

ECR COMMUNITY IN ACTION

A review of global ECR focus
areas



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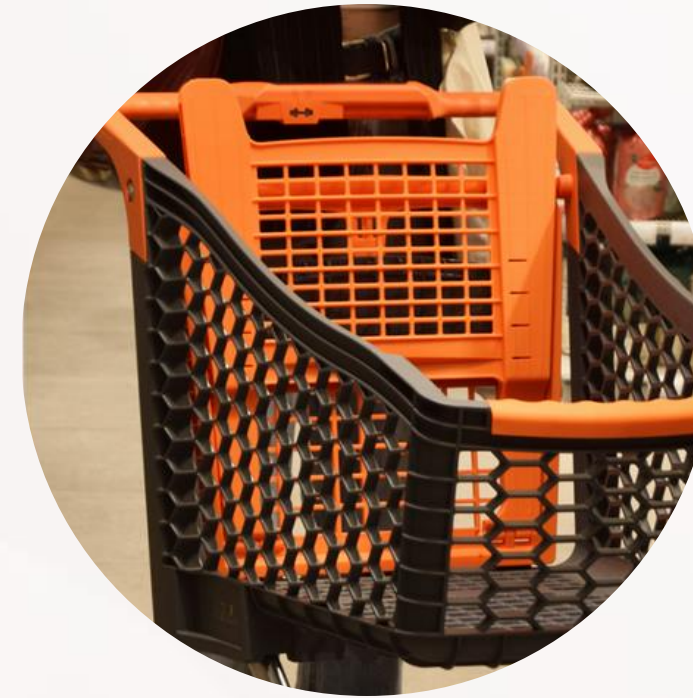


Introduction

The retail and consumer goods industry is changing faster than ever, influenced by new technologies, growing concerns about sustainability, changing customer needs and tighter regulations. In this fast-moving world, working together is more important than ever.

The **ECR Community in Action** report details the wide range of projects and activities carried out by ECR national members, partners and associates throughout 2024 & for 2025. It shows how ECR members around the world are tackling shared problems through local solutions, shared learning and working across different sectors such as Category Management, Sustainability, Supply Chain and Technological Innovations.

By sharing these case studies, this report highlights the achievements of 2024 and shows how ECR Community meets the needs of shoppers as we look ahead to 2025.



About Us

ECR Community is the global association of national Efficient Consumer Response (ECR) initiatives, active in over 20 countries. We bring together retailers, manufacturers, service providers, industry experts and academic institutions to collaborate on the major challenges and opportunities facing the FMCG industry.

Our goal is to make the consumer goods industry more responsive, more responsible and more efficient, always with the end consumer in mind. Through knowledge sharing, research, innovation projects and global alignment, we help local markets accelerate progress in areas like sustainability, category management, supply chain excellence, AI integration and shopper experience.

As a trusted platform, ECR Community empowers its members to connect, learn, collaborate and lead, turning shared goals into measurable outcomes that benefit both businesses and consumers around the world.



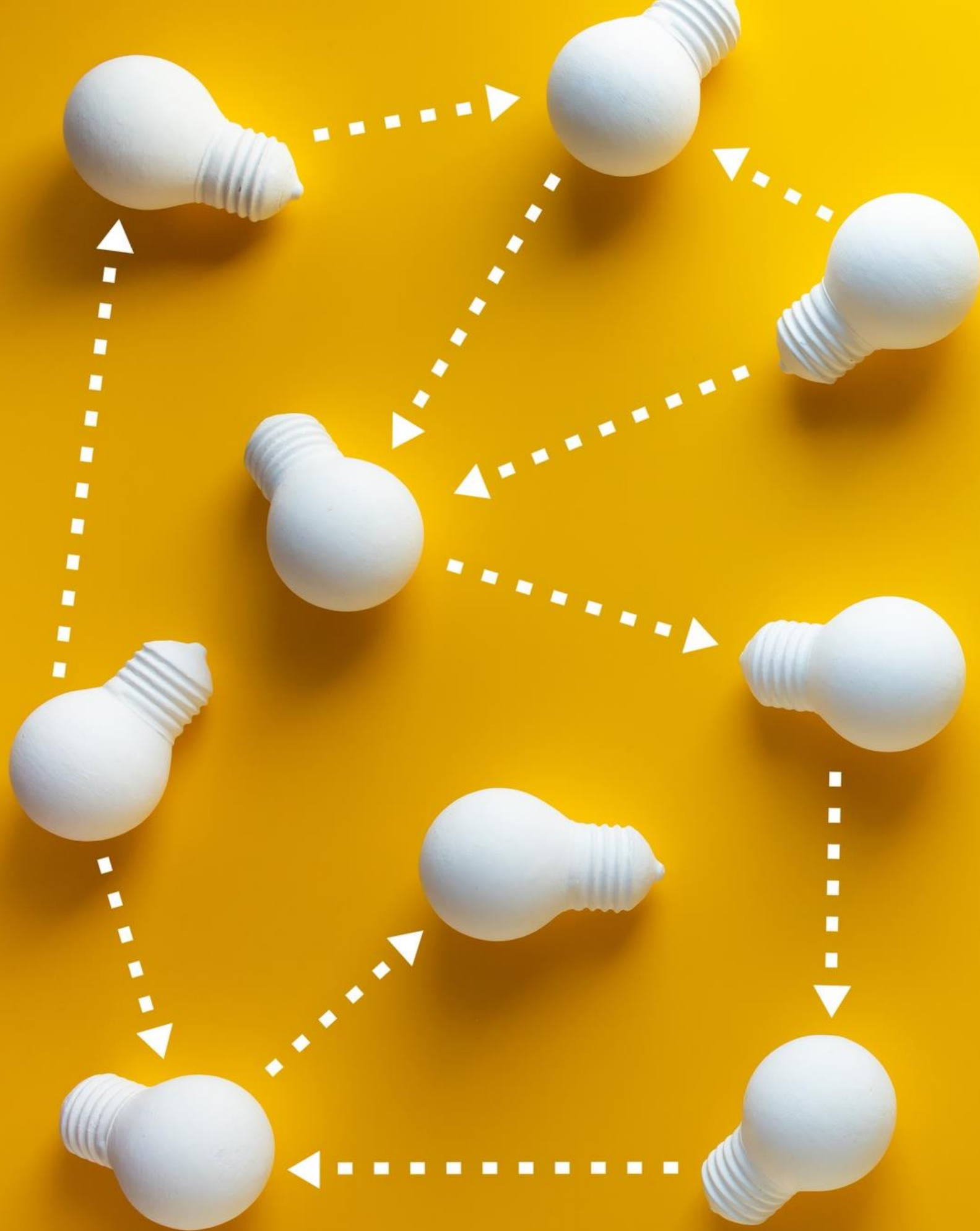
For more about us access:
www.ecr-community.org



Objectives

This report was developed to showcase the collective efforts of ECR national members, partners and associates across the globe. It aims to:





Nationals & Partners Initiatives

ECR TAG 2024

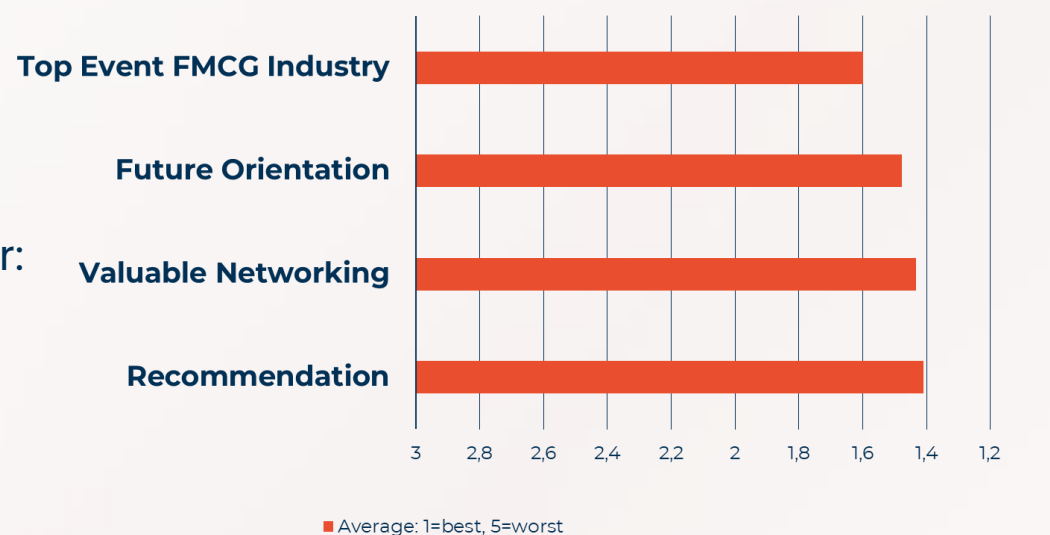
Each year ECR Austria, hosts a major industry gathering with participants from across the chain: FMCG manufacturers and retailers, electronics and logistics service providers, as well as digital players, packaging companies, market research firms, consultants and academics.

ECR TAG 2024, themed 'reFocus Consumer', took place on November 21st, 2024, as a hybrid event. It focused on what matters most: the consumer. At a time when new ways of working, EU regulations and global challenges dominate our daily lives, it is easy to lose sight of the core of our success: understanding our customers.

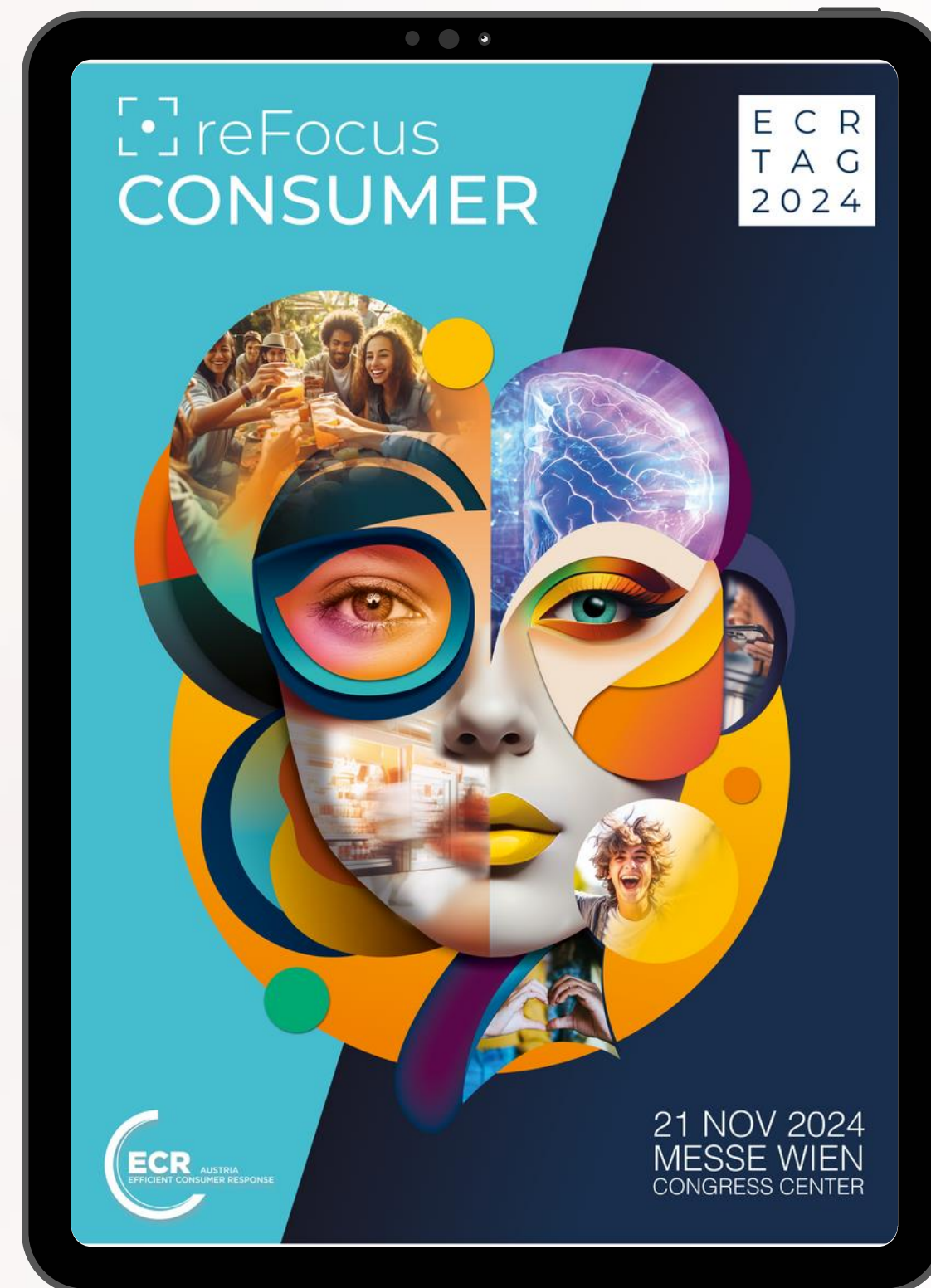
That's why 'reFocus Consumer' is a wake-up call to change our perspective and ask ourselves: Have we lost sight of consumer needs and expectations? With top-notch speakers, we ECR Austria explored the importance of empathy, the impact of dramaturgy in sales, the potential of neuro-marketing with AI, and gained a fresh perspective on the supply chain.

