive a pre-packed bag of groceries for Christmas. You might think: who wants a bag of groceries for Christmas? >>

But this gift wasn't as strange as it first seems. In many ways, it actually illustrates the spirit of the times. Today, material wealth isn't valued as much as it used to be. Luxury products once coveted by those who couldn't afford them are now widely available and have lost some of their market status. The thing that is perhaps most desirable today is in fact time. Time is scarce, and there is a big emphasis now on trying to minimise those activities that are an unnecessary use of your time. One activity that has suffered in this age of time-scarcity is cooking. The solution in the past was quick, processed food but now people are looking beyond confit and sourdoughs for better alternatives.

The pre-packed grocery bag

One alternative service in Sweden that is gaining in popularity is the home delivery of a pre-packed bag of groceries together with recipes. The Swedish company offering this service had experienced a 40% increase in demand by 2010, but overall online grocery shopping and delivery is still a minority service within the wider grocery market. According to a recent consumer survey by HUI (the Swedish Retail Institute) only 8% of respondents had actually purchased groceries online but 20%

indicated that they would be willing to do so within the next 12 months.

Ecommerce sales have doubled over the last five years and are growing at a faster rate than total retail sales. They were responsible for the prolonged holiday shopping season this

"Grocery shopping online certainly stimulates our basic needs but the experience of visiting the store offers something more."

year. The in-work tax credits for household services (RUT-avdrag) and home repairs and maintenance (ROT-avdrag) have also changed public perception about who should perform certain services. Why should people with demanding jobs then be expected to rush around in jam-packed supermarkets outside of work, when they can order food online and enjoy the peace and quiet of their homes while waiting for it to be delivered?

Supermarkets on the internet

The HUI report identified three types of online supermarkets in Sweden. As well as full service supermarkets and those companies which deliver groceries and recipes, there are also specialist online grocery retailers that deliver specific types of food. Together they fulfil the diverse grocery needs of consumers in a simple way.

Researchers at Karlstad University recently argued that online grocery shopping isn't just easy, it's ethical as well. Their research showed that people who shop for food online waste less. By ordering a bag of groceries online to be delivered to the home, consumers tend to be more accurate in selecting the right amount of ingredients they will need to feed

themselves and/or their families during a specific period of time. Another study also highlighted that online grocery shopping can reduce carbon emissions, as people are less inclined to travel by car to the supermarket. It is also a huge benefit for the ageing population in Sweden, who perhaps struggle to walk to the supermarket regularly. What then are the perceived barriers to a wider adoption of online grocery shopping?

Consumers are still hesitant to buy food online as they tend to want to see and feel it before they make their purchase. In fact, 63% of respondents to the HUI survey identified this as the biggest disadvantage of buying food online. A further 22% perceive that food bought online is poorer in quality than the food which you buy directly from a store.

Quality and Experience

With those statistics in mind online grocery retailers must seek to exploit the aesthetic and tactile qualities of food in their advertising, making food more appealing and improving consumers' trust in making an online transaction. It's also important to make shopping fun. In store, for example, some businesses have begun to understand

the importance of the shopping experience. Whole Foods Market in the United States, for example, gives prominence to the design of its stores and in-store tasting. Following the relative success of the online pre-packed grocery bag, some Swedish retailers now offer consumers pre-packed bags in store too. Others also offer in-store dining, where you can sit down and grab a bite to eat. In Stockholm, the ICA at NK embraced this idea and was recognised for its achievements at the 2011 Dagens Nyheter Golden Dragon Award Gala in the 'Best Bargain' category.

Future Shop

The question of whether or not grocery shopping online will become more prevalent still remains. We certainly use the internet to

look for inspiration when we shop and there are a number of e-stores now which offer consumers great online shopping experiences. That aside, with food, you still can't see, feel or smell it via the internet. Perhaps the future of grocery shopping will gradually change whereby people will be using ecommerce sites for convenience shopping, while still visiting stores on special occasions or when they need to buy large quantities or investigate new items.

Grocery shopping online certainly stimulates our basic needs but the experience of visiting the store offers something more.

JONAS RÖHNE, CONSULTANT

NIGEL WRIGHT RECRUITMENT



Featured interview >>

CONSUMER FOCUS – ISSUE 5



Timothy White, Head of Digital Commercialisation, Novartis Europe

Timothy White is the head of Digital Commercialisation at Novartis based in Spain. He is an industry leader and specialist in health-related new media with a focus on eMarketing, eLearning, Social Media Marketing and eHealth. >>

Miriam Cruz caught up with Tim to talk about his vision for digital and e-marketing at Novartis, as well as how the broader pharmaceuticals and healthcare industry is adapting to the new age of digital communication.

The digital marketing channel is generally undeveloped in the healthcare and pharmaceuticals industries, compared to other consumer facing industries. Why has Novartis chosen to invest in the channel and what does it hope to achieve from its investment?

Throughout the past decade, greater restrictions regarding how you can market pharmaceuticals have come into place from government and regulating bodies that prevent us from marketing in the way that we had for years prior. In particular, restrictions have had an impact on our traditional field-force activities in terms of the access they can have to physicians for discussion regarding our products. Finally, within Spain the profile of our customer is also drastically changing. We are marketing to a new generation of stakeholders who have grown up in the digital world. Because of this, we have looked further into the digital channels to allow us to be more creative (innovative) in how we engage with our customer base – we can maximise our impact while expanding our reach.

What digital and e-marketing challenges are specific to your sector compared to the consumer products sector in general?

The field of medicine and healthcare is all about information, it's a very technical and complex field and this has to be communicated very clearly through the digital (or any other) channel. Additionally, we have a very informed customer base which means we can't just come at them with flashy brand-heavy marketing messaging. It's all about data and science and making sure that the customer has the right information on our products and services at the right time

"We are marketing to a new generation of stakeholders who have grown up in the digital world."

(considering legal requirements). This is quite a different objective than other industries such as technology or FMCG where you can creatively sell your brand messaging and expect to have an impact on sales. For us it's more about making sure that our entire healthcare offering is of added value for our customer's practice and for the patient's health and is clearly defined, as such,

to our various stakeholders. This offering is our portfolio of products and services that will help us both to provide better care and better outcomes for patients.

Tell us about some of the digital marketing initiatives you have been involved with during your time with Novartis Spain? What about the wider business, what else has Novartis been doing globally to reach customers via digital?

There are two key areas of focus within our strategy. One is to change the way we communicate in front of our customers with our field force, face to face. The second is the more traditional eMarketing approach, when we are not in front of the customer (web, mobile, email, social, etc...). In terms of the first area, this was a project that was initially launched in Spain and is now a global initiative – to provide all of our field-force reps with iPads, ensuring that they have the most up-to-date and impacting materials and evidence for the right stakeholder at the right time. This also allows marketing to have a better understanding of what is the focus of discussion regarding the product, for development of future marketing and service offerings to our customers.

This is a 'closed loop marketing' strategy which has been the hope for a long time within the pharmaceutical sector, and we feel that we've finally achieved it.

The 'outside of the visit' based strategy is first about redefining our web presence. For example, when I assumed my role, we had a

very abstract and diffused web presence with over 35 individual sites or portals, each with fairly low adoption and user base. These sites didn't focus on service, but rather were simply a way of communicating our product offerings in the traditional manner. Now we have been developing, and are very near to launching, our first unified customer service portal; a site that will share not only product information across the portfolio, but also service offerings and up-to-date healthcare information all in a personalised and customised way. Additionally, this new site enables us to have true '2.0' conversation with our customers; encouraging them to actually be content contributors and participate with us on the co-creation of the portal experience.

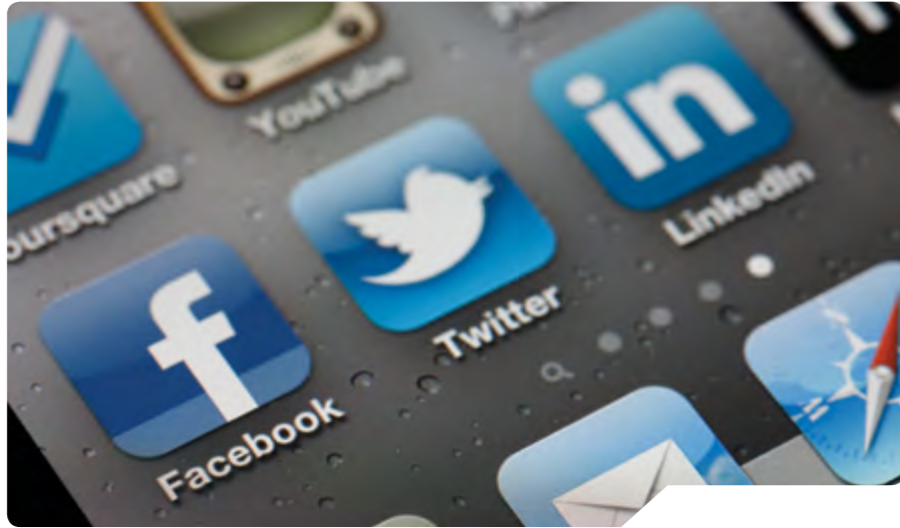
At the core of both of these strategies is still the idea of putting our sales-force at the centre of our communication. For example, email actions from Novartis don't come from spamming customers with content and messaging from a generic email account – i.e. from me in eMarketing - but rather from giving the tools and content to the sales reps for them to deliver it directly to customers as needed. In this way our reps become more like consultants to the physicians in the online world as well as offline. We truly feel that this model is strengthening the role of our representatives and enabling us to offer a superior level of service to our stakeholders.

How do you measure the success of digital and e-marketing at Novartis Spain?

Digital marketing can be measured both from the top-line and bottom-line perspectives. On the one hand, it is clearly a more cost-effective way of commercialising; allowing us to have

"Pharmaceuticals and healthcare are strong and stable industries and in terms of digital they are starting to go through a great deal of change."

more communication with our customers for the same (or less) investment. I think that the more innovative way of measuring eMarketing is to look at how it has allowed us to have



more effective discussions with our customers. The digital channels allow us to have more individualised and personalised communication ensuring that the correct stakeholders are receiving the correct information at the correct time.

You have been in e-leadership roles for almost six years – first at Merck and now with Novartis Spain – how has the digital and e-marketing leadership role evolved during that time?

After an early career in the music industry, I joined Merck Pharmaceuticals, based in the USA, in a global eMedia/digital role. During my time there I experienced the transition from what I consider 'old digital' to 'new digital' within the industry.

The old digital marketing role was basically about supporting products with traditional marketing messaging, simply brought into the digital world: tools like online visual aids, static product promotion sites, banner advertising etc. It has gradually moved away from that to the new model we have today, which is all about engaging and serving our customers online – using

a range of tools to create a two way channel for communication. This new role is more commercial and analytical (less IT driven), focused on finding

out more about our customers and then using this information to serve them more effectively both online and in the real world.

As a digital and e-marketing expert, what is the attraction of working in the pharmaceuticals sector?

Pharmaceuticals and healthcare are strong and stable industries and in terms of digital they are starting to go through a great deal of change. The attraction therefore is the opportunity to work in an environment where you are focused on getting people to think in a new and different way. This wouldn't necessarily be the case if say I was working for a traditional digital-friendly company such as Google or Amazon. It's an exciting time for pharma and in my role I see it as a fantastic opportunity to shape the industry in terms of how it uses digital for the future.

Do you think businesses are still trying to work out where digital fits in the wider organisation, or is there a more coherent structure and place for digital now?

Until fairly recently digital was a bit of a guru role – "this is my digital marketing guy" – but now it's becoming very much a key part of a business and it should be treated as importantly as any other functional leadership role, whether it's marketing, sales etc. You have industries that 'get it' and others that don't. Pharma is currently somewhere in the middle and in that respect it's

similar to how the music industry was when I worked in it. For example, some companies are still trying to understand the true value of the digital channels in terms of how they can apply to their business, whereas others, such as Novartis, have understood the necessity and are applying it to the company strategy for both the present and the future.

"I feel that there's often confusion that social media is just about Facebook, Twitter, LinkedIn etc..."

How much influence do you have across the wider business? Is part of your role to convince others of the benefits of digital marketing or is that something which is generally recognised across Novartis?

I feel Novartis is a company that is at the forefront of digital in the sector. Both our global CEO and our Spanish General Manager are visionaries in terms of seeing the importance of technology to revolutionise our commercial area. I report directly to our General Manager within Spain with a small but expanding team. My task is essentially to define our digital strategy, lead our key digital actions, and help prepare the commercial organisation for what it will look like in three to five years time. This is exactly the type of remit that any digital leader should have.

In which areas of digital and e-marketing do you anticipate increased investment over the next few years?

The whole world is doing two things – its going mobile and social. From Novartis' perspective we want to try and leverage this trend to offer better tools and services to our various stakeholders. We're continuing to look at offerings such as e-health tools, patient applications, and interactive educational offerings that will bring more value to physicians, patients, and the healthcare system in general.

