

## SELL MORE, WASTE LESS

### A EUROPEAN ROUND TABLE DISCUSSION

**Context:** With a third of all food lost or wasted between the farm and the fork, the problem of food waste has never been more in the spotlight and of more importance to the consumer and the industry. This was underlined by a declaration made by Champions 12.3, a new coalition of 30 CEO's and other leaders, who in January 2016 declared their commitment to accelerate progress towards meeting Target 12.3 of the UN Sustainable Development Goals and to halve the per capita food waste and food losses by 2030.

As the Chair of the Champions 12.3 coalition, Dave Lewis, the Group Chief Executive of Tesco declared "At Tesco, we're committed to tackling food waste not only in our own operations but also through strong and effective partnerships with our suppliers and by helping our customers reduce waste and save money"

While the retail store itself may contribute to less than 5% of the total food wasted, their actions can impact the level of food waste that happens before the food reaches the store, and equally, the food wasted by the shopper at home. Further, for retailers, food waste in retail just within their own supply chain, especially in stores, can account for on average of 1-2% of total sales, which if reduced by 25% can lead to an 8-17% increase in net income. Thus, reducing food waste in store, is a critical key performance indicator for many retail store managers.



However, the problem of food waste in retail demands an enterprise wide approach, strong leadership and the engagement of many stakeholders, inside and outside of the organisation, all underpinned by the effective use of and sharing of data, if it is to be tackled successfully. How retailers, and their vendors, come to grips with the organisation of waste reduction internally and with their external stakeholders is vital. This challenge, brought to life with new academic research, input from third party stakeholders and retailer case studies, will be the overall focus of this workshop. So while at the workshop you will see many examples of successful interventions, or put another way, answers to the "what solution" question, the emphasis of the workshop will be on the "HOW [do we make change happen]" question, and discussion on how organisations organise themselves to deliver continued step change improvements.

**Purpose:** To bring together, by invitation, senior leaders from retailers, manufacturers and academia to discuss, share and co-create new thinking on how to deliver effective change that better serves the shopper (sells more) and reduces food waste in retail. In this workshop expect to learn:

- How retailers have applied the tools and techniques developed by academia and ECR to deliver step change results in waste and on-shelf availability.
- Survey results from a Europe wide retailer and manufacturer benchmark survey on organising for Retail Food Waste. Do organisations appoint a single function to be accountable for the waste budget? What are the different roles of each function? Buying? Supply Chain? Loss Prevention? What is the extent and nature of collaboration with external parties, for retailers, product manufacturers, for manufacturers, retailers? What is the extent of data sharing?
- How a leading global fresh product manufacturer is building new capability, tools and capacity to help promote more collaboration internally and with their retailer customers.
- New insights on how retailers and manufacturers are sharing and learning together through new technologies and more collaborative use of data.

**When:** Wednesday June 1<sup>st</sup> 2016

**Where:** Eindhoven University of Technology, Eindhoven, The Netherlands.



## Discussion Flow

- 9:30**      **Coffee**
- 10:00**      **Introductions & Expectations**
- 10:15**      **Retail Food Waste – What do we know so far?** – *Leading academics in Food Waste, Professor Rob Broekmeulen and Karel Van Donselaar will provide an overview of their recent report on Retail Food Waste, the five key recommendations for retailers and the 65 Best Practices, illustrating with case study results, the benefits retailers have been able to deliver by reapplying their tools and techniques.*
- 10:40**      **Round Table Discussions** – *Of the concepts, tools and improvement ideas presented by the academics, which of them have now been adopted in your organisation? What has been the impact? What of the new ideas shared by the academics is your organisation trialling and looking to adopt going forward??*
- 11:00**      **Break**
- 11:15**      **The State of Collaboration - Benchmark Survey Results** – *Colin Peacock*  
*Based on the results from a survey of retailers and manufacturers this session will share findings on how organisations are defining corporate policy on reducing food waste within their own four walls. Who is accountable, how food waste is measured and tracked, what methods and approaches are being used to identify and deliver change, and what is the role of others, such as product manufacturers and retailers in delivering change.*
- 11:35**      **Benchmark Survey Results Discussion** – *Facilitated Round Table Discussion*  
*Groups to discuss the findings, do they reflect how policy is defined and change delivered in their organisation? What, if any, were the surprises? What were the important new insights from the survey? What could you do next with the survey result findings to help your efforts internally to deliver change?*
- 12:00**      **Lunch**
- 13:00**      **Food Manufacturer Case Study** – *Leading global manufacturer, Danone, will share their perspective on food waste management in retail and beyond detailing their response to the challenge and approaches to collaboration. They will illustrate their presentation with case study results from collaborative project with others, including retailers.*
- 13:30**      **Retailer Case Study** – *A leading European Grocery will share their perspective on food waste management in retail and beyond detailing their response to the challenge and approaches to collaboration. They will illustrate their presentation with case study results from collaborative projects with others in the supply chain, including producers and product manufacturers.*
- 14:00**      **Break**
- 14:15**      **Groups and Round Table Discussion:**  
*What were the key learnings from the cases? What do the group think was missing from the cases and each organisations approach to the problem of food waste? What could be the possible improvements ideas for each of the cases and finally, what were the learnings they can take away for their organisation to reapply?*
- 15:00**      **Feedback to Case Study presenters.**
- 15:30**      **Round Table Discussion**  
*How did this workshop meet your expectations? What were the benefits of the workshop? What are your concerns? What are your next steps?*
- 15:45**      **Final Feedback Session and Next Steps**
- 16:00**      **Close of Meeting**