Main results of the ECR TAG
over years as highlight of the ECR Austria year:

More details [here](#)



2024 Highlights



CSDDD Starter Guide

Understanding and adapting to new regulations can be challenging. To support businesses in navigating these changes, ECR Austria is providing the Starter Guide to the Corporate Sustainability Due Diligence Directive (CSDDD). This guide outlines the key regulatory requirements and offers practical insights to help companies implement sustainable supply chain practices and fulfill their due diligence obligations effectively. The guide is aimed at managers and decision-makers and provides an overview of legal requirements, timetables and differentiation from other regulations (e.g. German LkSG).

The guide describes initial steps for implementation, such as

- The development of a compliance team,
- Risk assessments,
- Prioritisation and
- Stakeholder involvement.

This document is a first version, published in November 2024, but will be regularly adapted to the implementation guidelines of Austrian legislation.

More details can be found [here](#)

2024 Highlights



Info-Platform CSDDD & EUDR

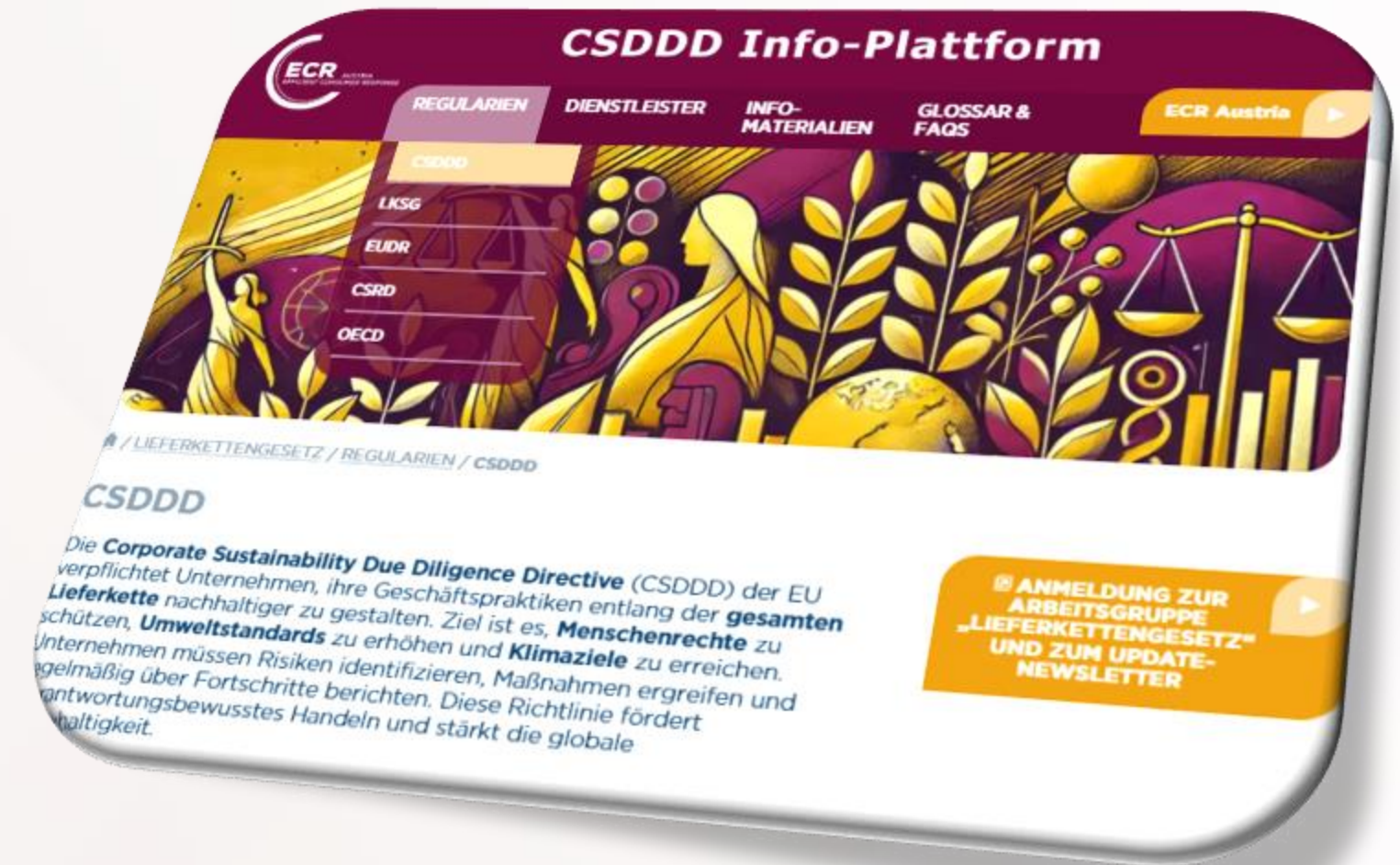
ECR Austria has developed a central platform for all matters related to the **Corporate Sustainability Due Diligence Directive (CSDDD)** and other key EU regulations, such as the **EUDR**. This platform serves as your go-to resource, providing essential information and support. Here, you will find:

- Comprehensive information,
- Training materials and a
- Glossary explaining the most important terms and concepts.

The platform also offers an overview of external service providers that can assist companies in implementing the regulations. It includes a comprehensive FAQ section for quick answers to common questions. Additionally, businesses have the opportunity to participate in the ECR working group **"EU Supply Chain Law"** to effectively prepare their teams for the requirements of the **Corporate Sustainability Due Diligence Directive (CSDDD)**.

Our aim is to make it easier for you to navigate through the complex regulations and to provide you with practical solutions and tools to successfully fulfil the sustainability requirements.

2025 Focus



Please note: The EU law has not yet been transposed into national law in Austria.

This platform is only accessible for ECR Austria members:
[Access here](#)

You must register [here](#)

Launch of Packaging Minimization Guide to get ready for Packaging & Packaging Waste Regulation (PPWR)

Objectives of PPWR = Reduce packaging waste by at least 15% by 2040 compared to 2018 by these main building blocks:

- Recyclable packaging
- Use of recycle
- Increase in the reusable quota
- Minimization of packaging

Furthermore, ECR Austria will need to conduct industry wide benchmarking studies to offer:

- Peer to peer comparison
- Best Practice & Learnings
- Check PPWR readiness
- Methodology for the PPWR minimization requirement

Until now these Publications
have been issued with great
Success:

[Access here](#)



20th ECR Conference (Zhengzhou, Henan Province)

The conference is themed "Supply Chain Collaboration, New Quality Future" and attended by thousands of people, including representatives from leading fast-moving consumer goods companies. ECR China launched the "Digitization of Goods, Standardization of Data" initiative, with 320 companies responding to promote the development of the consumer goods industry. In high-end interviews, guests such as Taobao and Tmall Group discussed the "Digital Supply Chain, New Quality Productivity" and emphasized the advantages of data application. The conference announced the annual "Excellent Cases", set up "Sub Sessions" to share cases and discussed related content. The conference also arranged a "corporate visit" segment to visit Da Ka International. The 20th ECR Conference accurately grasps the pulse of the industry, analyzes the current situation and trends, exchanges around hot topics, promotes the improvement of enterprise momentum, constructs a new system, and develops new quality productivity.

ECR Board Meetings (Zhengzhou & Beijing)

ECR China organised 2 board meetings attended by retailers, suppliers and service providers. The meetings featured in-depth exchanges and discussions on topics such as current pain points in the consumer goods industry, efficient collaboration between retailers and suppliers in the face of economic recovery, embracing cutting-edge technology, innovative business models and the building of the ECR Board itself. The meetings also offered advices for the development of ECR China.

2024 Highlights



2024 Highlights

Spring/Autumn ECR Joint Working Committee Meetings (Tsingtao Beer & P&G)

In the spring and autumn joint working committee Meetings of ECR 2024, more than 60 representatives from 30 companies participated. On the day of the conference, the progress and plans of ECR were reported, and leading enterprises were invited to give speeches. After the meeting, delegates visited the enterprise factories to explore supply chain technology and bring efficient, flexible, smart and environmentally friendly solutions for the new retail era. Delegates expressed their intention to learn from them and promote supply chain innovation. Deepen the application of artificial intelligence in supply chain management to promote efficient collaborative operations and optimize cost-effectiveness.



ECR Study Tour (Lighthouse Factory, Unilever)

Promoted by ECR China, the tour event "Digital Intelligence and Supply Chain Synchronization, Innovation for the Future" introduced participants to lean production, digital upgrades in industry solutions, and AI applications in the fast-moving consumer goods sector. Attendees also visited the Unilever Lighthouse Factory, which has advanced from traditional manufacturing to sustainable intelligent manufacturing.

Discussions focused on industry challenges and new trends, aiming to improve digital and intelligent supply chains. By bringing together retailers, suppliers, and service providers, the event encouraged cooperation and industry progress.

Deep Integration of Supply Chain and AI Technology

The deep integration of supply chain technology and AI will lead to changes in the industry. Through AI's intelligent analysis, forecasting and automated processing capabilities, supply chain management will achieve more efficient inventory control, accurate demand forecasting and optimised logistics path planning, dramatically improving operational efficiency and responsiveness, and creating greater value for enterprises.

Data Standardisation

Data standardisation will become a key factor driving industry development. By establishing a unified data format, coding rules, and exchange protocol, data between different systems can be seamlessly integrated and shared, greatly improving the efficiency of information flow, reducing communication costs, and providing a solid foundation for collaboration between enterprises.

Category Management

In 2024, **Pangdonglai Enterprise** gained widespread consumer recognition and influenced the retail industry with its business philosophy of "**product selection is king, quality first, and sincere hospitality.**" The success of this approach led ECR China to place greater focus on category management, driving improvements in product structure and management efficiency. This collaboration aims to advance category management and support industry development.

2025 Focus



Carbon Footprints: Strategic Insights for Scope 1, 2, and 3

- 18 LATAM companies, in partnership with LOGYCA, explored carbon footprint measurement and reduction strategies. By analysing Scope 1, 2, and 3 emissions, the initiative enhances impact assessment, benchmarking, and collaborative action.
- Driving Efficiency: Collaborative Transport Initiative
- LOGYCA has improved freight transport efficiency in Colombia by collaborating with stakeholders by optimising cargo flows. This approach increases vehicle utilisation by 15%, lowers costs, and supports a more sustainable logistics network.

Out-of-Stock Shopper Behaviour: The Impact on Sales

LOGYCA's latest analysis explores the impact of out-of-stock situations on shopper behaviour, highlighting how on-shelf product availability influences purchasing decisions, brand loyalty, and overall sales performance. The report provides data-driven insights to help businesses refine inventory strategies, reduce lost sales and enhance customer satisfaction.

AI Study in Demand Planning

The study explores how AI is transforming demand planning and improving operational efficiency. It shows how AI-driven tools enhance forecasting accuracy, simplify inventory management and support better decision-making.