On the topic of social media, I feel that there's often confusion that social media is just about Facebook, Twitter, LinkedIn etc... Within

pharma, there has been a great deal of struggle to grasp the importance of these more popular social channels. For us, it's more about the 'socialisation of media' – creating those two way channels where your customers are directly involved in every step of your commercialisation process. This was the general practice that led to the strategy behind our aforementioned new customer service portal.

Additionally I think one of the big areas in this respect is the way in which we engage with 'influencers' in the sector – this is certainly a key method in our traditional commercial

model: to identify the 'key opinion leaders' and partner with them to better communicate our offerings. The social world can expand this on an unparalleled level. If we can better understand where the online conversations are happening regarding our products as well as who the 'key influencers' are, we can partner with them to better communicate our offerings to a much broader and more diverse audience.

In our recent survey on digital marketing, 77% of respondents indicated that they believe consumer businesses must increase investment in digital infrastructure if they want to survive. Would you agree? Does this apply to the pharmaceuticals industry as well?

Businesses will fail if they don't get on the boat. If you look at the industries that have been slow to adapt – music, television, or publishing – they're now realising that they have some catching up to do. Industry by industry, digital is coming like a wave and you have to basically decide at what point of the wave you want to be on. I see my job at Novartis as to basically make sure that we are leaders within the industry in terms of our digital strategy; I wouldn't want us to be the business that decided to wait and see what happened.

Is there a talent shortage of people with the necessary skills to drive digital and e-marketing strategy in your sector? Or generally? What is the outlook, in your opinion, for businesses seeking to hire, retain and develop digital talent?

In Spain there is certainly a shortage of digital marketers within the sector that really 'get it' – those who understand the new digital model rather than the old one. It's not necessarily a 'techie' job anymore and the digital leaders that I have met who come from a more technical or IT background tend to get pigeonholed into that old 'guru' role within their businesses. Those who come from a commercial background and have a commercial mindset tend to be much more successful. Businesses will find that if they can't bring the right kind of talent into the organisation, training traditional commercial leaders, for example, to become digital marketers can be a viable option. Digital should not be passed off as a segment of IT. It has to be driven by commercial people within a commercial environment.

MIRIAM CRUZ, MANAGING CONSULTANT
NIGEL WRIGHT RECRUITMENT

Nigel Wright News >>

Nigel Wright announces new office in Madrid

In June, Nigel Wright opened a new office in Madrid. Miriam Cruz, Managing Consultant for Iberia commented "Madrid is strategically important for us as it is the European headquarters for many of the largest global consumer brands. The office is located in the Palacio del Marqués de Miraflores and provides an excellent foundation to drive our continued growth in Iberia, while at the same time offering our clients and candidates a professional and convenient location to meet."

With offices in Paris, Amsterdam, Brussels, Copenhagen, Stockholm, Oslo, Düsseldorf, Geneva as well as London and Newcastle, Nigel Wright is well placed to serve its large customer base in Europe. All offices are in central and prestigious locations and help to promote the premium image of Nigel Wright and attract high potential consultants.



Lutz Bethge, Chief Executive at Montblanc

Written in the stars

As the latest custodian of the chief executive's berth at historic pen maker **Montblanc**, Lutz Bethge is charged with managing the destiny of one of the planet's most revered luxury brands, as Josh Sims discovers. >>

Lutz Bethge is very insistent that within the first three months of joining Montblanc, each new manager goes to the HQ in Hamburg. That's less for the scenery – though Germans cite Hamburg as among their prettiest cities – so much as to disavow them of certain ideas. "You have these young guys who believe they can rock the world with their sales skills," says CEO of the pen maker turned luxury goods brand, ex of the company's finance and legal department, prior to that a product manager with Mars. "They leave with a very different view of the business – that it's about craft, about doing things that not many companies in the modern world can do."

Certainly, while Montblanc has in recent years extended its remit beyond its heartland of pen making, now including jewellery, accessories and, most successfully, watches – it launched its

first model 15 years ago and now has its own manufacturing capabilities, arguably putting it on a credibility and quality par with watch brands ten times as old – Lutz sees craft as being the linchpin of it all. It is a return to what luxury once was before marketing departments co-opted the term for loo paper and soap.

"There's a search going on for more than the obvious," he suggests. "Even the luxury consumer has faced the overpowering world of the digital age to the point where they have stopped wondering how something works. But now there's a counter to that – to question what's really real, to long for things of sustainable value. It's through these objects that we leave a bit of our own trace through history. They give us a bit of immortality."



That may be a romantic reading and, Bethge concedes, what makes a Montblanc pen in particular equally appealing is its symbolic value. Few products are globally-recognised signals of one's 'arrival' – in terms of monetary success –



Indeed, one of Christian Rauch's biggest headaches – he's the managing director of Montblanc Writing Culture – is maintaining the expert skills base required to make the pens in a world in which work is losing its appeal: the goldsmiths and engravers, tool-makers and machine operators. "We train up who we can and try to keep them as happy as possible, but the prestige in such work is not what it used to be," the chief executive admits.

Does that mean the fountain pen is ultimately doomed? Rauch thinks not.

He argues that ultimately such pens are much more than their material value, however finely treated, or even in their social value, but their value rests in their ability to accrue stories that give them a deeper meaning: his most treasured fountain pen is the one handed down to him by his grandfather, a PoW during WW2 who used it to write his letters home to his family; when he finally made it back, it so suggested his longing for home that he couldn't use it anymore. The subliminal appeal of real writing in real ink runs deeper still. One of Rauch's favourite ploys is to show someone

but the Montblanc pen is one of them. "It's the ultimate power tool," as he puts it. "Customers want to show they're part of the movers and shakers of the world. It's not easy to generate that kind of symbol - it just comes with the years. In that sense the brand is perhaps more important than any individual product. That said, no amount of marketing can make an inferior product successful. It has to have substance."

Certainly the manufacture of a Montblanc fountain pen is one of sustained focus. It takes 35 steps just to make one of the nibs – in part using specialist tools, such as the welding machine that operates at 1,064°C and yet leaves the metal cool enough to touch immediately, but as much using the kind of handiwork that comes only with years of practise, such as that used to grind each nib. Meanwhile, the artisan department, which works on limited editions – for an obsessive collectors' community – has worked barrels from jade, granite and even mammoth tusk.

"That's why people don't just buy products today – they want to feel a link to brands they feel are their brands, ones that chime with their ideals,"

contracts – one signed in biro, the other using a fountain pen – and ask which signatory is the most senior within their company: nearly everyone assumes it is the user of the fountain pen.

That said, Rauch concedes that getting someone to switch is not easy: "We have bad

memories of school-days, of blue fingers and being forced to use such pens," he says, and this despite the fact that modern versions are stable under most conditions and write with a glossy smoothness rather than the scratchiness of old. And then there is the price: "Persuading someone to spend maybe €50,000 on a watch is one thing," he says. "Getting them to spend that on a limited edition pen another matter, even if writing with a fountain pen is never going to be a mass-culture but remains for the few and the refined."

Might a Montblanc watch in years have the same status or social semiotic potency as the mighty pen, the Meisterstück most notably? Bethge takes off his Nicolas Rieussec watch – the latest model designed in honour of the creator of the chronograph mechanism – and suggests that perhaps in 15 years time this, "with the kind of story behind it you need to give any product iconic appeal", could be the time-keeping equivalent. In both cases he knows there is a conundrum to answer: such symbols guarantee sales, but their visibility also risks turning off consumers seeking a more discrete form of self-expression.

In the meantime, Bethge must face a consumer world already undergoing quiet revolution – because of the recession, because of overload, because of disaffection.

"That's why people don't just buy products today – they want to feel a link to brands they feel are their brands, ones that chime with their ideals," he says, citing the company's prominent work in the arts by example. "It'd be wrong to say such things are done for purely altruistic reasons – we have shareholders. But brands like Montblanc have to go beyond the merely commercial now."

Regaining control of the supply chain

Nigel Wright's latest management report – 'How has the current economic climate prompted consumer companies to regain control of the supply chain?' – considers the impact volatile economic conditions, the rising cost of raw materials, emerging markets and changing consumer preferences, among other macro-factors, are having on the supply chain strategies of consumer companies. >>

Based on interviews with six supply chain leaders from the sector, across Europe, the report uncovers three strategic priorities underpinning supply chain best practice today: supplier relationships, closer integration and coordination, skills for now and the future.

Outsourcing components of the supply chain and working to optimise supplier networks were central features adopted by the companies interviewed. The emphasis is to reduce cost and improve service, while at the same time reducing the risk of outsourcing by retaining a direct involvement in the relationships. As one interviewee commented, it's like we're "married" to the suppliers. Reduced consumer spending has been one of the main catalysts for this approach. The VP European Supply Chain at a home entertainment group, for example, explains that consumers are certainly spending less and as a consequence the business is reducing its manufacturing 'footprint' by working with more wholesalers to manage through the reduction in consumer spending.

Reducing inventory levels and creating more flexibility to generate faster lead times is

another strategic priority raised in the report. Interviewees argue that the supply chain must have greater alignment with overall business strategy, with better integration and visibility across the organisation, if greater flexibility and more efficient stock control are to be achieved. The research uncovered that supply chain leaders will often find this difficult. However, a renewed focus on cost reduction and customer service has actually created a revived interest in 'sales and operations planning' – a system which all of the businesses in the study had or were adopting or would like to adopt in the near future. Creating greater foresight in the supply chain makes it more flexible and therefore more able to adapt quickly in uncertain times.

In the final section of the report, the issue of skills is raised. What is apparent from the research is that the greater importance of managing supplier relationships as well as internal 'bridge building' with commercial departments means that technical and analytical skills, although still paramount in the discipline, are being joined by diplomatic, negotiation and general communication skills. These qualities

are increasingly given equal importance by supply chain leaders, when building up the competencies of their teams. One issue that was raised in this context was that technical/analytical skills are easier to develop compared to diplomatic skills, which are more innate and also more difficult to find in the supply chain discipline. Therefore finding and retaining talent that has the ability to plan and do complex analysis as well as communicate effectively with internal and external stakeholders will be central to the hiring strategies of companies over the next few years.

The report concludes that the supply chain has grown in importance as a tool to help businesses manage the risks associated with some of the big challenges facing them today and we are entering an era where supply chain leaders will take on greater responsibility for strategy that goes above and beyond their discipline.

The full report can be downloaded from the Nigel Wright Website.



The Informed, Empowered Consumer

The retail industry is undergoing a major transformation. The informed and empowered consumer is the driving force behind this evolution. A retailer that understands the changing preferences, values, and concerns of today's consumer, and takes appropriate action to stay relevant, can capture significant value. **How can retailers adapt? >>**

Today's consumers are more knowledgeable and discriminating than ever before—and constantly connected to the Internet. With online access to detailed product information, price comparisons, user reviews, and the recommendations of "friends" on social media sites, they can cut through marketing hyperbole and make informed buying decisions. Indeed, Facebook has just

"To compete effectively, retailers must enhance their traditional function- or category-specific focus with a customer-centric lens."

announced it is launching a "Want" button, enabling users to create product wishlists that inform the world which items they desire most. And if they're not happy with their purchases or experience, shoppers can spread their negative opinions quickly and broadly online,

creating PR nightmares that some businesses never fully recover from. But if your customers are passionate about your company's products and services, they can spread the love just as easily.

To compete effectively, retailers must enhance their traditional function- or category-specific focus with a customer-centric lens. They must

determine what their customers value and are willing to pay for—and go out of their way to provide it. Generally speaking, buyers look for three things: the best value, the best service, or the best experience. They may not expect all three from one company, but if you're not the best in at least one of these critical areas, why should they shop with you? It's too easy to find other options. And make no mistake about it: in a world of sharply improved transparency, being the best in one or more of these areas will quickly become table stakes.

Best value

Shoppers seeking the best value want the overall lowest price or the best quality for their money and are prepared to do their research to find that, often online. BCG research (The \$4.2 Trillion Opportunity: The Internet Economy in the G-20) found that UK consumer 'research online, purchase offline' accounted for \$87 billion in 2010 – that was 11.5% of total retail and this is only going to increase. However, many traditional retailers face huge pressure from pure-play e-tailers and e-marketplaces like Amazon.com. One shopper we surveyed raves about Amazon's low prices, extensive selection, and customer reviews. She won't consider buying any big-ticket item unless it has a critical mass of positive reviews on the e-tailer's website. Then she knows she's getting a top-quality product at a rock-bottom price. Other buyers swear by Costco or Wal-Mart. In the digital age, greater price transparency is available for online or in-store purchases alike. Companies selling the same products for more are quickly unmasked. And if your product offers greater quality or value to justify a higher price, finding ways to inform and convince your shoppers of that is the challenge.