## FACILITATORS



### **Colin Peacock, Group Strategy Coordinator, ECR Europe Shrink and On Shelf Availability Group**

Colin is the Group Strategy Coordinator for both the ECR Europe Shrinkage & On<sup>i</sup> Shelf Availability Group and the Retail Industry Leaders of America, Asset Protection Leaders Council. In this role, he oversees the research agenda, the dissemination of the findings and the planning of regular team meetings. Prior to these appointments, Colin had a thirty year career at Gillette and Procter & Gamble. In his last fifteen years he had been responsible for the global leadership of their on-shelf availability, brand protection and shrink prevention capability. In this role, he was responsible for delivering new thief, counterfeiter, shopper and store manager insights, an innovation pipeline of new solutions, including RFID, and finally, the oversight and delivery of successful collaborative projects with customers and distributors around the world. Colin has published on the subject of loss prevention, including articles in the academic and trade press, and with Adrian Beck, wrote a book in 2009 entitled: *New Loss Prevention: Redefining Shrinkage Management*, published by Palgrave Macmillan. He is a regular speaker at conferences around the world.

---

### **John Fonteijn, Director of Group Asset Protection, Royal Ahold**



John Fonteijn (1960) is living in Zaandam - The Netherlands, the home of the Ahold and Albert Heijn supermarket organization. John is employed by Ahold since 1985 and has held various positions within the company in the field of Safety, Security and Business Continuity Management. John has several Dutch and international certifications and graduated in Business Administration at the University of Groningen.

John has built a working experience in these fields of expertise in Europe, USA, Latin America and Asia Pacific during which he developed a broad experience and knowledge in the development and implementation of effective strategies, organization and management of tactical and operational activities and the provision of management reports as part of regular quarterly and annual reporting of company performance.

He currently holds the position of Director of Group Asset Protection and is responsible for the development and implementation of company-wide strategies in these fields and advises the Executive Management. In addition, John is active in various national and international trade associations, consultative and professional platforms. John include 15 years Chairman of the ECR Community Shrinkage & On Shelf Availability Expert Group, in which European retailers and manufacturers work together to reduce risks and losses in the supply chain and ensure and increase availability of products to customers.

---

## SPEAKERS

### **Rob Broekmeulen, Assistant Professor of Retail Operations at Technische Universiteit Eindhoven**



Rob Broekmeulen (1961) is an Assistant Professor of Retail Operations at Eindhoven University of Technology. He graduated at Wageningen University in Biotechnology and Operations Research in 1986. After his graduation he worked for four years as assistant professor at the Department of Mathematics of Wageningen University. Subsequently, he worked as senior researcher at the Agrotechnological Research Institute (ATO-DLO) till 1997. During six years he worked on various client projects related to post-harvest supply chains of vegetables and fruits. He received his PhD in 1998 at Eindhoven University of Technology on research regarding storage policies for perishables at distribution centres.

### **Karel van Donselaar, Assistant Professor of Retail Operations at Technische Universiteit Eindhoven**



Karel van Donselaar (1961) is an Assistant Professor of Retail Operations at Eindhoven University of Technology. He studied business-econometrics at Erasmus University in Rotterdam. In his Ph.D.-research he developed inventory replenishment strategies and integral stock norms for supply chains, with a special emphasis on distribution systems. Based on the insights from this research he developed an alternative for MRP and DRP, which has been implemented in supply chains in the pharmaceutical and automotive sector. In 1998 he was awarded a Fulbright grant. For six months he held a visiting appointment at Stanford University, California, USA.

The current research area of both researchers is Retail Operations with a special focus on Automated Replenishment Systems for perishable and non-perishable products, store managers' ordering behavior, handling efficiency in retail supply chains, promotion forecasting and management, reduction of out-of-stocks, reduction of outdating and planogram optimization. The research is based on empirical data gathered from Dutch retailers including Albert Heijn and Jumbo Supermarkten. These data include Point of Sales, ordering, delivery and planogram-data.

### **Stefan Winter, Partner, Oliver Wyman**



Stefan has 20 years of experience working with many of the world's top food retailers across Europe and the US. At Oliver Wyman, he is globally responsible for the Fresh Platform of Excellence. He has led many large-scale transformation projects to help retailers improve freshness, grow sales and reduce waste – resulting in 100.000s of tons of food waste reduction, fresher food for customers and significant economic benefits for retailers due to lower losses and improved sales. Stefan holds an MSc degree in Physics from the University of Mainz, Germany. He is a regular speaker at conferences around the world.

---

## **INVITATIONS**

Experts and those accountable for the management of and reduction of food waste within their own organisations, from retailers and manufacturers, together with academics will be invited to attend the workshop. The event will be free of charge for the delegates to attend. To encourage maximum participation and discussion, there will be a limited number of places available.

By way of example, buyers, supply chain experts and loss prevention managers from Ahold, Barilla, Bel, Danone, Delhaize, Jumbo, Makro, Migros, M&S, Rewe, Sonae, Univeg and Tesco were some of those of those represented at the October event.

## **HOTEL**

A block booking has been made at the nearby Hotel.

Upon registration, we can share the hotel code.

The hotel website is: [www.hampshire-hotels.com](http://www.hampshire-hotels.com)

The special rate is €119 per night with breakfast and internet included.

City tax excluded city tax € 3,50 p.p.p.n.. Check in time: 15.00 hours. Check out time: 12.00 hours