COLDEX: Collaboration Index for Business Success

This assessment measures collaboration between companies to improve outcomes in logistics, commercial, and planning processes for businesses and their partners.

2024 Highlights



In Spanish



Study of Shopper Behaviour



The Impact of Logistic Costs in Colombia

This initiative identifies and prioritises key opportunities to strengthen Colombia's logistics capabilities. It focuses on improving operational efficiency, promoting environmental sustainability, and increasing competitiveness. The objective is to achieve a 2% reduction in logistics costs across value networks, delivering measurable benefits for businesses and the economy.

ABACO: Reducing food waste

The initiative aims to increase food recovery in Colombia by 1 percentage point through collaborative efforts with ABACO, the Association of Food Banks of Colombia. It focuses on building partnerships and implementing efficient strategies to reduce food waste and support vulnerable communities.

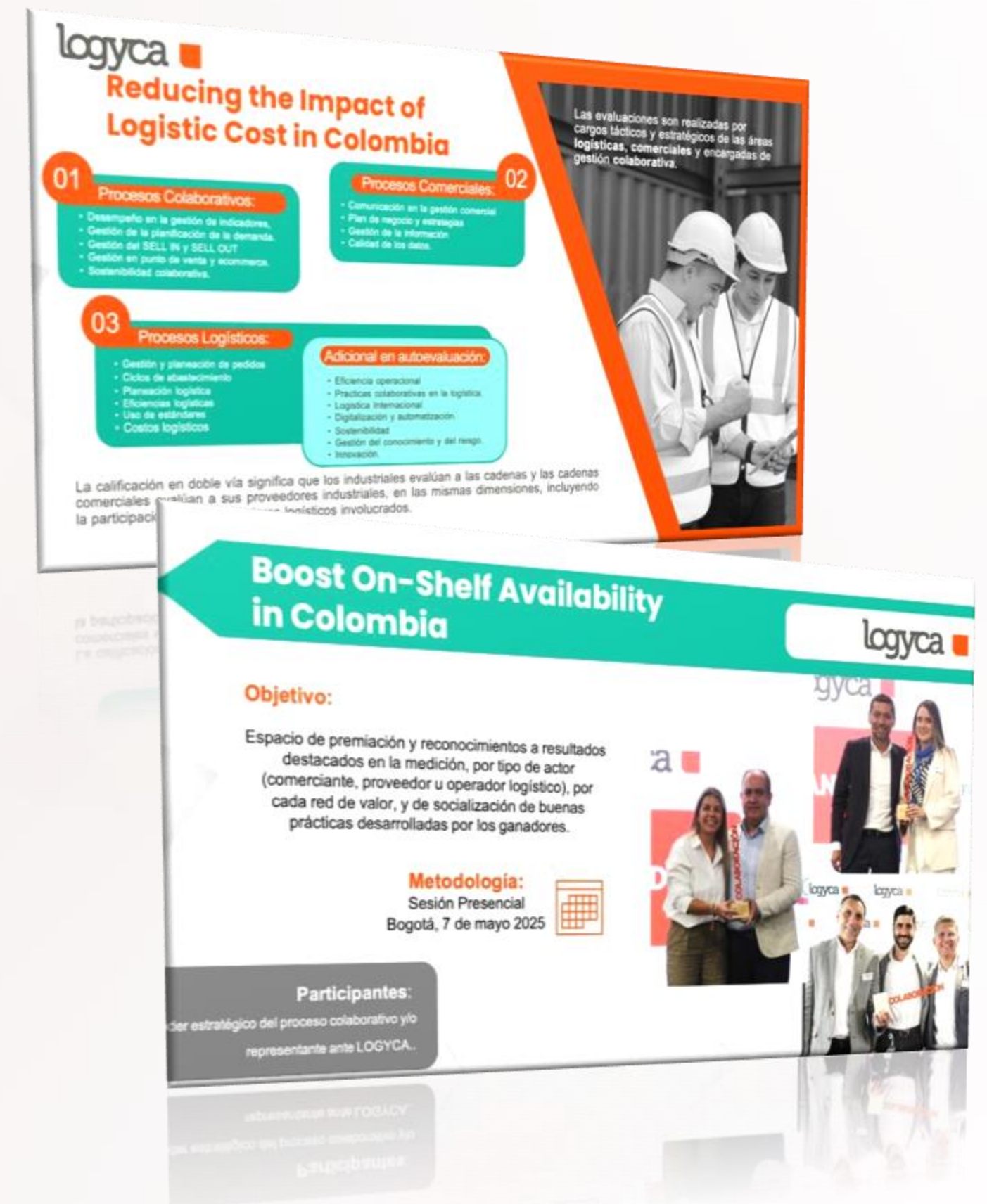
Boost On-Shelf Availability in Colombia

The initiative aims to increase On-Shelf Availability in Colombia by 1 percentage point through collaboration between six leading retailers and their key CPG partners. It focuses on using shared insights, improving supply chain processes, and enhancing communication to drive business growth and improve customer satisfaction.

Cutting Carbon Footprints Together

The initiative aims to reduce freight transport emissions by 20% through collaboration with 150 companies. By sharing data and implementing joint strategies, participants work toward lowering environmental impact and improving sustainability in logistics.

2025 Focus



ECR Cyprus 2024 Highlights: Out-of-Stock (OOS) and Shelf Availability in FMCG

Approach: ECR Cyprus analysed two years of Point of Sales (POS) data to identify OOS patterns, model OOS rates and optimize inventory management.

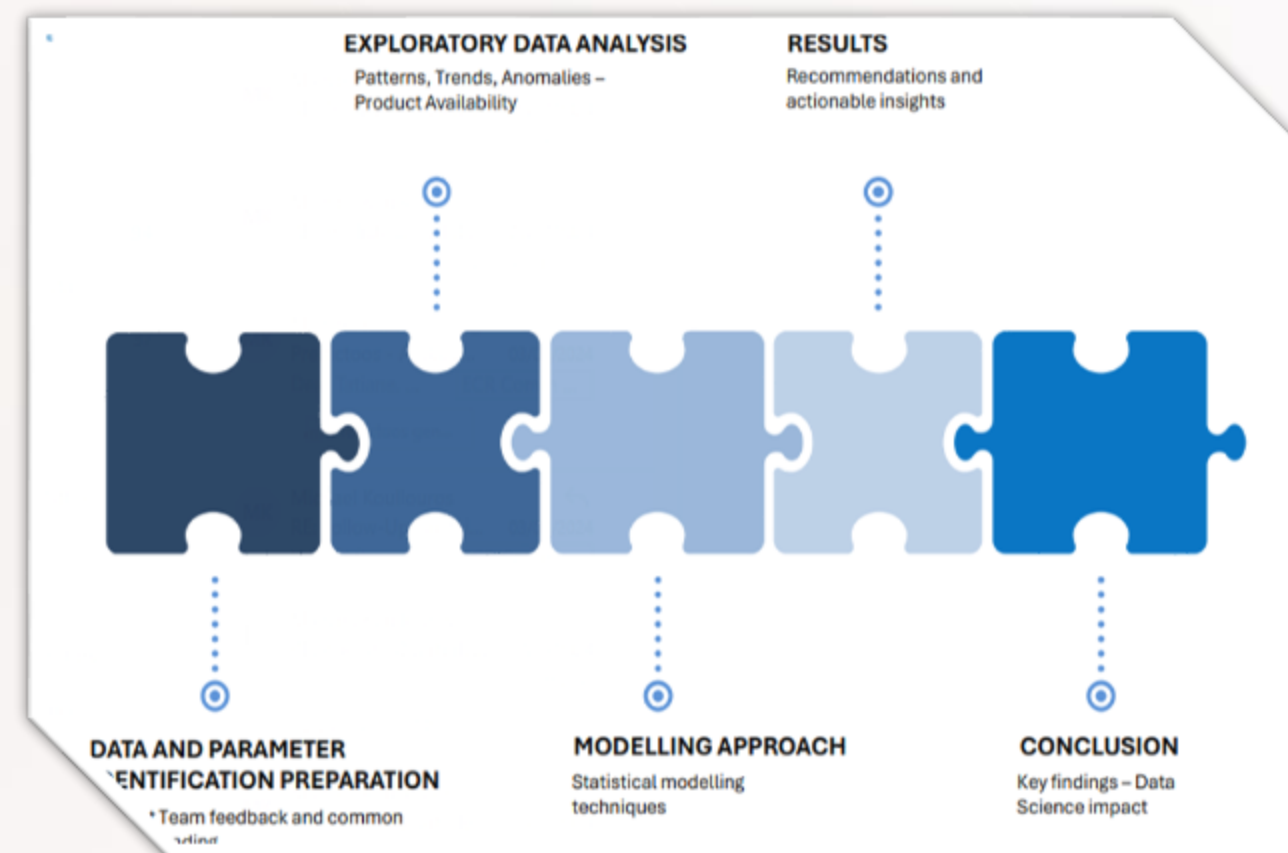
Findings: OOS rates in Cyprus are lower than the European average. Recommendations were provided to enhance supply chain efficiency.

Benefits: The initiative offers a **scalable and cost-effective** solution that reduces manual efforts and strengthens customer loyalty.

Focus: Addressing OOS challenges in Cyprus FMCG through data-driven insights.

Next Steps: Exploring AI-driven forecasting, implementing real-time monitoring and driving continuous improvement in supply chain processes.

2024 Highlights



Focus Areas for 2025

Two key projects ECR Cyprus are working on in 2025:

- Master Data: Developing a comprehensive database to centralize essential product information across the supply chain.
- Shopper Insight Survey: Relaunching a past survey to analyse shifts in shopper behaviour over recent years. Findings will guide future projects to address emerging trends and opportunities.



2025 Focus



Since 2018, the Institut du Commerce has led the Sirius Awards, a project recognizing the best collaborative industry commerce practices in France that align with societal and consumer expectations. This initiative highlights successful partnerships across different industries and professions, whether at the early stages or in advanced development.

The project aims to promote and share effective collaboration, adding value and accelerating adoption within the industry. By celebrating innovation and cooperation, the Sirius Awards contribute to the socio-ecological transformation of commerce. Participation is open to all companies, regardless of membership, ensuring broad industry engagement. [Read more](#)

2024 Sirius Award Winners

- **Sirius Circular Economy – Reuse:** *La Consigne Pour Réemploi* – with Système U, Leclerc, Coca-Cola Europacific Partners, Eckes Granini, Lorina, Météor, Nestlé Waters, and Petrel [video](#)
- **Sirius Circular Economy – Bulk:** *Pharma Recharge* – with Expanscience, Laboratoires Garancia, Laboratoires Pierre Fabre, La Rosée Cosmétiques, Naos, (Re)SET, and Cameleon Group [video](#)
- **Sirius Merchandising:** *HAPI approach* – with Herta [video](#)
- **Sirius Social and Solidarity Economy:** *Ramdam Social* – [video](#)
- **Sirius Consumer Award:** *Iconogreen* – for the recycling of makeup cassettes [video](#)
- **Sirius Honorary Award:** *Hélène de Laboulaye*, for her dedication to the association's activities.

2024 Highlights



Institut du Commerce 2025 conferences

Circular Economy	16/01
Retailers Supply Chain Strategy	11 & 12/03
The New Roles of Retail on the Territories	13/03
Retailers Strategy Conference	18/19 & 20/03
Special CEO event: How FMCG Companies can do more to Protect Biodiversity	10/04
Special Event for our members + General Assembly	15/04
Annual Conference Partage & Prospective + Awards	05/06
E-Commerce & Omnichannel	26/06
Selective Perfumery	25/09
Category Management	16/10
The new uses of AI Data	20/11



Working Groups – ESG Playbook:

The main objective of the project was to help executives understand the issues related to ESG criteria and how they can affect a business. The key actions included:

- Conducting a survey among ECR Greece members to assess ESG maturity,
- Organising training sessions to educate members on ESG topics, and
- Developing an ESG Playbook

Using AI to personalise the experience and interactivity with the consumer

The SmartGen FMCG program, an Open Innovation initiative by ECR Hellas, the Athens Center for Entrepreneurship and Innovation ACEin) and the ELTRUN Research Lab of the Athens University of Economics and Business, connects startups, research teams, and spin-offs with industry experts to develop innovative solutions in the FMCG (Fast-Moving Consumer Goods) sector. The program's goal is to foster collaboration, advance cutting-edge solutions, and enhance sustainability and efficiency in FMCG through technology and innovation.