Agile retailers can pull in bargain shoppers, build loyalty, and become the "go-to" place for deals by offering discount coupons, sales notices, or other incentives to buyers through email, buying clubs, mobile apps, social media, or location-based services such as Foursquare, which encourages users to visit nearby retail establishments and tell their friends about it.

The Informed, Empowered Consumer

For example, McDonald's Japan sends out mobile discount offers to target customers at specific times—for instance, to students after school, to families at lunchtime on Saturdays, or to increase traffic during rainy days and other slow times. Some of these new technologies and techniques designed to draw foot traffic are still immature, and success will be hit or miss as retailers experiment and figure out how to best leverage them. Regardless, established bricks-and-mortar retailers must find ways to compete on more than just price, since they tend to be at a cost disadvantage against pure e-tailers in many areas.

Best service

Retailers with the best service are easy to buy from, with fast and efficient processes and excellent support, selection and convenience. They may offer customised products, the widest or most targeted selection, knowledgeable sales people, curbside valet parking, complementary espresso, fast check-out, hassle-free returns, or excellent customer service. They make it their business to understand and meet the specific needs of their customers and ensure that every transaction goes smoothly and ends with a smile.

Customers of Zappo's, the online shoe seller that has since branched into other areas, rave about the company's selection, service and free returns. Lego lets buyers use its website to design their own models and then ships the customised pieces. Tokyo's Seibu department store offers a free makeup "touch-up" service from 5-8 p.m. for loyalty card members who are leaving the office to go out for the evening. The store's cosmetic department also provides free consultations, a self-service skin analysis, and an online "click-and-collect" service that allows buyers to pick up their orders from a nearby Seven-Eleven at no cost.

As service innovations proliferate throughout the industry, consumers' expectations are rising in response. Fortunately, new technologies are also improving in-store service, making it easier for shoppers to get detailed product information, locate specific items, and check out quickly and easily. As low-value tasks are increasingly eliminated or

automated through electronic shelf labelling, self-checkout, and other advances, store personnel will be more available to focus on higher-value tasks that enhance service or the shopping experience—important differentiators when the lowest price or greatest selection are increasingly the realm of pure e-tailers.

Best experience

Outside the narrow realm of convenience-related categories or store formats, retailers that offer the best experience understand that shopping is a form of entertainment shared with family and friends. Instead of just a grab-and-go purchase, their customers want to learn, have fun, be visually engaged, or socialise with like-minded people. Store appearance and environment are critical, and the shopping experience must build loyalty and support the brand identity.

"The most successful retailers go beyond low prices, and find ways to balance value, service and experience."

Retailers that want to hold onto their traditional bricks-and-mortar stores may find that providing a memorable experience is the way to stay relevant and differentiated as more buyers go online. Besides selling outdoor clothing and gear, REI offers in-store experts, classes and events, indoor rock-climbing walls, how-to clinics on everything from GPS usage to backpacking basics, outdoor school and adventure trips, volunteer opportunities, and a family adventure program. The American Girl franchise offers dolls, clothes, books, games and gifts for young girls. Its family-friendly stores create a special, small-scale dream world with a doll hospital, café, museum, photo booth, and endless displays of dolls and accessories—the perfect place for birthday parties, or to spend one-on-one time with a daughter, granddaughter or niece. American Girl also has a very strong online community

and merchant web site that maintain a connection with girls until their next in-store experience.

These experiential extras come at a cost, however, and retailers must be sure that they can recoup their higher operating expenses through greater sales volume, higher margins, cross sales, or all of the above—either directly from the store or indirectly through related websites.

The most successful retailers go beyond low prices, and find ways to balance value, service and experience. The best retailers inspire passion and loyalty in their customers, and the desire to spread the word. Do your customers feel that way about you? With information and recommendations at their fingertips, it's easy for unhappy shoppers to turn to your competition. And when buyers disappear, bricks-and-mortar stores quickly start losing

money if they don't have healthy online sales.

This dynamic also works in reverse. When retailers get it right, they can win share disproportionately from the weaker players. As word quickly spreads, the positive buzz increases momentum. With growing

sales volume, more inventory turns, and greater scale, these retailers have more funds to invest in service, merchandising, store appearance and expansion.

This virtuous cycle for winners and downward cycle for losers has always existed, but is getting stronger and faster given consumers' growing power, their instant access to information, and the explosion of new sales channels. What is your company doing to adapt and stay relevant today and into the next decade?

Pierre Mercier, Partner, and Andy Veitch, Principal in the Consumer and Retail practice at The Boston Consulting Group.

To download the full report 'Retail 2020: Competing in a Changing Industry' please visit: www.bcgperspectives.com

Well equipped for growth...

Leif Holst-Liæker is the CEO at Viking, a Norwegian-owned shoe manufacturer that produces outdoor footwear. >>

What's the agenda for Viking today?

Our long term goal is for Viking to be recognised as the leading Nordic supplier of outdoor footwear in the European market. In recent years, Viking has taken major steps towards this goal but there are still certain things that need to be in place before we can say we have achieved our objective. What is highest on our agenda now is growth – both with our existing customers and also in new markets outside of the Nordic region. Building production capacity in Asia and reducing manufacturing costs has become a key factor in our overall plans to expand. We have a clear strategy which focuses on building a small number of long-term partnerships in Asia; this is actually something that is important for any clothing or equipment supplier today.

It must be difficult to be a Norwegian company in a market where your main competitors are all large international businesses?

Being a small Norwegian company entrenched in the Nordic market certainly has its drawbacks, but I always like to focus on the benefits. We experience very strong domestic sales and a high demand for the quality and functionality of our products; which are predominantly used in very tough climates. This means that we have a solid base from which to grow our brand and raise awareness of the credibility of our products around the world. We target niche areas where we feel we can be leaders through our experience and unique expertise. Like all other Norwegian and Nordic suppliers of 'outdoor' products we are

in a great position to succeed internationally, because coming from this region means we intimately know how best to deal with tough climates and difficult outdoor terrain.

Many industries, like yours, are constantly changing and evolving. What do you stay focused on?

Firstly we try, as mentioned before, to focus on a few niche areas where we can both monitor and drive our development. Within these niche areas, we have the best expertise in our organisation. In addition, we have a policy to only work with partners who are world leaders in their field. This applies to everything from the suppliers of product technologies and components, to the end-users. By working

with and challenging these partners, we ensure that we always have access to the best expertise.

Ten percent of Viking's shoes are now sold outside of the Nordic region: how do you anticipate this trend developing in the future?

We expect our sales outside of the Nordic region to continue to grow over the next few years. It does not mean, however, that we won't grow our sales in the Nordic countries as well. It's only natural though to recognise the greatest potential for growth to exist outside of the Nordics. We have high expectations for the German market, for example, where we established an office in 2008. We have experienced very positive developments in Germany so far: sales growth has actually

doubled year-on-year. Russia is another country where our growth is strong. We don't currently have any investments outside of Europe but North America and Asia may be appropriate target markets for Viking in the future.

What are the factors that will continue to be central to Viking's success as a company, helping the business to achieve its goals?

Without the right products we won't succeed in the long term. So making innovative and functional products with the appropriate quality and design will always be a fundamental success factor. Beyond this, it is critical how well we handle the transition from being purely a shoe supplier, to being a sports supplier and also how we make the transition

from being a Nordic distributor to becoming a European supplier. It's certainly going to make different demands on our organisation, in terms of innovation, professionalism and teamwork. The most important thing we can do is to build an organisation with the necessary competences, values and culture to serve as an international brand supplier.

Where will Viking be in 2015?

I would hope Viking will have almost doubled its sales from 2010 and is well on track towards its long term ambition of becoming the European leader in its niche areas. We will probably have significantly higher sales growth outside the Nordic countries and outside of Europe too; while in the Nordic market Viking will be regarded as a supplier you cannot ignore for both shoes and sports stores.



Leif Holst-Liæker, CEO at Viking

In 2010 you were named as one of Norway's emerging young leaders, what have you done to get where you are today and what advice would you give to other young leaders?

It's difficult to say exactly what I've done, but in the first instance it was important for me to do well in school. This provided me with a lot

opportunities. For me, I am completely sure that I would not be where I am today if I hadn't spent four years with McKinsey & Company. And I wouldn't have had the opportunity to work there without first putting a lot of effort into doing well at school. I have always tried to be open with my employers about what my personal goals and ambitions are. I think it's important to let them know you have the courage and desire to take on new challenges.

Many people have both the desire and the capability to take on new and greater challenges but don't dare tell their employers and this limits the opportunities that they ultimately get.

In terms of giving advice to young leaders,

perhaps the main thing I can say is never accept the fact that because you're young you don't have the basic ability or capacity to lead. I don't believe that there is a correlation between age, experience and the ability to be a good manager. Rather, personal characteristics combined with the right situation forms the basis of whether one is a good or a bad leader. Therefore, you should always be conscious of what your strengths are and make sure that you have the skills and potential experience represented in your staff, that you yourself perhaps lack.

"We expect our sales outside of the Nordic region to continue to grow over the next few years. It does not mean, however, that we won't grow our sales in the Nordic countries as well."

of opportunities early in my career, in particular because it enabled me to have a broad choice of the job market when I first started searching for my first job. After all, education and your personality are the most relevant data-points employers have to assess your suitability for a role when you don't have any prior professional experience or references.

The first job that you take on after your studies is also very important, perhaps more so than your school grades. It gives you the foundation for your future career development and career

At Viking, I have a management team with a wealth of experience in our industry and a chairman with extensive management experience that I use as a mentor, when I require one. I believe in many ways that this is the best possible situation for a young leader to be in.

JACOB RØNNE, MANAGING CONSULTANT
NIGEL WRIGHT RECRUITMENT

Nigel Wright News >>

Nigel Wright in Norwegian trade press

In the latest edition of Dagligvarehandelen, Norway's weekly newspaper for the retail industry, Nigel Wright's Jacob Rønne Country Manager for Norway, based in Oslo, discusses future careers in the grocery industry, including the new leadership challenges facing the sector. In the article published in October, he talks about a new kind of talent that is now working in grocery retailing. Not only are retailers hiring managers with analytical skills but also broader qualities too, including proven experience of developing talent as well as an intimate understanding of what it's like on the shop floor, in the face of the consumer.

The article goes on to discuss the undeserved poor reputation the retail industry has for career development opportunities. Today, according to Rønne, many retailers offer attractive places for people to work with plenty of scope for development. People who work in the sector also describe it as exciting and fun and ultimately become very loyal to the brand. Rønne argues that there is definitely a need for some rebranding in the sector to make people more aware of the opportunities and working cultures that exist. Store managers, as leaders, will play a vital role here in encouraging employees to consider long term retail careers.

Reviewing our service performance

'Big data' is one of the trends dominating the strategic agenda at businesses across all sectors. According to the McKinsey report Big Data: The Next Frontier of Innovation, competition, and productivity: 'The use of big data will become a key basis of competition and growth for individual firms' >>

Nigel Wright is committed to offering outstanding customer service across all of its markets and part of that is seeking regular feedback from customers so that we can continually improve our service.

Collecting valuable data helps us to refine our processes as well as develop adequate training programmes for our teams. This in turn gives us a strategic advantage in the marketplace by allowing us to review issues and then make immediate improvements across all areas of our business.

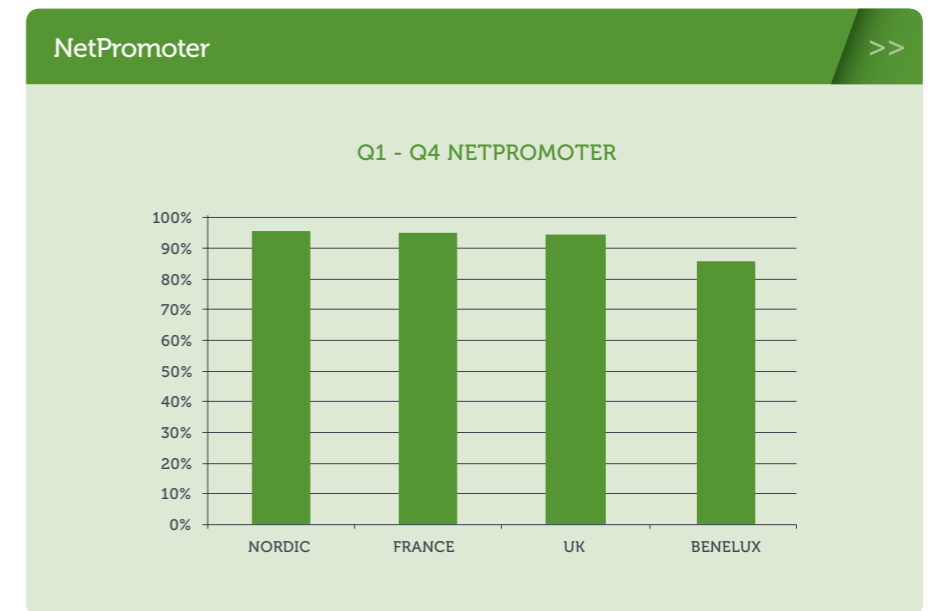
Since the publication of the last Consumer Focus Magazine, we have enjoyed continued growth, expanding our operations in Europe while assisting clients with growth in key developing consumer markets, such as China and Brazil. Even during this period of rapid expansion both clients and candidates have consistently provided Nigel Wright with excellent feedback for the services they have received.