Optimization of transport and distribution management in urban and island areas

The main objective of the project is to maximize consumer satisfaction via reducing shelf out-of-stock and the main goals are to:

- ensure timely delivery and avoid delays that lead to out-of-stock,
- achieve consistent delivery schedules and minimize disruptions due to seasonality peaks or logistical challenges,
- maximize use of available transport capacity to lower costs and increase efficiency, ensuring that vehicles are filled to optimal levels,
- use better infrastructure, such as logistics hubs at ports and storage facilities, to facilitate the E2E delivery process,
- foster partnerships with all parties to create an integrated and efficient supply chain network,
- implement eco-friendly practices, such as using electrical trucks,
- communicate with local authorities to understand their plans and the legal framework on urban logistics.

2024 Highlights



RETAIL INNOVATION PROGRAM

Retail Innovation is an educational program by ECR Hellas, ACEin, and ELTRUN for executives in retail and supplier companies. It covers challenges, trends, sustainability, and innovation in supply and demand management. Participants engage in hands-on workshops and develop a group innovation project, culminating in the **ECR Innovation Day**, where they present their final projects.

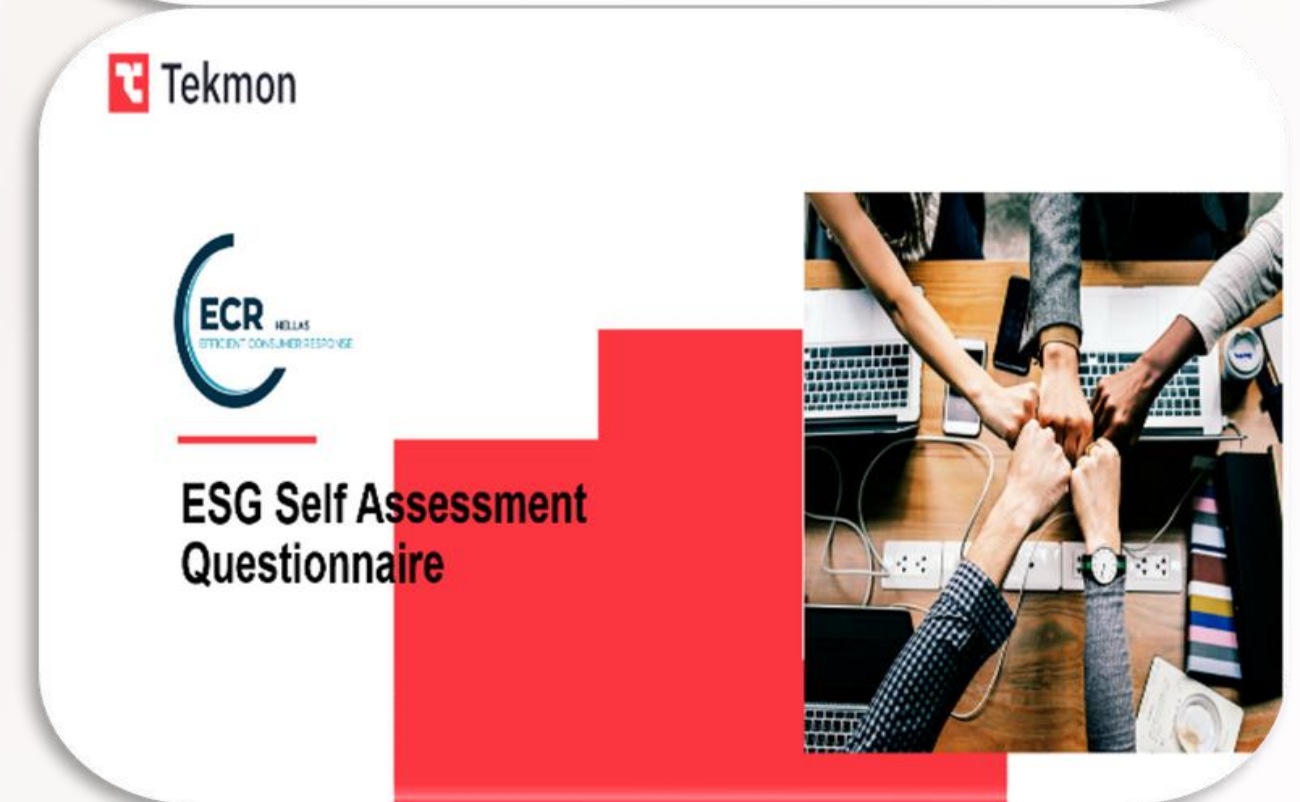
ESG SELF ASSESSMENT TOOL

ECR Greece, in collaboration with TEKMON, is launching a pilot initiative using Tekmon's ESG Self-Assessment tool. This no-code solution helps companies evaluate performance across ESG pillars (Environmental, Social, Governance). The initiative aims to streamline assessment, benchmark performance, monitor ESG trends, and support strategy development.

16th ECR Greece Conference

In a milestone year marking ECR Hellas' 30 years of presence in the Greek market, the 16th Conference, to be held in June 2025, is not just a reflection on the present but a bridge connecting the past and future of the consumer and the market. This conference aspires to reaffirm ECR Hellas' enduring mission of placing the consumer at the center, recognizing their ever-evolving needs within the complexities of today's world. This year's agenda includes subjects connected to Challenges of the Modern Consumer, Collaboration & Productivity, Supply Chain Challenges, Changes in the Workplace and the Role of New Generations, The Future of the Store and Digital Transformation, Sustainability and Responsible Business Practices, Responsible Use of Artificial Intelligence and its Impact on FMCG Businesses.

2025 Focus



International Category Management trainings

The demand for category management trainings is increasing on a global level. In 2024 Shopper Experience rolled out a global training program for an international manufacturer. We conducted trainings in Singapore, USA, Dubai, Europe and Johannesburg. More than 100 participants from 30 countries were trained on the standardised 8-step CM process. We also designed a specific training for an international retailer with focus on non-food categories and promotion activities. In 2024, we conducted more than 20 international basics trainings and 10 international Certified GS1 Category Manager® courses.

Category vision consulting projects (national and international)

In 2024, the topic of category vision has continued to gain momentum and is attracting lively interest from industry and retail. One indicator of this was the workshop at the ECR day in September. 40 participants from various sectors discussed megatrends and their impact on the categories. Shopper Experience supported consulting projects in confectionery and food, analysing 3,000+ pages of insights, identifying 200+ key topics, and formulating growth drivers into activations.

ECR Live! 2024

Hosted by ECR Germany, Coca-Cola Europacific Partners Germany and REWE Group, the event brought together industry and retail professionals to discuss category management, promotions, sustainability, retail media, and shopper insights. Plans for the 2025 event are already in progress.

2024 Highlights



Launch: AI White Paper (German)

Artificial intelligence is one of the megatrends of our time and holds enormous potential in category management, especially when it comes to faster, more efficient, and reliable data analysis. Our whitepaper is filled with new insights, use cases along the 8-step CM process, expert opinions, and much more on the topic of AI in category management.

[Link](#)

Launch: Study FMCG in Spatial Commerce – The Opportunities and Challenges of the Metaverse (English)

The metaverse, one of the megatrends of our time. A world in which digital and physical boundaries merge and technologies such as AI and augmented reality create new retail opportunities. Online shopping reaches new dimensions here – and the era of spatial commerce holds tremendous potential, especially for the FMCG industry. The study contains well-founded assessments and forecasts from interviews with FMCG and metaverse experts. In addition to analyses of current developments in spatial commerce within the FMCG sector, an overview of existing use cases, best practices, and concrete recommendations for action are offered.

[Link](#)

2024 Highlights



Demand expert group

The GS1 Germany expert group will dedicate themselves to work on the following topics in 2025: (1) AI in CM with focus on possible applications, (2) Definition, differentiation and possible applications of “demand spaces” (3) Cooperation and sustainable growth through promotion and communication and (4) the shopper’s perspective on sustainability.

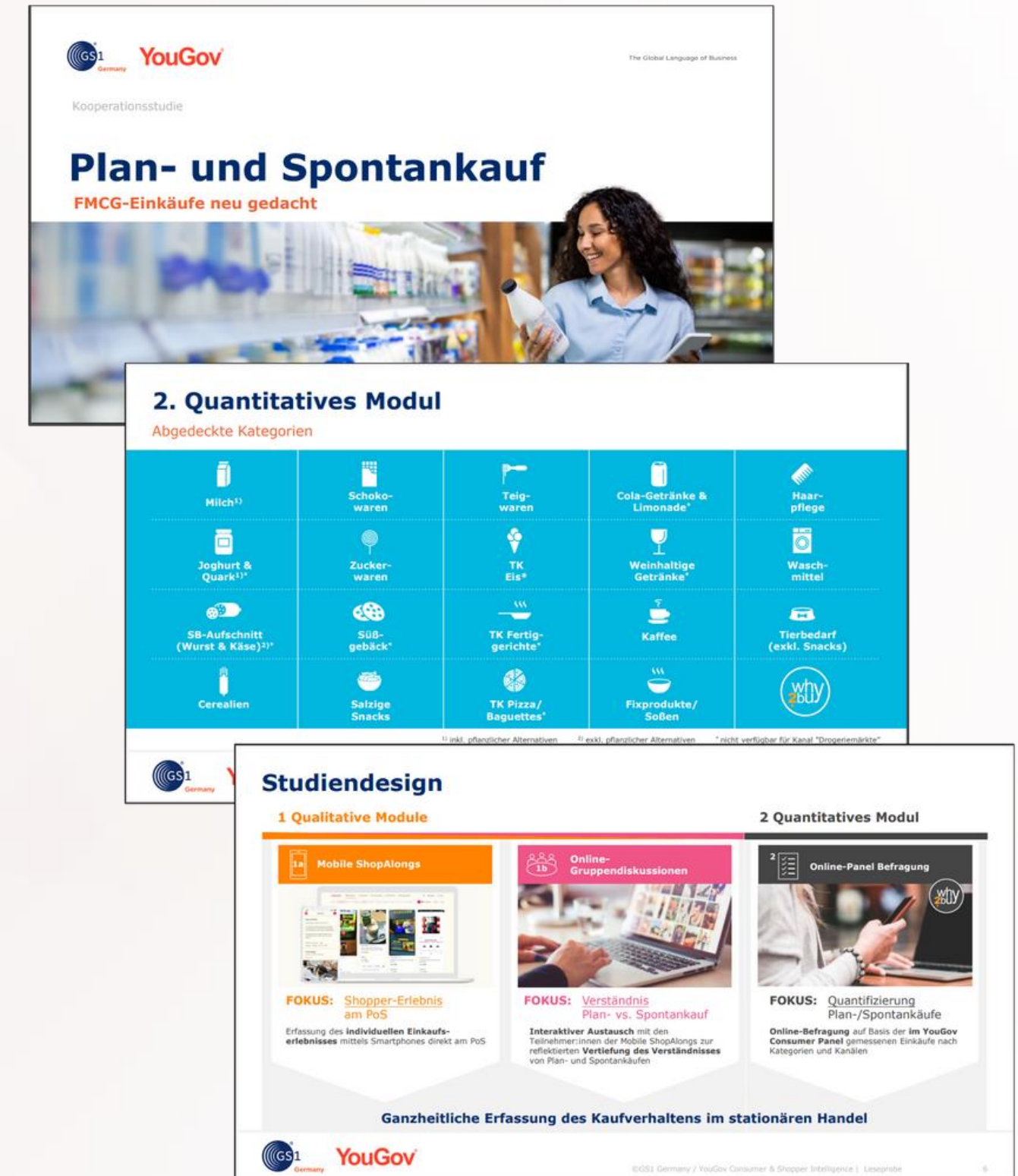
Plan and impulsive purchase study (German)

Together with YouGov, GS1 Germany published a cooperative study on the topic of planned and impulse purchases in the FMCG sector. The focus of the study is on determining and redefining the understanding of planned and impulse purchases in brick-and-mortar retail. Previous studies have shown that a high proportion of purchasing decisions are made at the point of sale (PoS). The study includes 19 FMCG (food and near-food) categories for different brick-and-mortar channels. [Link](#)

E-Commerce framework

In 2022 we founded the expert group “E-commerce” to offer a platform for E-Commerce and Omnichannel experts to share best practices and to offer added value to our community of retailers and manufacturers that is engaged more and more in an omnichannel setting. In the course of two years, we created a comprehensive set of insights and best practices to optimise customer experiences along the user journey. The framework consists of 5 content pieces: (1) Customer insights, (2) data & potential, (3) assortment, (4) digital shelf and (5) promotion & communication. The framework will be published in 2025 in German as a digital, interactive, clickable framework that invites the user to discover the learning content. More information will follow.

2025 Focus



Plan- und Spontankauf
FMCG-Einkäufe neu gedacht

2. Quantitatives Modul
Abgedeckte Kategorien

Milch ¹⁾	Schoko-waren	Teig-waren	Cola-Getränke & Limonade ²⁾	Haar-pflege
Joghurt & Quark ¹⁾	Zucker-waren	TK Eis ³⁾	Weinhaltige Getränke ²⁾	Wasch-mittel
SB-Aufschnitt (Wurst & Käse) ¹⁾	Süß-gebäck ¹⁾	TK Fertig-gerichte ³⁾	Kaffee	Tierbedarf (exkl. Snacks)
Cerealien	Salzige Snacks	TK Pizza/ Baguettes ³⁾	Fixprodukte/ Soßen	

¹⁾ inkl. pflanzlicher Alternativen ²⁾ exkl. pflanzlicher Alternativen ³⁾ nicht verfügbar für Kanal "Drogeriemärkte"

Studiendesign

1 Qualitative Module

- 1a Mobile ShopAlongs**
FOKUS: Shopper-Erlebnis am PoS
Erfassung des individuellen Einkaufs-erlebnisses mittels Smartphones direkt am PoS
- 1b Online-Gruppendiskussionen**
FOKUS: Verständnis Plan- vs. Spontankauf
Interaktiver Austausch mit den Teilnehmer:innen der Mobile ShopAlongs zur reflektierten Vertiefung des Verständnisses von Plan- und Spontankäufen

2 Quantitatives Modul

- 2 Online-Panel Befragung**
FOKUS: Quantifizierung Plan-/Spontankäufe
Online-Befragung auf Basis der im YouGov Consumer Panel gemessenen Einkäufe nach Kategorien und Kanälen

Ganzheitliche Erfassung des Kaufverhaltens im stationären Handel

©GS1 Germany / YouGov Consumer & Shopper Intelligence | Leseprobe

Launch: Category Vision Whitepaper (English)

In Q1 2025, Shopper Experience will launch a white paper on the topic of category vision. The white paper includes the process for developing a category vision, international use cases covering different categories and expert opinions. Stay tuned.

International Category Management trainings 2025:

Two international CM public trainings (open for anyone to join) are offered in 2025. The two days CM fundamentals training will be held virtual in October ([Link](#)). The public Certified GS1 Category Manager® course is held in Cologne and starts in May ([Link](#)).

Launch of learning platform:

In the course of 2025, we plan to launch a learning platform, on which our entire training portfolio will be mapped and can be accessed by our customers at a single point of contact.

One type of product available on the platform will be web-based trainings, among others a training format dedicated to category management. The training will comprise a first introduction to the topic of CM. The basics of the topic should be presented online in an easily digestible, synchronous format, which fosters interaction and provides a fun learning experience. The go live is planned by mid of 2025.

2025 Focus



20th Study of Availability of Merchandise on shelf (FMG)

A nationwide study was conducted to identify the key factors affecting product availability on shelves. The findings provide valuable insights to enhance the value chain's responsiveness, enabling brands to reduce losses and ensure a quicker and more effective response to consumer needs. The general results of the study can be found the [full report here](#).

III Study of Food Waste in Supermarkets / WWF – GS1 Guatemala

A study with the two main retail chains in Guatemala revealed notable advancements in reducing food waste, you can access the [full report here](#). Food waste dropped from 1.07% in 2022 to 0.61% in 2023, reflecting improved operations, sustainability efforts, and social responsibility. Suppliers and enhanced supply chain efficiency played a key role, alongside better inventory and product management. These efforts have boosted profitability, enabled competitive pricing, and enhanced the consumer experience while reinforcing sustainability commitments.

2024 Highlights



21st Study of Availability of Merchandise on shelf (FMG)

The 21st study will be conducted with the goal of expanding the number of participants, including both suppliers and retail chains. By increasing participation, the study aims to generate a greater impact on improving efficiency throughout the country's supply chain. This broader involvement will help identify more opportunities for collaboration, optimize processes, and ultimately drive improvements in the overall supply chain efficiency, benefiting all stakeholders and contributing to a more sustainable and responsive market.

IV Study of Food Waste in Supermarkets / WWF – GS1 Guatemala

Building on these results, the fourth study will take place in 2025, expanding to include more local retail chains, including small and medium-sized businesses. This broader participation will help identify innovative practices and optimize inventory management across diverse retail environments. The study will also strengthen partnerships between retail chains and suppliers to improve communication and efficiency in the supply chain, aiming to reduce food waste, improve product availability, and minimize financial losses. Ultimately, it seeks to set new standards for sustainability and operational excellence in Guatemala's retail industry.

Sustainability

The focus is on educating and advising companies on sustainability projects within the country, drawing inspiration from successful initiatives implemented in European countries. By leveraging these international best practices, the goal is to help businesses create a positive environmental impact through tailored strategies that align with their operations. This involves guiding companies to reduce carbon footprints, improve resource efficiency, and adopt sustainable practices that support environmental goals and strengthen long-term viability, promoting leadership in corporate responsibility.



El Lenguaje Global de Negocios

XX Estudio de Disponibilidad de
Mercadería en Góndola
FMG - 2024



Septiembre 2024



Septiembre 2024

GS1 HUNGARY LAUNCHED THE RETAIL PLATFORM IN 2024

GS1 Hungary launched the Retail Platform to address critical challenges in the Hungarian FMCG sector. Based on feedback collected from retailers and manufacturers, three working groups were established to tackle specific issues.

Harmonised master data working group

The long-term vision is to create a unified product master data and its real-time communication possibilities for the Hungarian FMCG market according to national and international needs.

Participating companies: Auchan, Metro, Nestlé, Spar, Univer

Digital Support for receiving, warehousing and tracking processes working group

The working group long-term vision is the use of a uniform GS1 logistics label and as part of it an SSCC number, as well as the use of electronic delivery notes (DESADV) and Receipt of Consignment (RECADV) on a uniform basis by the Hungarian FMCG market.

Participating companies: Auchan, Metro, Nestlé, Pápai Hús, Pernod Ricard, Pécsi Sörfőzde, Premiko, Sole Mizo, Univer, Törley

Circular Economy working group

Support for Deposit and Return System (DRS) implementation, sharing practical examples of GTIN numbering rules in compliance with DRS regulations. GS1 Hungary provided professional materials and integrated the redemption fee into the standard EDI invoice message.

2024 Highlights



The group also promotes the Hungarian Lean & Green Program, which reduces CO2 emissions in logistics and warehousing, aligned with ESG regulations and supported by precise carbon footprint measurement.

[GS1 RETAIL PLATFORM](#)

GS1 Bridge Conference 2025

Under the umbrella of GS1 Hungary annual conference, the retail session explores the challenges and opportunities in the collaboration between manufacturers and retailers. Experts provide practical solutions for building more effective partnerships. Retail partners are invited to engage in dialogue to strengthen future cooperation and to create opportunities for new members to join our professional working groups.

GS1 Bridge 2025 Conference [\[Link\]](#)

Circular economy working group

Within the working group, we address key topics to assess the involvement of manufacturers and retailers and support them in achieving compliance. Representing the group, we engage with domestic authorities and professional organizations to drive alignment.

Our focused workshops include the following topics:

- **DPP** – Digital Product Passport
- **PPWR** – Packaging and Packaging Waste Regulation
- **EUDR** – EU Deforestation Regulation
- **ESPR** – Eco-Design for Sustainable Products Regulation
- **GPSR** – General Product Safety Regulation
- **Hungarian Lean & Green Program**

2025 Focus



The other two working groups (master data WG and logistics WG) aim to strengthen the professional collaboration and increase the number of participating companies.

ECR Ireland Annual Shopper Conference & Awards 2024

The ECR Ireland Awards are an annual industry highlight and showcase the latest innovations & developments in brand activation, category management & shopper marketing in Ireland. Now in its 15th year, there were 13 presentations for 4 ECR Ireland Awards. All presentations discussed the rationale, methodology & effectiveness of their campaigns, each finishing with a “Top Tip”. The audience of 160 voted for the following Award winners.

- **ECR Category Growth Award**

- Unilever – “Rapid Category Growth through Persil Wonder Wash”
- Effective creation of a new subcategory

- **ECR Digital Path to Purchase Award**

- Heineken & Elevate – “Driving Heineken 0.0 shopper penetration through Formula 1”
- Illustrating the impact of digital platforms in shaping the shopper journey.

- **ECR Sustainability Award**

- Tesco Ireland & Hilton Foods – “Leading sustainability in fresh food packaging in Irish retail”
- Creation of recyclable packaging for fresh meat.

- **ECR Shopper Marketing Award**

- Unilever – “Lynx Fine Fragrance collection”
- Building emotional connections with consumers and driving brand loyalty.

Check out all the awards entries [Here](#)

2024 Highlights



ECR Sustainability Peer Group

ECR Ireland has launched this working group in October '24 as a peer-to-peer support group for those with responsibility for sustainability to work together, share best practices & engage.

The Group ranked the Hot Topics for 2025 as follows

1. Corporate Sustainability Reporting Directive (CSRD)
2. Consumer Education
3. Peer-to-peer Collaboration
4. Community Engagement
5. Alignment on Guiding Principles

ECR Supply Chain Focus Group

This group was created in 2024 and identified the 4 Hottest Topics facing Supply chain managers in Ireland as;

1. Supply Chain Sustainability
2. Collaboration – Internal & external
3. AI, Tools & Technology in supply chain – focus on forecasting & ordering
4. People – Retention & supply chain talent requirements.

Round table meetings were held on each Hot Topic with expert & company presentations and always with breakout groups & feedback.



Member Engagement

13 new members joined ECR Ireland in 2024 increasing overall membership to 75 companies – a record high which now demands improved member engagement services ... each company will be asked to appoint an “*ECR Advocate*” accordingly.

Sustainability Peer Group

Many companies in Ireland do not have the resources to appoint a full-time Head of Sustainability ... yet fulfilling *Corporate Sustainability Reporting Directive (CSRD)* requirements will be the greatest challenge for those involved in sustainability in 2025. The ECR Sustainability Peer Group will assist in this process.

Supply Chain Focus Group

A very large proportion of groceries sold in Ireland are imported from UK, especially from multi-national manufacturers. Very often, the Head of Supply Chain for a UK supplier also has a remit for supply chain in Ireland ... yet rarely visits or interacts. ECR Ireland will host a *Supply Chain Summit* in Ireland in 2025 with the objective of attracting all those responsible for the movement of groceries in Ireland to collaborate, learn & network together.

Inclusion & Diversity Share Group

This new ECR Ireland Group will consider *why Diversity & Inclusion matters* & how are companies implementing appropriate action. All companies are realizing that appropriate I&D strategies are vital to create a sense of belonging for employees which itself aids productivity & retention.

2025 Focus



Inclusion & Diversity Share Group
Why I&D matters
Share best practice
For Champions of I&D

SUSTAINABILITY MANAGEMENT IN PRODUCT CATEGORIES

ECR Italy has developed this project with the aim of **integrating sustainability into all the company's internal processes, as well as in the relationships between retailers, manufacturers, and consumers.**

It also promotes synergies between various company functions, which are crucial for responding effectively and coherently to market demands, while leveraging the different skills and experiences available within companies.