At the end of our financial year we completed a full 12 month review of customer feedback.

our services to others. This is particularly high for any growing business and we believe it positions us ahead of our competitors.

In any aspect of performance measurement the objective is to analyse results and look for ways to improve scores. This is what we have endeavoured to do and the outcome has been very positive. The latest results of 2012, which we published internally in August, show that the NetPromoter score for the whole business has risen to 94%. We aim to improve this score again when results are analysed later this year.

The table below shows the NetPromoter scores for our main markets. The overall score across all of our markets, over four quarters, was 92%. That means that 92% of customers in the last financial year would recommend



Search: a global business...

Nigel Wright delivers search assignments on a global scale. These assignments are typically for large, multinational consumer companies and involve the identification and selection of senior 'international' talent for key, strategic roles. >>



Companies with multinational operations, particularly in emerging markets, are realigning their hiring strategies to take advantage of the evolving global employment market. The era of the short term expatriate solution for establishing and stabilising an international office is disappearing. Expatriates are staying in overseas markets longer than they used to; incentivised by a positive economic outlook, career development opportunities, greater autonomy and higher salaries.

Businesses also want a different breed of talent today. Experienced, but also highly mobile, multi-lingual and with an intrinsic understanding of the new 'global' economic landscape. And it's not just expatriates they seek to hire; recruiting and nurturing local talent is considered vitally important, as is attracting highly educated, skilled and 'multinational' native talent back home. Regional, non-native managers are also coveted, as companies seek to build regional knowledge but also diversity into their executive teams.

According to Oliver Reed, Senior Manager and Head of Nigel Wright's Executive Search practice in the UK, "The best talent could exist anywhere in today's global economy and as a search and selection firm, having the flexibility and capability to find it is what ultimately makes you stand out in the market." Nigel Wright Executive Search, the search and selection arm of Nigel Wright Recruitment, has a proven track record, with over 20 years experience working alongside the world's biggest consumer brands, helping them to build their capability in domestic and overseas markets.

With an established and integrated network of executive professionals and research teams, fluent in 21 languages, Nigel Wright believes it has a unique offering to today's market. It has no country restrictions and it offers clients a truly global approach to search, by utilising its teams across its network of offices who work together to get the best results. The executive search teams also offer a wide variety of services including individual search mandates, ongoing service agreements, talent pool creation and talent mapping. These services

stretch across emerging markets as well as mature 'western' markets. An assignment involves the deployment of a senior consultant as the single point of contact with a client, who then coordinates recruitment projects on a multi-regional basis.

Working exclusively with consumer companies – typically blue chip but also Private Equity backed, growing businesses – Nigel Wright

"The executive search teams also offer a wide variety of services including individual search mandates, ongoing service agreements, talent pool creation and talent mapping."

Executive Search's main focus is General Management, Commercial and Operations (Supply Chain & Manufacturing) roles at the local, regional and group level. Specific discipline specialists exist in all of Nigel Wright's offices and again, these experts share market knowledge with each other as and when it is pertinent for a particular search assignment. As Reed noted, "We have built up a vast amount of internal knowledge of our specialist sector and disciplines, which continues to grow as we embark on new projects in new territories."

Nigel Wright is truly international; however the business takes pride in being effective at the local level, within the countries and regions in which it operates. For Nigel Wright's candidates this means they have the benefit of what Reed calls the 'no silos' approach; once a candidate is identified and registered on the database "they can be immediately represented in any of our markets across Europe and beyond." This kind of seamless operating model tends not to be prevalent among multinational executive search firms. The results are excellent too. Search firms always enjoy telling their most heroic stories and some of Nigel Wright's most recent achievements really showcase the company's

talents. For example, a Belgian craft beer manufacturer seeking a USA Country Manager was delighted to hire an experienced, British-American beverage industry professional, living in Brussels, seeking to return to North America. "Because we're well networked within that sector and the fact that we took advantage of our holistic knowledge and expertise, within two weeks our consultant had a strong long list of candidates from which to begin the interview process."

This year Nigel Wright's clients have retained the business to relocate the world's best talent in the USA, Africa, India, China, Australia, Brazil and Japan. Headhunting outside of Europe always requires exceptional market

intelligence and Nigel Wright has consistently shown an ability to understand territories quickly and establish relevant networks to get results for its clients. Its team of international consultants and researchers has also been able to conduct business in remote places and has faced cultural, linguistic, political and logistical challenges, yet still retained excellent standards of customer service.

According to Reed "Having the capacity to source talent effectively either 'on the ground' or bring in the best talent from the around the world is essential to support our clients' growth, anywhere in the world."





New report on digital and ecommerce trends

Nigel Wright's management report 'Digital futures in the consumer sector: leadership, organisational structure, strategy and investment' confirms that many companies in the consumer industries still have a long way to go in terms of developing sophisticated and 'slick' ecommerce channels. >>

The research is based on a series of interviews with ecommerce and digital marketing experts, as well as the opinions of over 100 senior executives from major consumer brands who completed an online survey.

Although the economic crisis was a catalyst for many traditional consumer businesses to start investing in building digital capability, the majority of respondents to the European wide survey would only describe their digital infrastructure as fairly sophisticated or not sophisticated at all. Despite this, 77% agreed that most consumer businesses must seek to increase investment in digital infrastructure, if they want remain competitive.

The report asserts that to build this capability businesses need to identify and hire the right talent and introduce the right kind of leadership to drive digital change across the organisation. Experts were clear about what this should look like: "...strong commercial background with a good understanding of the mechanisms of the

internet and the way in which consumers engage with products both online and offline. Ideally, you need people who have worked in the internet industry and who have conducted business online for a number of years."

Those who completed the survey, however, largely (72%) agreed that there is a shortage of people with the necessary skills to drive digital change in the consumer industries. Individuals with strong 'pure play' credentials are difficult to identify and as a consequence many businesses are still relying on traditional marketers to lead the digital function. According to industry experts, companies should endeavour to have their digital channel separate from marketing and led by an expert positioned at the same level with the same strategic focus, as other commercial departments.

Traditional consumer businesses do have an advantage in one area. The digital segment will increasingly be based around customer experience as people today expect the same level of service they receive offline, online. Companies

that started out offline have a lot of experience in creating excellent customer service experiences for customers, while businesses that start online that don't invest in creating adequate service channels often fail. Traditional retailers can also utilise their store assets to be creative, and take on pure plays in an environment where they don't exist.

The future of digital, according to experts, relies on a gradual transition from it being the bottom-up responsibility of the 'technocrats' to a situation where it is 'truly owned' by the executive functions. Seventy percent of respondents to the survey felt that eventually, digital would be integrated into all business units. We can deduce from this that many consumer companies see the evolution of the digital channel as something that will require executive leaderships to drive its initial development. In the long term, however, the aim of the strategy should be to provide business units with the necessary skills and autonomy to utilise digital for their own purposes.

The report, which was published in April, also considers some of the key trends driving investment in digital marketing such as social media, m-commerce and video.

You can download the full form report from our website here:
www.nigelwright.com/downloads

Focus on Germany >>

CONSUMER FOCUS – ISSUE 5



Economic trends in the German consumer goods industry

Just before this magazine went to print, the German economy received some relatively **positive news amid the gloom** which has surrounded it over the last few months. >>

According to data released at the end of September, German exports rose in August due to higher than expected levels of growth in Asia and elsewhere outside of the Eurozone. Indeed German car manufacturers in particular had a lot to smile about during that period of trading – BMW, Volkswagen and Daimler all confirmed between 10% and 55% sales increases in China. Overall, exports to markets outside of the Eurozone were up by 13% compared to the previous year.

The picture within the Eurozone however was still fairly bleak. Sales of German goods were lower than the previous year by 3.1% and as a result German business confidence has also declined to its lowest level in over two years. Research into consumer attitudes however highlighted that confidence in the economy remained stable – although not entirely positive – and generally Germans are still willing to spend money on household items despite a shrinking of their income growth. Sales of food, beverages and tobacco have actually grown 4.2% over the past 12 months, although non food items have experienced a slight decrease of 0.4%.

Ecommerce is playing an increasingly important role for consumers in Germany. It has the second largest ecommerce market in Europe behind the UK and earlier this year it was reported that Germany also has the fastest growing number of consumers using smartphones for online shopping, compared to the other EU5 countries. Other research

"Other research has shown a very high penetration of online shopping in general in Germany – one recent study of German internet users showed how 96% had made a purchase online."

has shown a very high penetration of online shopping in general in Germany – one recent study of German internet users showed how 96% had made a purchase online. This study also highlighted that German consumers largely trust ecommerce sites; 84% indicated a high level of trust, which again is higher than in other European countries.

Figures emerging from the German Retail Association (HDE) in late September indicated that overall retail sales in Germany rose by 2.6% this year and the sector still remains more confident of its prospects than other German industries. Strong categories include electronics, sports, furniture and jewellery. The key driver behind this surprising incremental growth in retail is in fact ecommerce. As a category, online shopping increased by 13% during the first half of 2012, leading analysts to suggest that although the retail sector will

likely contract in Quarter 3, overall the economic risks aren't as great as they may have once seemed.

If the German consumer goods industry is to remain relatively robust compared to the rest of

Europe, it will be vital for retailers to continue to invest in building ecommerce channels to ensure they are maximising their capability amidst rapidly changing consumer habits.

LARS HERREM, REGIONAL DIRECTOR GERMANY & NORDIC MARKETS
NIGEL WRIGHT RECRUITMENT

The Body Shop becomes: 'Beauty With Heart'

The Body Shop is a beauty retailer that was established more than 35 years ago by Anita Roddick. Many consumers today have grown up with Body Shop products that are made primarily from natural ingredients. >>

The Body Shop champions human rights and fair trade and has won the hearts and minds of consumers by making them look and feel good at the same time. The business became world famous as the first cosmetics brand that did not test its products on animals and it has since developed and supported all sorts of campaigns to support and fight for animal rights. From its inception, it was also unique in the sense that it only sold its own branded products in its stores and was a pioneer for 'monobrand' retail. Today The Body Shop has over 2,700 stores in over 66 countries around the world, including 75 stores in the Benelux region.

Country Manager for the Benelux is Bianca Verburg, who joined the cosmetics label from Nike Europe. For more than 12 years she fulfilled senior leadership roles in Nike's retail division which included responsibility for 'Nike Towns'. Verburg joined The Body Shop in early 2011 when the Benelux countries had become

a stand alone cluster in the organisation. She built the management team, developed a vision for the future and is now leading the execution of the ambitious plan for the brand, which aims to reposition itself as the leading natural and ethical beauty brand in a way that is relevant for young people.

The retail market is going through a difficult time, what have the last few years been like for The Body Shop?

Like other retailers, The Body Shop has experienced some of the repercussions of the difficult economy. We are grateful though to our loyal customer base that loves our brands and products, and who have continued to buy our products despite the economic downturn. Many of our customers are actually members of The Body Shop customer club and this makes it easier for us to have a direct relationship with them. Maintaining this strong relationship with our core customers has

played a significant part in guiding us through the difficult times.

Has changing consumer behaviour impacted The Body Shop's promotional activities?

Our customers have certainly become more price sensitive. Eighty percent of our products, however, contain a high proportion of natural ingredients, sourced through our community fair trade program. Because we consistently produce high quality products, with these additional benefits, our customers are always willing to pay a little extra. Having said that, we have responded to people's growing sensitivity towards price by offering attractive promotions on products that are in high demand. This also attracts new customers interested in trying some of our popular products.

Why did you adopt a rebranding strategy?

Through customer research we learnt that although many consumers love our brand they would like to hear and see more of us. Furthermore, The Body Shop has always stayed true to its roots, yet over time, as other



brands have entered the cosmetics market, we began to realise that our business has perhaps not done enough to reinvent itself as a relevant brand for young people. Our focus now is on positioning The Body Shop as a brand for the new generation, while making them understand what our brand and our products stand for.

What does the rebranding strategy at The Body Shop look like?

People recognise The Body Shop for being committed to its values – Against Animal Testing, Community Fair Trade, Protect the Planet, Defend Human Rights and Activate Self Esteem – but we would like to be just as well known for our beauty credentials and product innovation. That is why we are launching a new 'beauty movement' – one that is truthful, natural and ethical – we call it 'Beauty With Heart'. We want our customers to talk about feeling good and doing good, too.