This project has established a clear, shared vision of key environmental issues across product categories, highlighting top priorities in the FMCG sector. Using scientific evidence like Life Cycle Analysis helps companies streamline processes while reducing environmental impact. This approach also allows for:

- Identifying the most critical processes in the various phases of the products' life cycle responsible for negative environmental impacts.
- Understanding which chain-wide actions can reduce the environmental impact of the various product categories.
- Integrating these findings into business activities between industry and distribution to maximise the potential benefits.
- Training and informing consumers and shoppers to encourage more sustainable choices and behaviours.
- Creating multidisciplinary skills on sustainability among various functional areas and promoting system-wide cultural growth in sustainability to encourage its adoption as part of the company's strategy.

Check out the [project's results HERE](#) and download the [executive summary \(ENGLISH VERSION\)](#)

2024 Highlights



ECR ITALY LOGISTICS FLOWS MAPPING

ECR Italy Logistics Flow Mapping will provide a comprehensive snapshot of the logistics system within the Italian consumer goods industry, analysing the movement of goods along the supply chain to identify key challenges and areas for improvement. This initiative comes in response to the significant stresses the logistics sector has faced in recent years. The Italian Logistics Flow Mapping is now in its third edition and will allow ECR Italy to define new working directions for the years to come.

With the help and expertise of Politecnico di Milano and LIUC Cattaneo University, ECR Italy will collect data about:

- The logistics network & flows of the Italian consumer goods supply chain;
- The logistics service level;
- The digitalization of the processes;
- Critical issues and challenges for the supply chain;
- Recent automation, sustainability and collaboration projects carried out by Italian FMCG companies.

Data will be collected with surveys and interviews with FMCG companies including producers, retailers and logistics service providers.

Results will be disseminated in 2025. Stay tuned!

If you are interested in learning more about the previous editions (the first in 2010 and the second in 2019) you can [check them out here](#).

2025 Focus



2025

Data Sharing Economy

ECR Poland's developed approach to the smart digitalization of supply chain information flow demonstrates the potential not only to achieve true paperless logistics but also to significantly enhance efficiency. By providing real time information to all collaborating participants within the supply chain, this initiative aims to streamline operations and improve overall performance.

Sustainability / Decarbonisation in Supply Chains

Due to ECR Poland's long-standing commitment and proven track record, an increasing number of companies are approaching the organization regarding the decarbonization of logistics. ECR Poland actively shares its expertise and knowledge in the *Lean & Green* program.

Pallet Assessment Cards – version 7 published

In collaboration with the Polish ECR Community, the Pallet Assessment Cards, a vital tool for pallet management, have been updated to reflect the latest market developments, best practices, and technological advancements in the open pallet pool.

A fun fact?

CSRD has become the most referenced legislation in day-to-day supply chain collaboration at ECR's level.

2024 Highlights

KARTA OCENY PALET

CECHY PRAWIDŁOWEJ PALETY EPAL

WERSJA 7 / MARZEC 2024





PALETA EPAL

PALETA EPAL z kodem QR

OZNACZENIA NA WSPORNIKACH:

LEWY: EPAL

ŚRODKOWY: PALETA PO NARWIE

PRAWY: MODUŁOWE WERSJE

KLAWISZ NA ŚRODKOWYM WSPORNIKU

W palecie mogą występować wsporniki zarówno z drewna litego jak i rozdrobnionego. Oznaczenia na wspornikach mogą być nanoszone techniką wypalania lub druku atramentowego (kody QR zawsze techniką nadruku).

* Palety EPAL produkowane przed tą datą są nadal dopuszczone do obrotu, pod warunkiem spełnienia kryteriów jakościowych. Od 01.01.2024 na rynku są dostępne również palety EPAL z kodem QR na prawym wsporniku.

Palety EPAL są produktem markowym i podlegają ochronie przez Ustawę Prawo Własności Przemysłowej!

Standard palet EPAL zdefiniowany jest przez normę europejską EN 13698-1 oraz Regulamin Techniczny EPAL.

Palety EPAL posiadają następujące cechy charakterystyczne:

- ściśle określone wymiary zewnętrzne oraz wymiary poszczególnych elementów;
- oznaczenia alfanumeryczne na środkowym wsporniku wg następującego wzoru: NNN-R-MM (numer licencji producenta - rok produkcji - miesiąc produkcji);
- logo EPAL na lewym wsporniku / logo EPAL lub kod QR na prawym wsporniku;
- posiadają klamrę kontrolną na środkowym wsporniku, a dla palet naprawianych bezwzględnie gwóźdź certyfikujący;
- równe ścięcia wszystkich czterech narożników palety na całej jej wysokości.

Palety EPAL muszą obowiązkowo przejść termiczną obróbkę fitosanitarną, co potwierdza oznaczenie IPPC na środkowym wsporniku. W paletach produkowanych lub naprawianych od 2024, klamry kontrolne ani gwóźdź naprawczy nie mogą nadchodzić na prostokątne oznaczenie IPPC. Wilgotność nowych palet nie może przekraczać 22%. Palety po naprawie muszą nadal spełniać kryteria techniczne i jakościowe. Palety EPAL mogą posiadać dodatkowe oznaczenia FORSD na środkowym wsporniku.

Kod QR:

- Może być nadrukowany również na lewym wsporniku krótszego boku palety. Takie oznaczenie nie jest jednak obowiązkowe.
- Kod QR to indywidualny numer seryjny zawierający informację o danym nośniku. Stanowi dodatkowe potwierdzenie oryginalności danej palety.

Wymiary nominalne elementów palety EPAL:

Nr	Element	Ilość elementów	Wymiary przy 22% wilgotności drewna		
			Długość	Szerokość	Głębokość
1	Deska górna skrajna	2	1200	145	22
2	Deska górna środkowa	1	1200	145	22
3	Deska górna pośrednia	2	1200	100	22
4	Wzdłużnica	3	800	145	22
5	Deska dolna skrajna	2	1200	100	22
6	Deska dolna środkowa	1	1200	145	22
7	Wspornik zewnętrzny	6	145	100	78
8	Wspornik środkowy	3	145	145	78

Wszystkie wymiary w milimetrach, zgodnie z normą EN 13698-1 oraz Regulaminem Technicznym EPAL.

Ważne informacje, materiały edukacyjne, szkolenia - www.ecr.pl/palety

Informacje aktualne na 2024.03.01
© ECR Polska

PALLET ASSESSMENT CARD

UNACCEPTABLE FLAWS OF EPAL AND EUR PALETS

VERSION 7 / MARCH 2024






1



CHIPPED TOP OR BOTTOM BOARD EXPOSING MORE THAN 1 NAIL.

2



CHIPPED BLOCK EXPOSING ANY NAILS.

3



LACK OF CHAMFERS ON THE UPPER EDGES OF THE BOTTOM BOARDS OR LACK OF CORNERS' CHAMFERS.

4



BARK.

5



UNLICENSED NAILS, IMPROPER POSITIONING.

6



INCORRECT MARKING ON THE BLOCKS.

7



WANES OR CHIPPINGS OF THE STRINGER BOARDS (MIDDLE, SIDE).

8



FUNGAL CONTAMINATION.

9



GENERALLY POOR TECHNICAL CONDITION OF THE PALLET, EG: PERMANENT CONTAMINATION; IMPROPER POSITIONING OF THE ELEMENTS.

Pallets with unacceptable flaws shall be repaired (if possible) or disposed of (examples 5 to 9).

Important information, educational materials, trainings - www.ecr.pl/palety

Legal status as of 2024.03.01
© ECR Polska

Data Sharing Economy

ECR Poland is driving the implementation of ZeroPa, the solution developed under ECR's umbrella, to establish it as a strong support system for supply chain partners in information management, including delivery notes, electronic proof of delivery, and more.

Sustainability / Decarbonisation in Supply Chains

ECR Poland's pragmatic approach has gained recognition, translating into real actions and tangible business operational impact. Sustainability is no longer seen as a "cost" but as a long-term business survival strategy.

Category Management (CatMan)

ECR Poland is actively working to re-establish the Category Management (CatMan) Community and its activities in the country.

2025 Focus



**DATA
SHARING
ECONOMY**

Retail & Shopper Forum 2024

In March, GS1 Switzerland hosted the 2nd Retail & Shopper Forum with Google in Zurich, welcoming 200+ industry participants. Keynotes included Andreas Siegmann (Jumbo DIY) and Jürgen Kohnen (P&G). The event strengthened partnerships and provided networking opportunities.

Expert Group Category Management

GS1 Switzerland brought the Expert Group Category Management together, visiting key retail concepts such as the Lindt & Sprüngli Museum, Micasa Experience Store (Home), and Transa, a travel and outdoor specialist, while also hosting workshops on relevant CatMan topics.

Survey with Appinio on the topic "Purchase Drivers & Price Perception in Swiss Retail"

In November, GS1 Switzerland partnered with Appinio to survey purchase drivers and price perception in Swiss retail, gaining insights into shopper behaviour and price sensitivity.

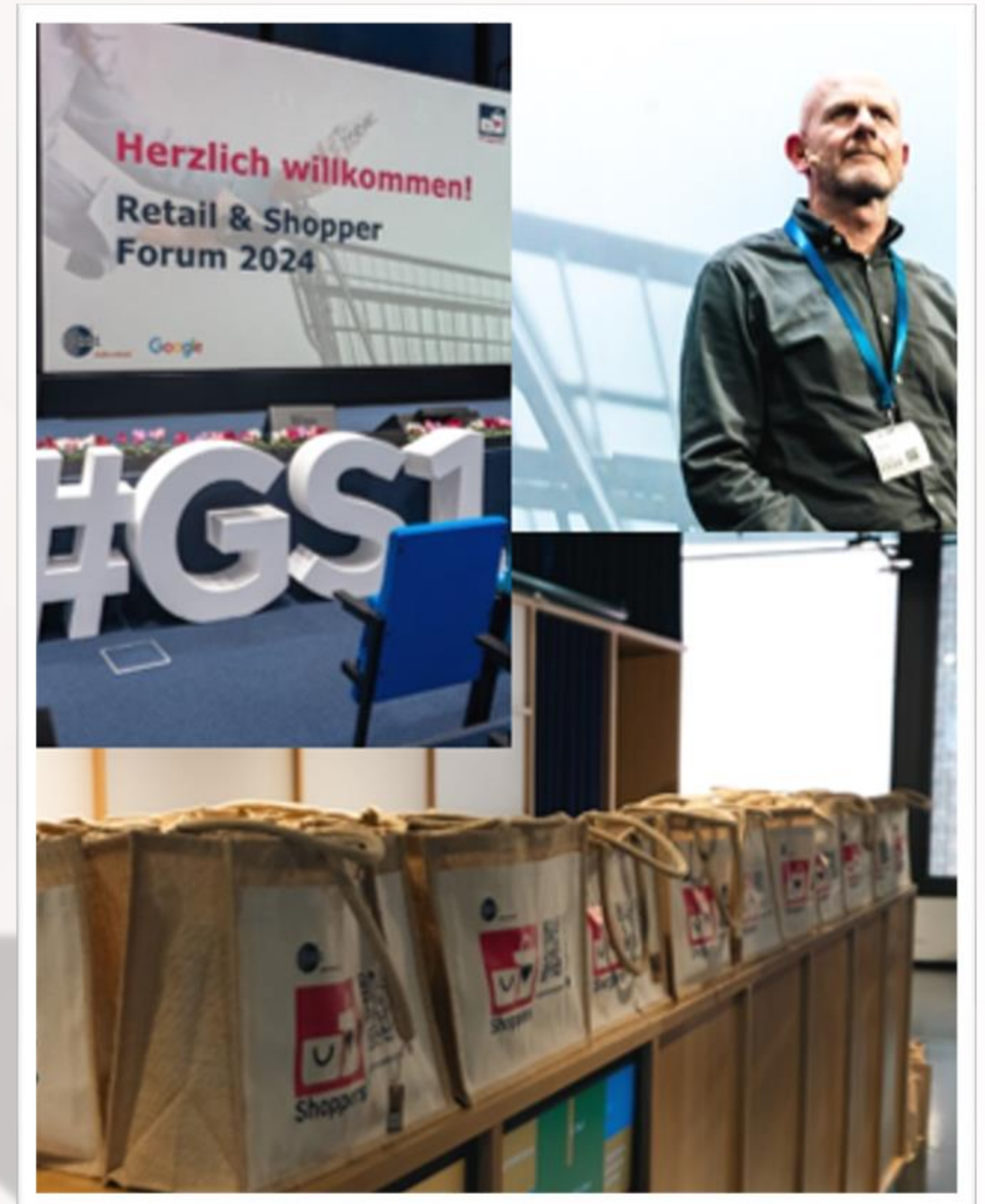
Category Management courses

GS1 Switzerland organized regular CatMan courses, certifying over 25 employees across FMCG, Technical Industries, and Healthcare, along with two Category Management Basics courses.

ECR Community #CatManNetwork Webinar

GS1 Switzerland's CatMan expert, Steffen Rutter, joined the ECR #CatManNetwork webinar series, focusing on the 8-step Category Management approach. Alongside Christian Belz (Key Account Manager, Wander/Ovomaltine), they presented Steps 1 & 2 with practical use cases from Wander. [Learn more about the Competence Center Category Management](#)

2024 Highlights



Retail & Shopper Forum 2025

In 2025, GS1 Switzerland plans a significant uplift to increase registrants and enhance ECR mindset value for its community. This initiative will feature top-tier speakers, including Britta Fleck (Google), Gianrico Duriet (Nestlé Suisse S.A.), and Stefan Fraude (Brack Alltron – Ecommerce). Solution partners will also have the opportunity to utilize this platform with stand locations.

Exp. Group Category Management

GS1 Switzerland is planning to meet quarterly and visit new retail concepts such as Mammut (Swiss premium outdoor fashion) and Emmi (largest dairy production in Switzerland) as well as conduct workshops to work on relevant Category Management topics.

Category Management courses

In autumn/winter 25/26 GS1 Switzerland will launch a new Category Management course in French language for our Western Switzerland region community members (French part).

Lunch & Learn Webinar series

Lunch & learn webinar series will continue each 1-2 months with our solution partners to inform about new trends, new tools and create Category Management awareness.

Company specific workshops & trainings

In 2025, the focus will also be on company-specific CatMan workshops and trainings with GS1 Switzerland's partners. [Learn more about the Competence Center Category Management](#)

2025 Focus

Retail & Shopper Forum 2025

13. März @ Google in Zürich



Category Manager ECR D-A-CH - Programme Certifié par GS1 Switzerland

Événement d'information →

NOUVEAU
EN
FRANÇAIS



ECR Retail Supply

ECR Sweden has revised its packaging guide for the Swedish FMCG sector. The guide provides guidelines for the formulation and design of new packaging or the adjustment of existing packaging, based on GS1 standards, along with best practices and industry recommendations. Originally published in 2012, the latest edition now includes updates on 2D codes, automated warehouses, and e-commerce.

Read the English version [here](#).

ECR Retail Demand

ECR Sweden has launched trade windows for 2025 for the Swedish FMCG sector.

ECR Foodservice

ECR Sweden has published a report on market trends in the Swedish food service sector.

Find the report here: [Branschrappport Foodservice 2024 - ECR.se](#)

Webinar: [Webbinarium om ECR Branschrappport Foodservice 2024 - ECR.se](#)

(both in Swedish).

2024 Highlights

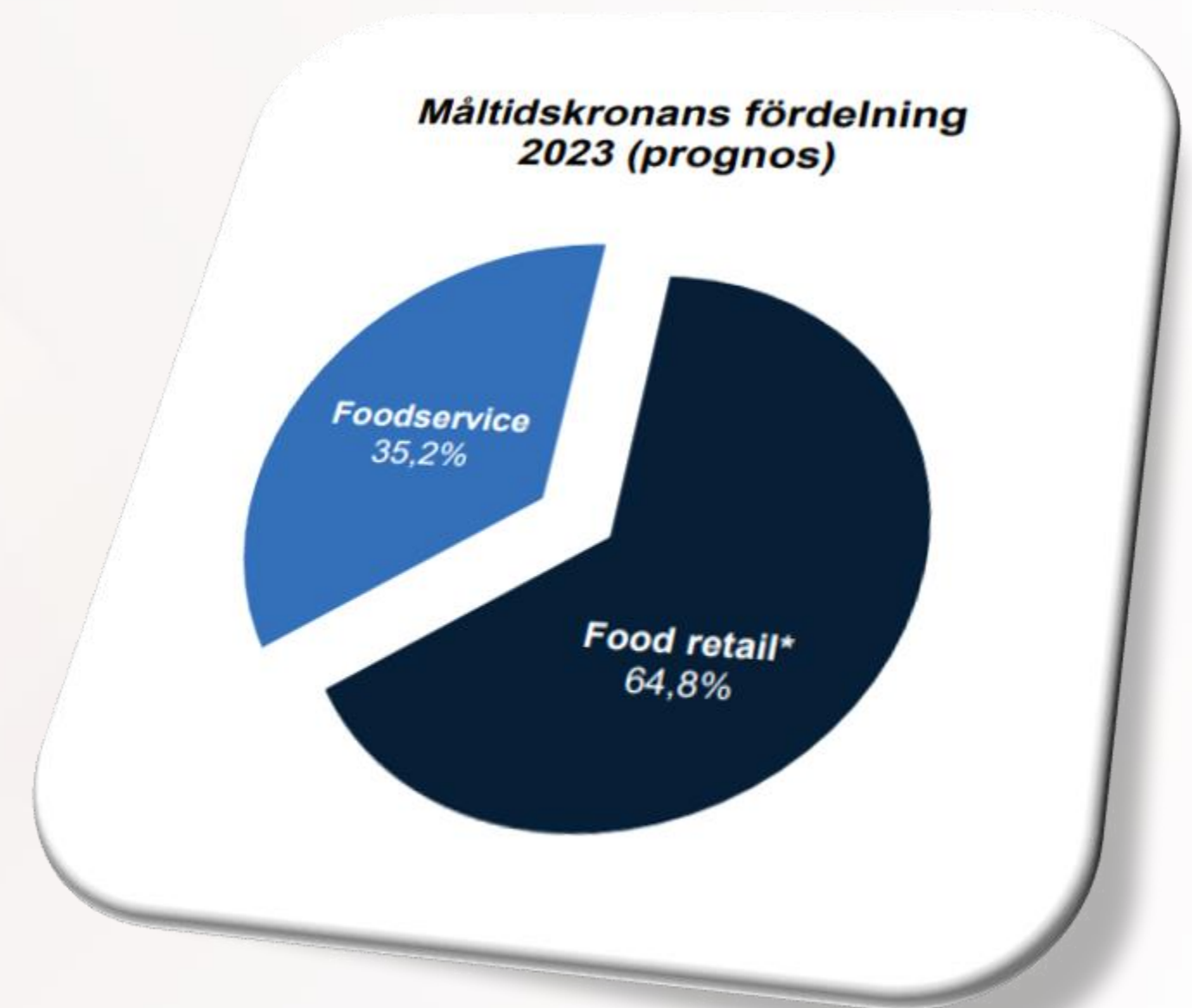


ECR Sweden will continue its regular activities, including trainings in category management, shopper marketing, and supply chain.

In addition to these ongoing initiatives, a key focus for 2025 will be supporting the FMCG industry in complying with new EU regulations, leveraging GSI standards.

ECR Sweden will also publish the annual Swedish food service market report, providing a comprehensive market survey covering both the current landscape and future outlook of the Swedish foodservice sector.

2025 Focus





ECR RETAIL LOSS 2024 HIGHLIGHTS

All our reports and updates are free to access via our website www.ecrloss.com

400

participating retailers

52

weekly email updates

62%

of global top 50 retailers

Source: Kantar, 2024

20

Expert-led podcasts

5 X Innovation Summits



1 **FOOD WASTE**
Zaandam, NL

3 X Ground-breaking reports

REHUMANISING SELF-CHECKOUT
5 winning student design ideas to cut losses at SCO



VIDEO ANALYTICS IN RETAIL
Discover how other retailers use video



FORTRESS STORES BENCHMARKING TOOL

Pool crimebusting ideas from the shopfloor to the boardroom



2 **INVENTORY ACCURACY**
London, UK

3 **SELF-CHECKOUT**
Brussels, BE

4 **RFID IN RETAIL**
Barcelona, ES

5 **VIDEO IN RETAIL**
Daventry, UK

70+

online meetings



In 2025, ECR Retail Loss will continue its efforts to drive innovation, research and collaboration in retail loss prevention. The key focus areas for the year include:

- **New Reports** – Six additional reports will be published, providing valuable insights into retail loss prevention.
- **Innovation Challenges** – Continued efforts to drive innovation, with existing challenges maintained.
- **In-Person “Innovation Summits”** – Engagement through summits remains a priority, with key meetings planned.
- **Working Groups / Focus Areas** – Dedicated groups will continue to address critical industry topics.
- **Expert Group Meetings** – An increase in expert meetings, with two more hosted compared to the previous year.
- **Working Group Meetings / Webinars** – Over 50 meetings and webinars planned, maintaining the same level of engagement.
- **New Research Projects** – Five new research projects will be commissioned to explore emerging issues.
- **Leadership & Training Programmes** – Expansion of leadership and training initiatives, with one additional program supported.

2025 Focus



Study “NET ZERO GAME CHANGER – Tackling the hidden carbon footprint in European retail and wholesale value chains” on Scope 3 emissions

The study, which examines the carbon footprint of the European retail and wholesale value chains and includes contributions from over 25 leading companies and business associations, highlights some of the key barriers to advancing towards net zero and sets out recommendations for future scenarios, as well as the investments needed in sustainable mobility, infrastructure, heavy industry, agriculture and food systems, and the circular economy.

The State of Grocery Retail 2024 report

Signs of hope, launched by McKinsey & Company and EuroCommerce, takes a look at the key trends shaping the grocery industry in the coming years. The report is based on interviews with four CEOs, a survey of more than 30 European grocery leaders, and a survey of over 12,000 consumers across 11 European countries.

First State of Retail 2024 transition and transformation in nongrocery retail report

For the first time, EuroCommerce produced a report covering furniture, DIY, consumer electronics, sporting goods, beauty, and pet care. It highlights insights from our surveys of over 15,000 consumers and 30 senior executives. It also highlights the key trends that will define the future of the European non-food retail industry in 2025 and beyond. Learn more about the reports here: [Net Zero Game Changer](#), [Grocery Retail Report](#), [Non-Grocery Retail Report](#)

2024 Highlights



Retail Innovation Summit – 10 April 2025

The Summit dove into key priorities such as evolving consumer rules and digital fairness, strengthening enforcement mechanisms to support a thriving and competitive single market, and advancing the sustainability agenda. Participants gained insights into how innovative policies and practices can drive sustainable growth, protect consumers, and enable businesses to flourish in a rapidly evolving digital landscape. [\[Link\]](#)

Payments Day – 12 June 2025

Following the inaugural Payments Day in 2024, EuroCommerce will organize a second edition in 2025. This event will explore consumer-to-business payments from the merchant perspective.

Exhibition in the European Parliament – September–October 2025

In September 2025, EuroCommerce will host an exhibition on retail and wholesale in the European Parliament. The event aims to engage with policymakers and highlight the sector's contributions.

Future of European Commerce Awards 2025 – 2 December 2025

Following the successful first edition in 2023, the next **European Commerce Awards** will take place on 2 December 2025 in Brussels. This edition will recognize companies and associations for innovative projects across four categories: Digitalisation, Sustainability, Skills, and Community Engagement.

2025 Focus




Save the Date
European Commerce Awards 2025
2 December 2025 ★ Brussels, Belgium

Payments Day
12 June 2025, Brussels

Save the Date

More details will follow soon!

www.eurocommerce.eu

 **EuroCommerce**
Retail & Wholesale

Sustainability Focus Group

2023 Created awareness within the ECR Community on sustainability.

- Defined the objectives for the ECR Community on sustainability.
- Developed an understanding of the **Planet Boundaries** concept.