The best way to experience "Beauty With Heart" is in store. We trialled the 'Beauty With Heart' in-store concept in London and now Amsterdam (Kalverstraat) is the first city in continental Europe to showcase the new design where – face care, make-up, body care as well as our core values are all emphasised. Consumers are invited on a journey to discover and experience our products. Maps provide customers with information about where ingredients were sourced from and tags offer information about suppliers as well as recommendations from staff and other customers. There are also spaces dedicated to ethical initiatives that The Body Shop is currently supporting, such as preventing child sex trafficking. We will also soon be launching a renewed focus on animal testing to coincide with the potential postponement of the proposed EU ban on testing cosmetic ingredients on animals. Beauty, activism and community spirit all come together in this new store. We seek to inform, educate and engage our customers with clear facts about what makes The Body Shop such a great brand.

Furthermore, earlier this year we confirmed that model Lily Cole would start working

alongside The Body Shop, supporting its global ethical initiatives. Lily is not only a model but an activist and she has joined The Body Shop team of brand ambassadors. Of course, we will also continue to introduce innovative products that reflect our values and show what makes our brand unique. For

"Our website was revamped in May with a new look and feel that is consistent with the new look and feel of our stores."

example, our Cruelty Free makeup collection was designed in cooperation with Lily Cole. In most cases consumers have no idea that crushed beetles and lice are used to create the pink and red colours in many make-up products! This is something The Body Shop is vehemently opposed to. We are also looking to introduce new elements and incentives to our customer club.

How does online fit into this new strategy?

Our website was revamped in May with a new look and feel that is consistent with the new look and feel of our stores. The site has a new brand values section reflecting The Body Shop's legacy as a cosmetics company but also as an ethical company. Facebook also now plays a key role in customer engagement – we have created a very interactive platform and we hope to experience a steady growth in the number of fans on our page.

What will the future bring?

We will continue to renew and reenergise our brand as well as introduce the 'Beauty With Heart' store concept to more of our stores around the world. People will begin to see and hear more about us as activists, fighting for the things we believe in. Our first focus will be cruelty

free make-up and later this year we will be introducing products linked to local charities. Consumers who purchase these products will be able to select a local charity that will benefit from their purchase. But most importantly, we will have an even deeper and stronger relationship with our customers, listening to what they expect from us so we can continue to make the best beauty products for them. Our products will continue to be made with 100% vegetarian ingredients and sourced from the best places in the world

through our community fair trade program. Customers who visit The Body Shop either in store or online, will truly experience 'Beauty with Heart.'

JEROEN PICHAL, MANAGING CONSULTANT
NIGEL WRIGHT RECRUITMENT



Bianca Verburg

Focus on Switzerland >>

CONSUMER FOCUS – ISSUE 5



Ecommerce giving Swiss market confidence

In last year's magazine we reported on how despite the soaring Swiss franc, multinational businesses were still attracted to Switzerland's excellent transport links, a central European location, access to a highly skilled work force, clusters of business competence and flexible labour laws. >>

The Swiss economy has also seemingly been able to withstand the impact of the Eurozone crisis, with a strong domestic market supported by healthy export trade. Yet in recent figures released in August the Swiss economy appears to have finally yielded to regional pressures, forcing the Swiss Economic Institute (KOF) to acknowledge the 'contracting' situation by cutting its economic growth forecast for the year.

The main issue is concerning exports, where weak international markets have impacted trade; in particular with countries such as Germany and China which usually provide a strong and reliable foundation for growth. The domestic situation however is still performing relatively well, leading analysts to suggest that Switzerland is not in danger of falling into recession. Indeed, in Nielsen's Q2 Consumer Confidence index, Switzerland remained one of the most positive European countries with a 'fairly optimistic' rating of 94, up one point from the previous quarter. Falling consumer prices

and low interest rates have been contributing factors to this positive domestic outlook.

According to the Federal Statistics Office (FSO) retail, including food and non food turnover, registered positive results in July, exceeding

"According to the Federal Statistics Office (FSO) retail, including food and non food turnover, registered positive results in July, exceeding expectations."

expectations. One of the key reasons behind the strong performance by the Swiss retail sector is the widespread penetration of high speed broadband connections and consumer engagement with online shopping. Some reports indicate that sales via ecommerce sites in Switzerland experienced double digit growth last year and don't appear to be losing

any momentum. Some of the leading brands performing well online in Switzerland include Apple and Amazon as well as Coop and Migros', a general and a grocery retailer.

One of Switzerland's best known brands, Swatch, also recently announced that it intends to continue making its iconic watches in Switzerland despite the rising value of the Franc. It cited a desire to keep jobs in the country as being a key reason behind this decision, yet the reality is that export levels of watches out of Switzerland is still very high. Swatch actually achieved sales of seven billion CEF last year and the business is expecting to report an increase

on that figure again this year. In September at the World Economic Forum, Switzerland was ranked number one for competitiveness for the fourth consecutive year. It would therefore appear that Switzerland in the long term, regardless

of the economic climate and the increasingly attractive Asian markets, will continue to be a haven for domestic and international companies.

CHRIS BONE, SENIOR MANAGER – CONSUMER DIVISION
NIGEL WRIGHT RECRUITMENT



The Luxury Goods Industry

According to research published earlier this year the **global luxury market grew by 10% in 2011** and is currently worth around US\$250 billion. This is the second consecutive year the industry has achieved double digit growth since it experienced a significant decline in 2009. >>

Overall global sales fell by 11% during that period, with the USA and Europe experiencing the biggest fall in luxury spending. The latest figures highlight, however, that both the USA and European markets largely recovered last year although their growth has and is likely to slow in 2012-13 to around 5-6%. A key factor in the resurgence in luxury in Europe is the increased level of tourists visiting from Asia and purchasing luxury items during their stay. In January 2012, Chinese tourists spent \$7.2 billion abroad on luxury goods during the Spring Festival. Domestic consumers are generally spending less on luxury goods.

Emerging markets

Emerging markets such as China, Brazil and the Middle East continue to dominate the luxury sector and these countries and regions are a key focus for major luxury brands. Chinese spending on luxury items, for example, increased by 35% in 2010/2011 and luxury consumption in China now constitutes around 20% of the global market. China is expected to overtake the USA as the biggest global luxury market within the next five years.

Mexico and Brazil are the key countries in Latin America fuelling the growth in the luxury industry in the region. There are an estimated 400 million luxury consumers live in Latin America and the luxury industry is expected to grow by around 20% in 2012. In the Middle East, high consumer confidence together with rising disposable incomes mean that Dubai and Saudi Arabia remain very attractive to luxury brands.

"A major trend in the industry, like other consumer product categories, is the increasing importance of ecommerce."

Category growth

All major categories in the luxury industry are experiencing growth. Hard luxury in particular has experienced high demand in recent years due to consumers moving away from purchasing unbranded to branded goods

and also buying items from direct-owned branded luxury shops, rather than department stores. Direct-owned luxury stores increased by 14% in 2011 and sales have gone up by around 50%. Another trend is the gradual convergence in female and male luxury spending. On the one hand men are beginning to match women in terms of their expenditure on luxury items across all categories, while women are beginning to purchase more 'luxury toys'. Sales of high-end cars and luxury branded spirits to women have gone up in recent years.

Ecommerce

A major trend in the industry, like other consumer product categories, is the increasing importance of ecommerce. The flagging growth of luxury in Europe and North America can, in some respect, be attributed to the failure of some of the big luxury brands to embrace ecommerce. Many consumers are willing to engage with luxury products online and all major luxury labels have now started to integrate ecommerce channels with their websites and feature them prominently in their advertising campaigns. Luxury brands across all categories are also investing in innovative retail strategies to reach customers

both on and offline. This has been described as the 'retailisation' of luxury and it includes strategies such as new branded store openings as well as buy-back of distribution and franchise agreements. Almost all well known luxury brands have invested in their retail outlets in recent years, with the intention of reducing their dependence on wholesale business.

Strategic partnerships

From an M&A perspective Chinese and European luxury businesses continue to form alliances with the view to capitalise on the increasing fascination the East has with Western luxury brands. At the same time, Chinese brands are themselves looking to form an identity in the global luxury market, and are leveraging the help of European giants

such as Hermes and LVMH to get established in major European 'luxury' centres. The Chinese luxury market alone is worth around £40 billion and consumer appetite in China is driven by a desire for authenticity. Chinese tourists

"Luxury brands across all categories are also investing in innovative retail strategies to reach customers both on and offline."

have essentially rescued the European luxury market by spending unprecedented quantities on luxury items in France and Italy – in the places where the products are made. Chinese luxury brands have followed suit and begun setting up factories in Italy, for example, to

stay true to the 'made in Italy' 'made in France' ethos behind Chinese consumption habits.

It is important to remember however that Chinese luxury brands, in the main, are still not established on the world stage. Chinese investors therefore are seeking to gain knowledge and 'collateral' in the market by buying struggling European luxury houses.

Sources include the World Luxury

Association, McKinsey, Bain, PWC and various international news websites.

ANDREW OPENSHAW, MARKETING RESEARCH ANALYST

NIGEL WRIGHT RECRUITMENT

Nigel Wright sign Diversity Charter



In 2012, Nigel Wright's French office signed the 'Diversity Charter' highlighting its commitment to condemn discrimination and promote diversity in the workplace. Structured around six key principles, the Charter provides guidance to companies in France on how they can recognise and value the diversity of their workforce and their customers and clients. Nigel Wright is one of over three thousand French companies that have signed the Charter, making a commitment to fight against discrimination while promoting cultural, ethnic and social diversity. Nigel Wright was encouraged to implement the policies outlined in the Charter as they focus on recognising and valuing individual skills. It has helped the business to promote cohesion and social equity at work, while increasing performance.

Focus on France >>

CONSUMER FOCUS – ISSUE 5



War for Talent

Valerie Sayove - Talent Manager, Mars Chocolat France

Mars is now a major player in its various sectors: chocolate (through its legendary brands; Mars, M & M's, Twix ...) prepared food for pets (Sheba, Whiskas, Frolic ...), chewing gum (Freedent ...), sugar confectionery and rice (Uncle Bens), which altogether generate a global turnover of more than \$30 billion. Valerie Sayove talks to Pauline Ravel about the steps Mars are taking to win the war for talent. >>

Why join Mars?

Our teams are the first line of resource at Mars and they inspire confidence across the business by making a difference every day. In March 2011 we were very proud to announce that Mars Pet Care and Food France had been given a special award by the 'Great Place to Work Institute' for 'fairness'. Earlier this year the institute once again recognised Mars Pet Care and Food France as a great place to work, naming it the third best place to work in France overall for companies with over 500 employees. This recognition wouldn't have materialised if it wasn't for the fact that our employees make Mars a great place to work.

Why implement a new recruitment strategy?

Although Mars is well known for its brands it is less well known for its corporate culture, HR policies and career development initiatives. Because of this, it has actually been very difficult to attract FMCG talent, especially as

we are located near Orleans and Strasbourg and the candidates that we are targeting are mainly employed by other international groups, in the Paris region.

Furthermore, and paradoxically, new technologies and social networks allow us to have greater exposure to candidates and also better communicate our recruitment needs internally, across the organisation. For this type of communication to work effectively however it requires all stakeholders – recruitment managers, HR managers and relevant department heads – to be committed to the development of our employer brand.

Indeed, the new generation entering the labour market requires more 'touch-points' and this observation has led us to aspire to build better employee-employer relationships while at the same time better highlight our company values and strengths to the market, in order to be able to attract and 'seduce' the best candidates.

Explain the advantages Mars France seeks to gain from the 'Talent Pool' partnership it has with Nigel Wright Recruitment?

The objective of this partnership is to identify future talent for Mars through establishing a "pool of potential candidates" that can be considered for different areas within the group. It also allows Mars to stay in touch with the market, measure its popularity, promote its brands and initiate 'win-win' relationships with potential future employees. It also enables us to anticipate our recruitment needs, be proactive and allows us time to identify and select the best candidates. At the same time it means we can also respond quickly to immediate talent shortages.

PAULINE RAVEL, CONSULTANT
NIGEL WRIGHT RECRUITMENT



The challenges and rewards of emerging markets

Given the significant economic challenges in the Eurozone, a widely saturated market and the lowest level of M&A activity in recent history, it is no surprise that a significant number of global companies are looking to emerging markets to bolster revenues. >>

Emerging markets have always played a key role in the history of trade and commerce. Initially the lower cost of production and cheap labour proved to be a lure for multinational companies looking to improve the bottom line, but increasingly the role of emerging markets is changing. In today's world where companies compete for market share, the impressive GDP growth rate and burgeoning young populations of developing nations, are proving to be new incentives for companies looking to grow revenues overseas.

Companies such as Danone, L'Oréal, Total and Diageo have been leading the way for a number of years and can now boast significant success in challenging markets, ranging from Africa through to China and Latin America. Indeed, L'Oréal's CEO Jean Paul Ago confirmed the importance of emerging markets to its global expansion, stating "In 2011, L'Oréal has proven its ability to significantly reinforce its position in new markets, and to win over new consumers in major developed countries."

According to a survey conducted by KPMG Transaction Services, Brazil is one of the most popular emerging market investment destinations. Currently the sixth largest global



economy and boasting the largest population in Latin America, Brazil is undeniably enjoying an economic boom. Christophe de Margerie the CEO of Total, in an interview with CNBE, highlighted that Total is investing heavily in Latin America. Many other major multinational companies are doing the same. This positive outlook has resulted in an unabated demand, from some of the world's leading companies,

for top tier talent in Brazil and the wider developing world.

Outlined below is an example of a particularly challenging search assignment led by our specialist emerging markets team in Paris.

Our client was a global leading energy firm based in Rio that required a senior tax expert to fulfil the role of Head of Tax, for its Latin American operations. This individual would be responsible for tax planning, transfer pricing, bid reviews and compliance. We focused our search on identifying a tax professional with significant experience of providing high level tax advice and guidance, in difficult and complex legal environments. To identify the



most relevant candidates for this opportunity, our search covered a wide geographical scope including Brazil, Argentina, Mexico and North America.

Given the limited talent pool and high demand for qualified tax professionals in Latin America, we advised our client to consider candidates from the energy sector as well as related industries. One further consideration was the fact that the majority of qualified tax professionals in Latin America are actually qualified lawyers rather than accountants. This would be an important challenge to overcome, as the Head of Tax would take responsibility for the full compliance and reporting process.

Our Business Intelligence and Research team has the resources to map teams in emerging markets, allowing our client access to the widest pool of talent. Highly specialised in research and mapping, the Business Intelligence team was critical in identifying top tier talent across the 'Big Four' accountancy firms, as well as commerce and industry. We were able to identify candidates with accountancy training and the ability and

experience to give advice on complicated tax planning issues; in addition to managing the reporting process. We also utilised our significant network across Latin America, to ensure that we were always being referred to the most relevant talent.

All candidates were assessed on their technical ability and reference checked before being presented to the client for consideration.

"To identify the most relevant candidates for this opportunity, our search covered a wide geographical scope including Brazil, Argentina, Mexico and North America."

The client interviewing methodology was a three step process. The first stage was a 'highly technical' interview with the Director of International Tax. This was followed by an interview with the Latin American CFO, focusing on jurisdictional knowledge. The

final interview was concluded in the UK Head Office of our client. We briefed candidates at each stage of this process, maintaining an active role in the assignment.

An offer was finally made to a candidate who was qualified in both accounting and tax, having trained at one of the 'Big Four' before entering the oil and gas industry. Highly skilled in bid reviews, tax planning, compliance

and reporting, our candidate subsequently accepted the offer. The offer stage is actually a critical step during the search process in Latin America, due to the high occurrence of buy backs or counter offers. We were able to guide our

candidate successfully through this critical stage, resulting in a first rate hire for our client.

EYLEM EMIROGLU, SENIOR CONSULTANT
NIGEL WRIGHT RECRUITMENT

Business Change – A Taxing Issue

In an ever changing global marketplace, businesses constantly need to change and evolve in order to remain successful. Never has this been more true than in today's world where the global business community has witnessed unprecedented change and challenge from recent events. >>

First there was a concentrated period of economic globalisation with the opening up of markets across the globe to multinational players, providing companies with a broader international footprint than ever before. This was of course followed by an unprecedented

world of the future. From the growth of digital marketing to the outsourcing of IT into the "cloud", technology is ensuring that companies can meet their clients' needs from any location across any time zone.

"Where a business sites its activities will impact where it earns its profits and where those profits are taxed."

economic collapse brought on by the financial crisis which now leaves us with a somewhat fragmented global picture; emerging markets providing opportunity for growth being offset by more established developed economies struggling to emerge from recession.

As well as economic factors, technology is playing a key role in shaping the business

household goods, retail and drinks sectors have all invested heavily in this area, in some cases undertaking significant restructuring in order to ensure they maximise their total shareholder returns.

It is now common place to see centralised models for IP management, procurement, shared service centres, research and

development centres as well as more complicated manufacturing footprints. In a global market place the decision of where to locate these activities is an important one.

As well as the operational impact of any change, companies need to consider carefully the fiscal implications. Where a business sites its activities will impact where it earns its profits and where those profits are taxed. In addition to dealing with the domestic tax requirements of where they are located, businesses also have to address the impact of taxation with regard to their cross border intercompany transactions by ensuring that their "Transfer Pricing" is appropriate.

The Organisation for Economic Co-operation and Development ("OECD") provides guidance as to the appropriate application of Transfer Pricing based upon the "arm's length principle". In essence these guidelines seek to ensure that the pricing of transactions between group companies are comparable with those that would be applied between independent parties. In the context of a group's total supply chain this means that each entity must be able to demonstrate the remuneration it receives is comparable with that which would occur between independent parties. The majority of tax authorities around the world endorse the OECD Transfer Pricing guidelines and enact

them within their domestic tax legislation. With tax authorities applying ever greater scrutiny to this area this can be a complicated burden to manage.

However, as with many areas of life, with this challenge comes opportunity. Supply chain planning not only provides the opportunity to secure operational efficiencies, it may provide the opportunity to optimise a group's tax position.

Where there are specific elements of a group's supply chain that are valuable in relation to the generation of profits, the location of those functions can have a significant impact on the group's overall tax burden. For example, if valuable functions are based in a territory with a lower rate of corporate tax this could result in significant effective tax rate and cash tax savings. Alternatively, if these valuable functions are relocated to locations with a

higher rate of corporate tax, this could lead to a significant incremental tax cost for the group.

Furthermore, the OECD guidelines also contain a specific chapter with regard to

"Supply chain planning not only provides the opportunity to secure operational efficiencies, it may provide the opportunity to optimise a group's tax position."

business restructuring and how authorities should look to tax such transactions. These guidelines require a detailed analysis to be undertaken and in certain cases exit charges may be applied in the territory where the functions, assets or risks are transferred from.

Such exit charges may have a significant impact on the way business change is affected.

Through all this one thing is clear. As the business world continues to evolve, as

indeed it must, operating models will continue to be updated. And where companies change the way they operate across international borders there will be a tax impact. Where consideration is given to the tax implications upfront as part of the

broader commercial design this is likely to lead to potential savings or, at the very least, the chance to mitigate cost. Where tax is not considered as part of the design, businesses could be leaving themselves exposed to an unexpected cost.



Talent migration and building capability in emerging markets

Multinational consumer companies are realising that the geographical centres or even the customer segments and products where they may have focused development of their capabilities and talent pipelines in the past are quickly becoming obsolete. >>

This has forced those companies to reassess their operating structures and in many cases has led them to either move their headquarters (from North America to Asia for example) or divide into separate business units, to capitalise on growth in new emerging consumer markets. Fundamentally, strategy has shifted from a purely geographical focus to one which is more aligned with market type: developed and developing.

As the economic centres of the world continue to shift from the North to the South and from the West to the East, the migration of talent becomes more and more prevalent. The worldwide migrant population has increased by over 50 million in the last ten years and noticeably there is more movement between developed countries and emerging markets, driven by the changes in the global economic

landscape. The BRIC countries (Brazil, Russia, India, and China), for example, have experienced an influx of skilled workers in recent times. In North America and Western Europe, where the recession has had a negative impact on salaries and employment benefits such as pensions, the option of moving abroad suddenly appears far more lucrative as well as beneficial from a career development perspective, than it used to.

As companies expand across the world, and into emerging economies, they need to establish a domestic talent base that can provide them with the necessary knowledge and capability to deliver results quickly. Having a strong team in place before fully entering a market is essential and it is widely accepted that to really capitalise on emerging market growth, businesses must seek to recruit

and nurture local talent first and foremost. Building teams made up of local talent is, however, difficult. Not only is local talent in emerging markets rare, particularly at the senior executive level, but competition to hire the best people is very high. A combination of expatriates and local talent is always the most desired solution for businesses but an over reliance on expatriates is also costly and not conducive to long term strategic growth.

The companies that have been most successful in building capability in emerging markets are the ones who have been savvy to the new era of migrating talent. They have implemented operational changes while maintaining a global, omnipresent culture which transcends borders and has at its heart a set of values and objectives that are universally respected. These businesses have been able to attract truly multi-cultural talent that is highly skilled, highly mobile, multi-lingual and with an intrinsic understanding of the new 'global' landscape of employment. Being able to attract this kind of talent is only one aspect however. Developing talent is also important and international companies are now competing to retain employees not only against other international rivals but also domestic players, many of whom now compete with the established multinationals.

In a forthcoming research project that will be published as a report next year, Nigel Wright will explore how consumer businesses are taking advantage of the new era of talent migration to get ahead in emerging markets. The research will involve interviews with senior talent executives from major consumer brands and will explore what strategies they are adopting to ensure they attract, hire and retain the best global talent for their overseas operations.



Classic cars and fund raising activities at Nigel Wright...

In April Arnaud Gimonet, a consultant in our Paris office, took part in Tour Auto 2012 Optic 2000, one of Europe's most famous competitive classic car rallies. The event started in Paris on 17th where participants began a gruelling 1,500 mile course that ended in Nice, on the 21st. Arnaud, who was the co-driver of a red Alfa Romeo 1600 GT, hosted clients and contacts of Nigel Wright at each overnight stop during the five day race. His team completed the course, finishing 48th out of 120 racers.

Ian Scott Bell, Group Head of Marketing at Nigel Wright, was the event organiser for the Light Dragoons Classic Car Run in June. The Light Dragoons appeal fund is an organisation set up to provide enduring support to Light Dragoons wounded on operations or in regimental service, to their families and to the families of those killed on duty. The event, which started at Cannon Hall near Barnsley, saw a range of pre 1970 vintage, veteran and classic cars follow a route via Northumberland to Thirlestane Castle in Lauder. Almost £30,000 was raised for the appeal.





Net-A-Porter

"The fact is that women are ready to update their wardrobes every six months, if not much more often than that. But I'm not sure something that answers the way men really want to shop, which is very differently, has been invented yet. I actually think that men are just as clothes-conscious as women now - that's my hypothesis anyway. And internet shopping is going to work for them in a big way." >>

It is a conclusion that has taken Natalie Massenet a decade to reach, but also, she argues, for the market to be ready to embrace. Massenet may not be a familiar name, but for ladies who shop, for those designer divas, her

"We launched Net-A-Porter on the back-foot, having to convince brands that selling online was a good idea,"

Net-A-Porter e-tail business was pioneering and has become a market leader. Last year she launched Mr. Porter, the equivalent for men.

It has been a long-time coming but with good reason. According to Massenet, the considerably larger size of the female audience for fashion has made online clothing retail a more attractive proposition for investors, even if men have long been more habituated to shopping online, and are probably more disposed to its speed, privacy and simplicity. But her real reason for waiting has been one of getting the timing right.

"[As with the launch of Net-a-Porter] these things are often about the people you have behind the project. So this was a question in part of having the right web developers in place – people who might normally work for Google or Facebook, for example – the right buyers and editors," she explains. "But it has also come because we did some research and asked our women customers what they'd like. And the resounding response has been 'a site for men'. I think it's because it will make it easier to buy for the men in their lives," she jokes.

Certainly launching the latest site has been considerably easier this time around. A fashion editor working for the likes of fashion business titles W and WWD at the time, Massenet's idea of bringing a fashion boutique-cum-glossy magazine online – a place where you could buy clothes straight from the page – initially met with some scepticism, remarkably so in

the light of the online world now. Working from a small artist's studio in Chelsea back in 2000, those who declined to invest must – a la EMI and the Beatles – be kicking themselves now the company employs some 2,500 people in London, New York, Shanghai and Hong Kong. Even more so when, in April 2010, the French luxury goods group Richemont bought a majority shareholding at a valuation of £350m.

"We launched Net-A-Porter on the back-foot, having to convince brands that selling online was a good idea," says the LA-born 47-year-old. "But now we can walk straight into their CEO offices and they're already excited about what we might propose. That made starting up Mr. Porter much easier..."

But has she got the formula right again too? Response so far suggests yes, even though the market already has sites targeting various styles of men's fashion, and other sites have not survived the recession. According to Massenet, in the longer term being able to leverage the Net-A-Porter company's logistical power will be key – taxes and duties on all sales are pre-paid and the company

"Men don't shop for clothes as women do because men's fashion is very different – it's more about personal style than following trends and does not alter radically from season to season,"

promises delivery to 170 countries overnight (compared with, in many instances, a three day or more turnaround of orders). But understanding the male consumer psyche and reflecting that in how the site operates will be equally important.