2024 Identified existing sustainability initiatives and assessed what is already in place and working.

- Shared key success factors to help onboard communities on sustainability.
- Provided insights on the next generation of **regenerative business models**.
- Conducted a survey to map and explain the topics local ECR groups are working on.
- Shared best practices for **scope 3 carbon emission reductions**.
- Delivered **legislative updates** from Europe, China, and Latin America.

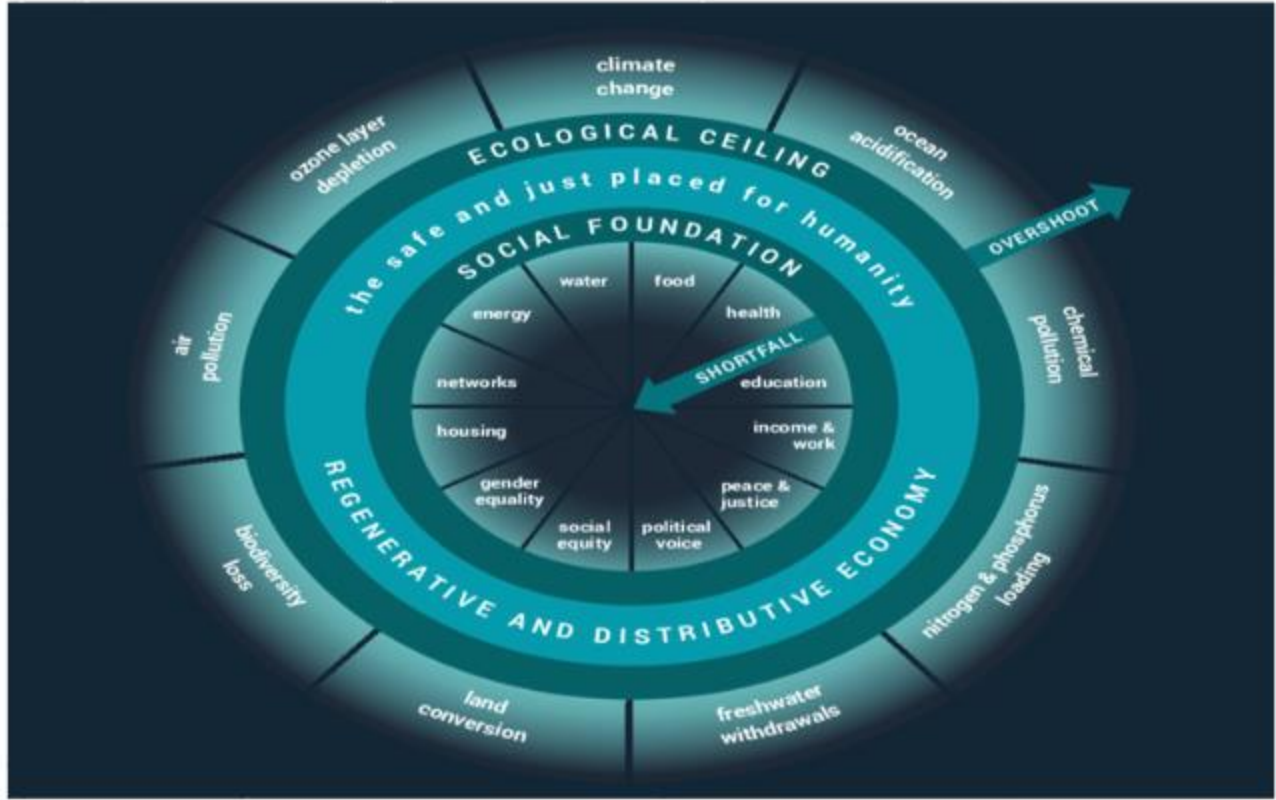
Experts Involved:

- EY Greece & EY France
- Yannick Servant (Convention des Entreprises pour le Climat)
- Natalie Babage (Kantar)
- Bertrand Swiderski (CSR Director, Carrefour)

Immersive Experiences:

- Paris 2043 Climate Experience – A collective immersive session at the EY Impact Lab to experience climate change.
- Green Router & Paris Zero Plastic Tour – Exploring real-world sustainability challenges and solutions.

2024 Highlights



ECR Community Quarterly Meeting #4
05th & 06th December 2024
@ Institut du Commerce. Paris. France

Sustainability Focus Group

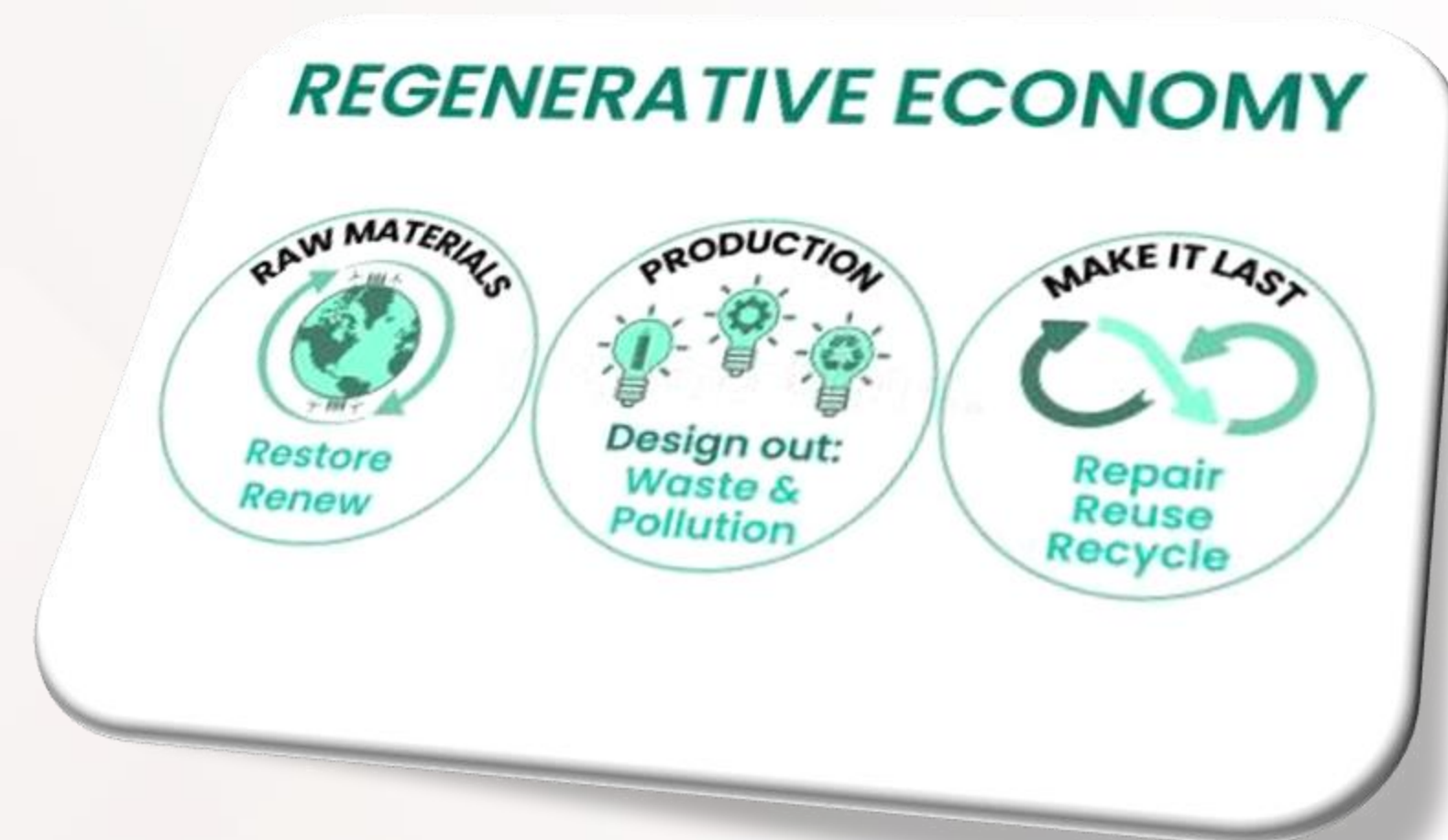
2025 Focus

2025:

- Share innovative business best practices with members.
- Enhance external communication on focus group activities.
- Gather and share collaborative best practices on sustainability.
- Identify new business opportunities linked to sustainability.
- Explore the role of Digital Link & Digital Product Passport in driving sustainable consumption.

2026:

- Establish the focus group as a **recognised living think tank & network** (aligned with the ECR Category Management Focus Group).
 - Sustainability Common Understanding (*Austria, Greece*) – Focus in Beijing, Q3
 - Circular Economy – Covering packaging & POS, recycling, reuse, GS1, food waste (*Austria, China, Retail Loss, France, Germany, Hungary, Italy, Switzerland*) – Focus Q1 2026
 - Corporate Carbon Footprint (*Italy, France, Spain*) – Focus in Paris, Q4



Category Management is a cornerstone activity within ECR ever since the ECR 8 step approach to Category Management was developed in 1996. It is a global practice and ever changing as companies gather more data & insights, utilise modern technology and integrate with shopper marketing and advertising campaigns. The growth of online retailing requires new online CatMan techniques & processes which are constantly developing.

8 Step Approach to Category Management Webinar Series – Learning from Retailers & Manufacturers in 2024
Webinar #1

Strategic alignment & Category insight & definition

Webinar #2

Category role & Category assessment

Webinar #3

Category Tactics

Webinar #4

Category implementation & Review



GS1 Switzerland
Steffen Rutter,
Course Director Category Management.



Carrefour
Frederic Hu,
Head of Analytics and Strategy.



Arla Foods Deutschland
Leonie Schürmann,
Senior Commercial Manager Milka DE / AT.



Hoffrogge GmbH
Julian Plötz,
Sales & Marketing Director.



Danone Ireland
Sarah Hanley,
Senior Category Manager.



WANDER AG
Christian Belz,
Key Account Manager & National Field Sales Force Manager.



ECR in France
Francoise Acca,
Institut du Commerce.



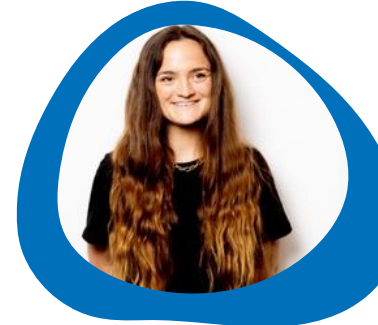
Henkel Consumer Brands
Udo Töpel,
Head of Category Management.



Yagora GmbH
Steffen Schöne,
Chief Operating Officer.



Musgrave
Paul Corcoran,
Head of Range & Space Planning.



Lindt
Chandra Nightingale,
Global Shopper Strategy Manager.



Lindt
Antoine Federici,
Key Account Manager.



Kaufland Stiftung
Patrick Fortner,
Head of Category Management & Analytics.



GS1 Germany,
Sofia Allerby,
Senior Manager Shopper Experience.

Watch the webinars [here](#)

The ECR Cat Man Network was established following the publication of *A Review of Current Practices in Category Management 2020*.

In 2025, the network will evolve further to become a globally recognised hub for category management, improving its output, impact and services.

Actions for 2025

1. Establish the ECR Cat Man Network Expert Forum with retailers & suppliers throughout the world.
2. Create a solution provider database / marketplace.
3. Launch an ECR Cat Man Network website featuring a resource library.
4. Publish *A Review of Current Practices in Category Management 2025...* a sequel to the 2020 edition.



Conclusion

This report highlights the depth of work carried out by ECR national members and partners across the globe. From regulatory readiness and packaging optimisation to supply chain collaboration and shopper behaviour analysis, the projects presented here show how local initiatives are delivering real value across the FMCG sector.

Each example demonstrates how national teams are addressing current business priorities, by improving efficiency, supporting sustainability goals, enhancing collaboration between partners and responding to shifts in consumer expectations. The results speak for themselves: better alignment between supply chain partners, more informed decision-making and a stronger focus on practical outcomes.

As we move through 2025, ECR Community remains focused on enabling shared progress by continuing to exchange knowledge, align on key challenges and invest in practical solutions so our members help the industry to stay competitive, responsive and better prepared for what's ahead. This shared commitment is what drives the strength of the ECR network. We thank all our members and partners for their contributions and look forward to continuing this work together.

Contact Us

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