"Men don't shop for clothes as women do because men's fashion is very different – it's more about personal style than following trends and does not alter radically from season to season," she explains. "Men have a loyalty to styles and brands they find and like. Women want to know if an item is a must-have. Men want to know details about a particular button-hole.

What men really like about it is that it is a linear and systematised shopping experience," she adds. "You don't have to wander through the lingerie department to find the menswear, for example. You won't have a sales assistant handing you a pair of jeans you'd never buy in a million years. And of course there is already a younger generation coming through that is highly digitally-inclined. We're out to convince older generations of men to try it."

That, she is convinced, is only a matter of time – and not simply because older people are more sophisticated web users than most analysis gives them credit for being. Rather because the evidence of the success of selling fashion online is found not merely in Massenet's pocket, but in the way the fashion industry at large is having to adapt in its wake. For all that women, notoriously, mysteriously, think of endlessly browsing down a high-street as a form of entertainment, the fact is that online fashion retail is providing clothing in a way that makes sense to our time-pressed, fast turnover, want-it-now lifestyles.

"The fashion industry is already changing in response to online fashion retail, and the fashion consumer has changed too," Massenet says. "It's bricks and mortar retail that hasn't.

Waiting six months for the next new items doesn't make sense for anyone anymore. People want the new, and want to be able to buy it in seconds. It's a matter of a year before we'll see the whole fashion industry thinking anew about the way it works."

Salary review >>

CONSUMER INDUSTRY STANDARDS FROM ACROSS EUROPE



JOB TITLE (EXECUTIVE)	UNITED KINGDOM (£)			FRANCE (€)			NORWAY (NOK)			DENMARK (DKK)			SWEDEN (SEK)		
	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.
CEO	150,000	500,000	200,000	200,000	450,000	300,000	-	-	-	-	-	-	-	-	-
Managing Director	90,000	300,000	160,000	150,000	300,000	200,000	-	-	-	-	-	-	-	-	-
Commercial Director	90,000	220,000	120,000	100,000	250,000	150,000	750,000	1,300,000	1,020,000	800,000	1,200,000	1,000,000	700,000	1,200,000	900,000
Marketing Director	80,000	180,000	110,000	100,000	250,000	165,000	720,000	1,200,000	900,000	500,000	1,200,000	1,000,000	660,000	1,500,000	950,000
Sales Director	80,000	180,000	110,000	80,000	150,000	110,000	750,000	1,300,000	1,000,000	650,000	1,200,000	1,000,000	600,000	1,500,000	900,000
Operations Director	80,000	180,000	110,000	110,000	250,000	160,000	800,000	1,100,000	950,000	800,000	1,200,000	1,000,000	-	-	-
Supply Chain Director	80,000	180,000	100,000	120,000	250,000	180,000	840,000	1,400,000	980,000	900,000	1,200,000	1,000,000	800,000	2,000,000	1,200,000
Procurement Director	70,000	150,000	100,000	100,000	200,000	150,000	720,000	1,200,000	950,000	750,000	1,100,000	850,000	600,000	800,000	700,000
National Account Director	70,000	120,000	100,000	80,000	120,000	100,000	-	-	-	750,000	1,000,000	850,000	-	-	-
Engineering Director	70,000	120,000	95,000	120,000	250,000	180,000	-	-	-	600,000	1,000,000	800,000	-	-	-
Technical Director	70,000	120,000	90,000	80,000	150,000	100,000	900,000	1,200,000	1,100,000	600,000	1,000,000	750,000	900,000	1,000,000	950,000

JOB TITLE (EXECUTIVE)	BENELUX (€)			IBERIA (€)			GERMANY (€)			SWITZERLAND (CHF)			ITALY (€)		
	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.
CEO	225,000	325,000	275,000	225,000	325,000	275,000	-	-	-	180,000	300,000	250,000	-	-	-
Managing Director	175,000	220,000	197,500	160,000	220,000	190,000	100,000	300,000	210,000	150,000	250,000	200,000	125,000	200,000	150,000
Commercial Director	125,000	175,000	150,000	110,000	160,000	135,000	90,000	170,000	145,000	150,000	200,000	180,000	100,000	170,000	135,000
Marketing Director	110,000	150,000	130,000	100,000	160,000	130,000	80,000	150,000	120,000	150,000	200,000	180,000	80,000	100,000	90,000
Sales Director	100,000	130,000	115,000	100,000	155,000	127,500	70,000	180,000	140,000	150,000	200,000	170,000	75,000	90,000	85,000
Operations Director	100,000	160,000	130,000	80,000	140,000	110,000	70,000	180,000	130,000	180,000	250,000	200,000	60,000	130,000	90,000
Supply Chain Director	98,000	150,000	124,000	75,000	125,000	100,000	90,000	160,000	135,000	150,000	250,000	200,000	75,000	90,000	85,000
Procurement Director	95,000	150,000	122,500	75,000	130,000	102,500	80,000	140,000	120,000	150,000	200,000	180,000	60,000	90,000	80,000
National Account Director	100,000	145,000	122,500	50,000	85,000	70,000	80,000	160,000	130,000	120,000	180,000	150,000	65,000	85,000	75,000
Engineering Director	90,000	120,000	105,000	80,000	120,000	100,000	-	-	-	150,000	200,000	170,000	60,000	90,000	75,000
Technical Director	100,000	180,000	140,000	100,000	160,000	130,000	80,000	120,000	110,000	150,000	200,000	180,000	60,000	80,000	70,000

JOB TITLE (MARKETING)	UNITED KINGDOM (£)			FRANCE (€)			NORWAY (NOK)			DENMARK (DKK)			SWEDEN (SEK)		
	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.
Senior Marketing Manager	40,000	90,000	55,000	75,000	110,000	90,000	-	-	-	-	-	-	-	-	-
Marketing Manager	30,000	70,000	50,000	60,000	90,000	75,000	500,000	800,000	650,000	400,000	800,000	650,000	528,000	900,000	660,000
Trade Marketing Manager	30,000	70,000	45,000	60,000	80,000	70,000	460,000	780,000	620,000	500,000	700,000	600,000	312,000	696,000	492,000
Senior Brand Manager	30,000	60,000	45,000	80,000	130,000	100,000	450,000	660,000	550,000	500,000	800,000	650,000	400,000	732,000	624,000
Senior Product Manager	30,000	50,000	45,000	65,000	90,000	80,000	450,000	660,000	550,000	500,000	700,000	600,000	500,000	700,000	612,000
Brand Manager	30,000	50,000	40,000	55,000	85,000	75,000	400,000	550,000	480,000	400,000	700,000	550,000	372,000	720,000	540,000
Product Manager	30,000	50,000	40,000	45,000	65,000	55,000	400,000	580,000	490,000	500,000	650,000	550,000	324,000	660,000	492,000
Digital Marketing Manager	30,000	50,000	40,000	50,000	70,000	60,000	400,000	660,000	540,000	500,000	700,000	600,000	480,000	780,000	600,000
Assistant Brand Manager	30,000	40,000	35,000	35,000	50,000	45,000	336,000	408,000	384,000	400,000	550,000	500,000	-	-	-
Assistant Product Manager	25,000	35,000	30,000	35,000	50,000	45,000	336,000	408,000	384,000	400,000	550,000	500,000	-	-	-

JOB TITLE (MARKETING)	BENELUX (€)			IBERIA (€)			GERMANY (€)			SWITZERLAND (CHF)			ITALY (€)		
	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.
Senior Marketing Manager	80,000	120,000	100,000	80,000	120,000	100,000	70,000	130,000	105,000	-	-	-	65,000	90,000	75,000
Marketing Manager	60,000	90,000	75,000	60,000	90,000	75,000	55,000	100,000	85,000	110,000	150,000	130,000	60,000	80,000	70,000
Trade Marketing Manager	50,000	92,000	71,000	50,000	92,000	71,000	55,000	80,000	60,000	100,000	140,000	130,000	50,000	70,000	60,000
Senior Brand Manager	50,000	90,000	70,000	50,000	90,000	70,000	60,000	110,000	80,000	80,000	140,000	125,000	50,000	80,000	65,000
Senior Product Manager	50,000	70,000	60,000	50,000	70,000	60,000	40,000	80,000	70,000	95,000	150,000	140,000	45,000	65,000	60,000
Brand Manager	40,000	70,000	55,000	45,000	70,000	57,500	60,000	80,000	70,000	75,000	120,000	100,000	45,000	65,000	55,000
Product Manager	40,000	65,000	52,500	40,000	65,000	52,500	45,000	80,000	65,000	80,000	120,000	105,000	40,000	60,000	50,000
Digital Marketing Manager	55,000	100,000	77,500	55,000	100,000	77,500	47,000	75,000	65,000	-	-	-	-	-	-
Assistant Brand Manager	30,000	40,000	35,000	20,000	50,000	40,000	25,000	40,000	35,000	70,000	90,000	80,000	20,000	30,000	25,000
Assistant Product Manager	30,000	40,000	35,000	20,000	50,000	40,000	25,000	40,000	35,000	70,000	90,000	80,000	20,000	30,000	25,000

European Salary review

JOB TITLE (SALES)	UNITED KINGDOM (£)			FRANCE (€)			NORWAY (NOK)			DENMARK (DKK)			SWEDEN (SEK)		
	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.
Senior Sales Manager	40,000	90,000	55,000	70,000	90,000	75,000	-	-	-	-	-	-	-	-	-
Sales Manager	30,000	80,000	50,000	45,000	70,000	55,000	450,000	900,000	630,000	300,000	1,000,000	650,000	480,000	1,080,000	744,000
Business Development Manager	40,000	70,000	50,000	40,000	70,000	65,000	480,000	900,000	600,000	500,000	800,000	600,000	500,000	900,000	600,000
Regional Sales Manager	30,000	70,000	45,000	50,000	70,000	60,000	400,000	550,000	500,000	500,000	700,000	600,000	400,000	780,000	600,000
National Account Manager	30,000	60,000	45,000	60,000	90,000	75,000	450,000	700,000	600,000	600,000	800,000	700,000	500,000	700,000	650,000
Category Manager	30,000	60,000	45,000	40,000	60,000	55,000	540,000	780,000	600,000	400,000	900,000	650,000	300,000	780,000	540,000
Key Account Manager	30,000	50,000	40,000	40,000	60,000	55,000	400,000	760,000	600,000	450,000	900,000	700,000	420,000	768,000	576,000
Field Sales Manager	30,000	50,000	40,000	30,000	50,000	40,000	480,000	700,000	600,000	400,000	700,000	550,000	396,000	780,000	504,000
Area Sales Manager	30,000	40,000	35,000	40,000	70,000	60,000	400,000	700,000	450,000	450,000	600,000	500,000	500,000	804,000	672,000
Ecommerce Manager	30,000	40,000	35,000	45,000	65,000	55,000	430,000	840,000	500,000	500,000	700,000	600,000	420,000	840,000	600,000
Account Manager	30,000	40,000	35,000	40,000	60,000	55,000	348,000	660,000	480,000	300,000	600,000	500,000	300,000	500,000	400,000
Junior Account Manager	20,000	35,000	30,000	30,000	40,000	35,000	380,000	456,000	432,000	300,000	500,000	400,000	-	-	-

JOB TITLE (SALES)	BENELUX (€)			IBERIA (€)			GERMANY (€)			SWITZERLAND (CHF)			ITALY (€)		
	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.	MIN.	MAX.	AVG.
Senior Sales Manager															



Simon Hathaway

Featured interview >>

CONSUMER FOCUS – ISSUE 5

CHEILworldwide

Simon Hathaway

President, Shopper Marketing & Retail Operations at Cheil Worldwide

Cheil Worldwide, the agency responsible for the world's first virtual grocery stores, recently appointed **Simon Hathaway** as European President Shopper Marketing & Retail Operations. He was most recently CEO of SaatchiX EMEA having led the agency from its inception. Andrew Openshaw caught up with Simon to talk about his role at Cheil as well as his predictions for the future of ecommerce and retail. >>

Tell us a bit about your role at Cheil – what have you been brought into the organisation to achieve? Or how will it differ to what SaatchiX are doing?

I'm responsible for delivering world class shopper marketing at Cheil. Cheil has some of the best retail execution capabilities of any agency I've seen but it has been slow to build the strategic tools that many traditional shopper agencies have. At the same time it has been innovating in digital retail and is most famous for the Tesco HomePlus work. I'm here to bring those two things together to deliver digitally integrated shopper marketing solutions for our clients, based on insight and tools that are relevant to a very different retail landscape. On the surface it's a very similar job to the one I had at SaatchiX but without P&L responsibility for every office; look beyond that and it's very different as it is our ambition to build the next generation digital shopper marketing agency. Delivering that will be

a significant step in achieving our ambition to grow our client portfolio and reduce our reliance on the relationship with our founding client, Samsung.

"In Europe our most significant win this year is with Deutsche Bahn where we are working with them on their digital offering and mobile campaigns."

A few years ago, Cheil Worldwide began moving away from its 'one client' reputation and began growing and diversifying its brand. What have been the key milestones since then?

I think the award achievements demonstrate how we have grown as an agency. This year at the Cannes Festival of Creativity we won 12

awards across five categories and two were for Samsung. That is a significant milestone and contributes greatly to our reputation, creating many opportunities with new clients. In Europe our most significant win this year is with Deutsche Bahn where we are working with them on their digital offering and mobile campaigns. That was a significant pitch and we had to beat many well established agencies to secure the business. I'm also very proud of some of the work we are doing with smaller clients, Pinko is a great example. We have been handling the local store Facebook pages for the Italian fashion retailer and for one of its

brands – Uniqueness – we worked with them to set up a temporary pop-up store during London Fashion Week. People often think that Cheil is structured around Samsung but it's not anymore.

You're an Executive Advisory Board member at Reevo – explain to us how brands can seek to exploit social commerce platforms like Reevo?

I think we all now understand that the online review is a significant influencer in how people shop today, certainly for bigger ticket items. The Reevo model is interesting as it's the only branded review provider for brand

and retailer websites and unlike its main competitor, it doesn't allow clients to remove reviews posted by consumers. Having genuine consumer content enables brands to build trust and credibility with balanced reviews and this is showing through in the results. The average increase in revenue through online transactional sites that adopt Reevoo's managed service is 18%. I also see great value in the insight that their social commerce tools can deliver. Perhaps most interesting is their 'ask an owner' service which enables a shopper to ask an owner questions about a product they wish to buy. The insight we identify in these conversations can help brands shape product communication and ensure that they are giving the shopper the right information at the right time in the shopping process.

The Homeplus Subway Virtual Store has been a 'high profile' and successful Cheil campaign. What are the next steps in developing this concept for your clients?

We don't actually work with Tesco anymore but that concept has subsequently been rolled out to locations across South Korea; it was also trialled in Gatwick airport over the summer. What I love about this work is that it is driven by the same business challenge I've seen with clients for many years: the fact that 'Mum doesn't have time to shop anymore'. Traditional agencies would have immediately looked at how to improve shopability – how to reduce the time spent searching for products to create more time to shop. Instead, we took the store to places where mum has time to visit. We created virtual, easy to use stores in places that were convenient for her. That's always going to be a challenge for retailers and it's no surprise that the technology is being used by other retailers now too. Carrefour has just announced it will test a similar solution in Paris and we're using the same technology to power ideas with other clients.

In South Korea we're now working with E-Mart, a competitor to Tesco. We created a solution for a specific business problem it had – it wasn't delivering any sales during lunch time. We created a shadow QR code that acted like a sun dial and only became visible during certain times of the day (around lunch time).

In South Korea, QR codes are everywhere and are a very popular way to engage shoppers. Combining the virtual store technology with a very engaging mechanic enabled us to deliver promotional offers that drove sales at specific times of the day.

Beyond Homeplus, where do you anticipate innovation in ecommerce will evolve?

"The Reevoo model is interesting as it's the only branded review provider for brand and retailer websites and unlike its main competitor, it doesn't allow clients to remove reviews posted by consumers."

It really all depends on how quickly more people start using smart phones and 4G. In South Korea, for example, if you look at a queue of people waiting to be served in a café, they're all staring at screens. And not just phones, its generally large tablet devices. Everyone is carrying one and they're all completely absorbed in them. They even have QR codes in taxis which you activate to pay for the journey. This level of adoption hasn't happened in Europe yet but the 'connect generation' will surely change that as they have grown up with phones; they don't know a world without mobile devices. So the evolution will continue to be about how mobile influences the purchase and then using your phone to make the purchase. It will become a fundamental part of how people shop. Today ecommerce is winning at the 'point of transaction', challenging the retail space that was the 'point of purchase'. The store itself isn't completely obsolete either, research has shown that people who always buy their groceries online will still visit the store fairly regularly to see what's new. So stores are becoming more significant as the 'point of experience'. Of course that is not without risk and there is a lot of work being done to combat 'showrooming' and ensure the retailer wins the sale whatever the channel.

Will some markets miss out steps in the evolution of retail? I.e. No out of town retail parks, but successful independent local stores and mail delivered solutions.

Yes I think so. The rural to urban trend will continue to drive people towards mega cities where old retail models will seem less and less relevant. In the US for example, Amazon now promises same day delivery in some areas which is a direct challenge to convenience. If

you go to India you can see these huge malls that have been built which contain a mix of UK, US and Spanish retailers, yet a mile down the road you now have a mass of Mom and Pop shops. Would those retailers have set up inside those malls today, knowing the

world that we are moving into? People are still trying to answer these questions. On the other hand, in emerging markets like India, you have a growing, affluent middle class which has never had access to 'aspirational retail worlds' before and they are enjoying the experience. These types of stores are still very relevant for them. But as mobile and ecommerce capability becomes more prevalent in those countries, how long will the fascination with brick and mortar retail last?

Deloitte recently published some figures suggesting that retailers should consider reducing their physical assets by to up 40% if they want to challenge in the new digital age? How far do you agree with this?

Many retailers do need to reduce real estate assets but that figure does seem aggressive. It all depends on what model is relevant for your brand. If, for example, you're Primark and your objective is to deliver fashion items that are cheap to buy, on the high street, then it makes sense. If you're a more specialised, out of town retailer then ecommerce is perhaps the way to go. Deloitte are on the right track but for many retailers, having a large number of stores does still make economic sense.



Shadow QR Code in South Korea

What role do you envisage brick and mortar stores playing in the future?

They will provide customers with the best kind of individual experience of the products and the necessary service they require to make their purchase decisions. I think the Burberry store on Regent Street is a good example of this in action. Another store which has been clever at creating an 'individual experience' for customers is the Levi's flagship store on Champs Elysees and I love how they've created a hidden away mezzanine for their Vintage clothing range. The escalator is easy to miss, so nicely separates the mass-market products from an area for 'denim geeks' who are looking to spend significant money on a pair of jeans with genuine heritage. Apple is obviously renowned for its stores, built on a fantastic brand and products that people want. But I believe the secret to the success of its stores is simplicity. Apple can give great customer service because they sell so few products and most importantly, only have two operating systems - so there is not too much for those 'geniuses' to learn. At the same time, it will be important to stay true and relevant to

your brand. TK Maxx for example is a fashion retailer that perhaps doesn't offer the best shopping experience but its customers always leave feeling great because they found a bargain.

Cheil have a global concept of 'Search+Shop+Social' – could you explain what this is?

The path to purchase is no longer a simple, linear model but rather a complex set of connections which formulate an individual's shopping behaviour. Search, shop and social however are essentially the three constants in the shopping experience. The store is still important – it still fits into the FMOT (first moment of truth) model – as many products are more complicated today and customers tend to require further, first hand information, prior to making their purchase. Search is where the shopping journey most often begins. Google obviously plays a central role here but increasingly consumers are using Amazon, as their search is a more relevant product search, or even Twitter. And social is gluing everything together, people are

using social media sites such as Twitter and Facebook to seek out recommendations and product reviews.

In your opinion, are clients equipped to develop their ecommerce strategy internally or will agencies like your own lead the way?

Clients will continue to develop their own capability in ecommerce. Retailers will not hand over the running of their stores to a third party and I don't think we will see them do this in ecommerce either. Where they do want help from agencies and consultants is to fuel innovation. I see some great technology being developed, but making it applicable or relevant to the shopping experience is what makes it transformational. That is where agencies, entrepreneurs and developers will lead the way because that is where they are focused and they are always that little bit more inquisitive.

Where do you think the talent and knowledge to leverage emerging

technology in ecommerce lies? Up and coming graduates, agency talent or can clients grow their own?

I believe it exists in all three. Clients invest a lot in their people now. A good recent example of this was at Kraft Foods in Latin

"There is certainly a lot of buzz around social commerce today, but Retailtainment is still relevant and it is ironic that social media is a key source of entertainment for people today."

America where they 'hot housed' groups of employees, agency partners and external agitators to work on solving various business issues. They deliberately mixed people with different personalities and backgrounds to get

diverse and challenging results. Great agencies nurture talent too and those that manage to keep a start-up culture are often most successful in encouraging idea generation, then developing and honing those ideas. Mint Digital in London, for example, took on some design grads from Goldsmiths College to

create The Foundry – an internal R&D team which seeks to commercialise employee generated ideas. A recent product is 'Olly the Smelly Robot', a USB connected device which you can customise to release various smells whenever you get an email alert or 'mention'. Imagine the

possibilities for pizza companies. Ideas like this could only emerge out of a culture that puts ideas and innovation at the heart of the business. There is also a lot of very bright but perhaps slightly naïve talent coming out of the

universities. They understand the technology perhaps better than anyone else because they have grown up with it, but struggle with the commercial and application side.

Ten years ago 'Retailtainment' was a buzz-word – is 'Social CRM' or 'Social Ecommerce' the new buzz?

There is certainly a lot of buzz around social commerce today, but Retailtainment is still relevant and it is ironic that social media is a key source of entertainment for people today. The big Buzz-word I'm hearing people talk about now is 'omni-Channel', which is great. For too long the industry has been focused on multi-channel when the shopper did not care, they simply moved seamlessly between platforms to achieve their shopping mission. That's why we are building campaigns that seamlessly integrate SEARCH + SHOP + SOCIAL.

Nigel Wright Researcher becomes Adecco CEO

Børge Nyborg is a researcher at Nigel Wright. He has an MSc in Applied Economics and Finance from Copenhagen Business School and previously held an internship at Crossmark, a leading consumer goods sales and marketing services company, in Australia. >>

Back in May, Børge became famous when he won a national competition to become CEO of Adecco Norway, during the summer. He was selected from 1500 other applicants. For one month in August he led the Norwegian arm of the global staffing business, which has an annual turnover of 3.5 billion Norwegian kroner, 600 permanent employees and places over 8,000 people in jobs,

every day. During his four weeks at the helm, Borge led meetings, reviewed Adecco's budget process, drafted a business case for a potential acquisition and also attended conferences and meetings in Poland. In the fall, Børge will travel to UNC Charlotte in America, where he will complete his double Master's degree in finance at The Belk College of Business.



Børge Nyborg

Nigel Wright events programme

We regularly host **networking dinners** in all major European cities providing senior leaders a place to extend their networks and discuss industry trends and developments. Business leaders' dinners typically take place once or twice per month across all of our European territories and are intended to provide executives from the FMCG and the wider consumer sector an opportunity to establish connections and discuss topical issues. Details of some of the events we have hosted this year are below. >>

Food, Drink, Health and Beauty event in London

A dinner in March attended by 14 senior executives from the UK's Food & Drink and Health & Beauty sectors at the Regency Room at the York and Albany, Gordon Ramsey's chic European restaurant in Camden Town. Guests included CEOs as well as Marketing, Brand and Commercial Directors from leading consumer brands.

HR Executive dinner in Madrid

An informal networking event in September at Restaurante Kabuki Wellington in Madrid, attended by HR Directors from some of Spain's leading consumer companies including Grupo Siro, Heineken, Mars, L'Oreal, Kellogg's and Samsung.

Food industry trends seminar in Stockholm

In March we co-hosted a food industry trends seminar with the Food & Friends advertising agency, in Stockholm. Food & Friends President Lennart Wallander led a two hour discussion on 'Trend spotting in food, drinks and meals' which included an analysis of organic foods, pastries and pastas as well as

changing consumer habits and retail spaces. The event was attended by senior executives from the Nordic consumer industry.

Executive networking in Amsterdam

In June 2012 the Nigel Wright Benelux team hosted an executive networking dinner in the Exclusive Sandton restaurant "de Nederlanden" near Amsterdam. Guests included twelve senior decision makers representing various consumer

brands including TomTom, Samsung, D.E Masterblenders 1753 and Trind Cosmetics.

Swedish Grocery Gala in Stockholm

In September, Nigel Wright Group sponsored the Category Manager of the year award at Sweden's fourth annual Grocery Retail awards. The event which took place at Cirkus in Stockholm was attended by senior executives from Sweden's grocery retail sector. Nigel Wright Managing Consultant Rebecca Eileryd presented the award to Maths Brisdaahl of baby food manufacturing business Semper who was recognised for his deep knowledge, vast experience and creative business acumen.

Other events that have taken place in our overseas territories this year include a **Directors Dinner in Paris**, a **Danish Client evening in Copenhagen** and a **Shopper Marketing seminar in Oslo**.



Let us know what you think...



We would be delighted to receive your comments on this edition of Consumer Focus. Alternatively if you would like to contribute to the next edition please contact the Marketing Department at creative@nigelwright.com or on +44 (0)191 222 0770

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