Strategy 2017-2019

Draft version 1.0

Approved by the Board of Directors
Approved by the Members ....

1. Purpose

- ECR Community is the Flagship for Collaboration - for the benefit of Consumers

2. Vision

- Transforming the way we work together to fulfil Consumer wishes better, faster and at less cost.

3. Mission

- The ECR Community is the flagship for delivering consumer benefits through collaborative practices between trading partners along the consumer goods value chain. We provide a neutral platform on which to develop, disseminate and foster the implementation of these practices.

- The Community consists of a network of National ECR Initiatives each of which brings together manufacturers, retailers and in many cases, service providers within their country.

- We work with a range of partners who share our vision including the Consumer Goods Forum, GS1, AIM, Euro-Commerce and various universities and we help with the flow of information between these partners.

4. We operate in the following ways:

- Working together on areas of high relevance across our markets, developing and delivering joint solutions.

- Overseeing the work at a national level and avoiding duplication by sharing ideas, information, outputs and contacts.

- Collecting evidence and examples, conducting research and communicating through various channels to demonstrate the value of collaborative practices.

- Contributing towards, raising awareness and promoting work developed at a global level by the Consumer Goods Forum and other partners.

5. USP

- The neutral collaborative platform for retailers, manufacturers and national ECR initiatives to develop and implement best practices.

6. KPI's

- Quality:
  - **Customer**
    - **Members satisfaction, net promotor score**
    - Members' members satisfaction, net promotor score
- Quantity
  - **Financials**
    - **# members**
    - **€ membership fees**
  - **Communication**
    - # official publications
    - # earned articles in free press
    - # followers
- Projects
    - **# supporting NI's**
    - # webhits
    - € turnover / costs
- Impact / effect
    - # participants in ECR trainings
    - Simple survey's

7. Values

1.	Neutral	We are neutral toward size, value chain-role, product category of Our members and customers.
2.	Holistic	We always keep in a holistic the total value network and the total value process within companies in mind. This means that we pay equally attention to the total value creation. Collaborative supply chain-, demand- and data management are in focus areas.
3.	Inclusive	Collective, Team-work, Collaborative – we enable and foster collaboration among the value network partners.
4.	Active listening	We actively listening to companies to ensure proximity to markets and to identify the relevant topics and to live a forward thinking culture
5.	Practical	What we recommend is ready to use in practice – it solves practical operational and strategic issues in the value networks

8. ECR delivers leadership in collaboration:

a. Services to members

Services from ECR Community to National Initiative and its members:

Services Included in Membership Fee	Services provided at additional costs

1. Network of
    a. National ECR Initiatives,
    b. Multinational ECR Project Groups
    c. Multinational Organisations
	1. ECR Information Day
	    a. Once per Year in host country
	    b. Update on ECR
	    c. High-Level update on hot topics
	    d. High level update on new technologies
	    e. Break down of CGF topics

2. ECR Quarterly Activity Meetings
    a. Members only
    b. Project controlling
	2. Trainings & Focus Workshops
	    a. Trainings in host countries
	    b. Focus Workshops in host countries

3. Website
    a. Basic Information
    b. Blue Books, Whitepapers
    c. Meetings & Events
    d. Projects, Working groups
    e. Links
	3. Partnership Platform for e.g. SAP, IBM
	    a. Workshops with Industry Partners
	    b. Knowledge transfer
	    c. Key findings in projects
	    d. Pilot partners

4. Platform to solve industry issues
    a. Platform Knowledge sharing
    b. Market information
    c. Working groups
    d. Networking
	4. Knowledge service platforms
	    a. Survey's and studies around Europe
	    b. Panel of experts

5. Newsletter
    a. News around the ECR world
    b. News on projects
	5. Collaboration services
	    a. Moderation of collaboration projects
	    b. Arbitration services - multilingual

6. Project Platform
    a. Coordinator over all projects
    b. Project framework
	6. ECR Lounge for Individuals
	    a. ECR-Club membership to get access to ECR network as individual

7. Worldwide – Link to CGF, GS1, … a. Regular analysis and communication on CFG working results	7. Award

b. Member services on national level

Services from National ECR Initiatives to its Members	
Services Included in Membership Fee	**Services provided at additional costs**

Basic services package:

1. Membership or similar in neutral environment (size, VC-role, category)
2. Promotion of ECR brand and values
3. Websites and Newsletters
4. Board in antitrust compliment environment
   a. C-Level and upper Mgmnt
   b. Retail, Manufacturer, LSP's
5. Platform to solve industry issues
   a. Platform Knowledge sharing
   b. Market information
   c. Working groups
   d. Networking
6. Knowledge for common language
   a. Best practice Industry recommendation
   b. Creation of future models and solutions

Advanced package:

1. Knowledge development
   a. Studies & surveys
2. Academic Partnership

Different country by country:

1. ECR Events/conferences/Awards
2. Trainings & Focus Workshops
3. Knowledge service platforms
   a. Survey's and studies around Europe
   b. Panel of experts
4. Partnership Platform for e.g. SAP, IBM
5. Special Initiatives
   a. E.g. Speed Docking, Feeding Future etc.
6. Consulting Services
   a. Management Consulting in ECR projects
   b. Project Management
   c. Moderation in bilateral projects
   d. Research on Demand
7. Collaboration services
   a. Moderation of collaboration projects
   b. Arbitration services
   c. Mediation, conflict management
   d. Database Services
8. ECR Lounge for Individuals
9. Project Platform
   a. Coordinator/moderator over projects
   b. Project framework

9.Objectives

Topic	Action/ Principles	KPI	Target	Measure
Network NI, Multinat. ECR PG and Org's	Members only	#m. paying #m active	20 P NI + 10 P ORGS 80% Active	
ECR Quarterly Activity Meetings	Project controlling	#meeting particip	¾ participation in minimum	Track participation
	Information sharing	#reports	2 reports per NI per year	Reserve more time Share and discuss
Website	Basic Information	Website in place Y/N	Website up and running	Plan and implement website incl. functionalities
	Blue Books	# shared results	Sharing all results from members working groups	Agreement among NI's on principle of sharing
	Whitepapers	# shared white papers	Provide white papers from various markets on ECR topics	Agreement among NI's on principle of sharing
	Meetings & Events	Y/N	All meetings, events from NI's are published	Agreement among NI's on principle of sharing
	Projects, Working groups	Y/N	All ongoing projects and working groups, ECR Community and NI's are published	Agreement among NI's on principle of sharing
	News	Y/N	ECR news from Community and NI are published	Agreement among NI's on principle of sharing
Newsletter	News around the world and on projects	Y/N, # newsletters	Newest info from ECR community and NI (link on website	Agreement among NI's on principle of sharing
Project Platform	Coordinator over all projects	Y/N	Ensure minimum coordination on projects and communication	Recruit coordinator
	Project framework	Y/N	Objectives on every project set and progress monitored	Enable coordinator to build up framework
	Activation projects	#project	5 active projects in average One "hero" project	Recruit coordinator
Worldwide – Link to CGF, GS1, …	Analysis/communi cat. of results	satisfaction Members and CGF, GS1	8/10	Strong and regular interaction Really understanding each other

ECR Information Day	Once per Year in host country			
	High-Level update hot topics			
	High level update new tech			
	Break down of CGF topics			
Trainings & Focus Workshops	Trainings in host countries			
	Workshops @ members			
Partnership Platform for e.g. SAP, IBM	Workshops with Partners			
	Knowledge transfer			
	Key findings in projects			
	Pilot partners			
Survey service	Survey's and studies			
Collaboration services	Moderation of collab. Projects			
	Multilingual arbitrat. services			
ECR Club for Individuals	Give access to ECR network			
Award	Spread best efforts / practice			

10. Communication Framework

| Objectives	Audiences	Messages	Tools & Activities	Resources & Timescale	Evaluation & Amendment

• Awareness
• Understanding of our role
• Reputation
• Engagement
	• NIs + other Community member organizations
	• Prospective Community members
	• Members of Nis
	• Prospective members of Nis
	• Partner Industry organizations
	• Influencers of the above (e.g. media, consultants, academia)
	• Governments/ Regulators
		• The ECR Community is here
		• We connect ECR across Europe
		• We are a flagship for collaboration
		• We want to hear from you
		• We have lots to offer (agenda, output, …)
		• We are part of a bigger picture
		• It is easy to engage with us
		• We work for the benefit of the consumers
			ECR Community transition:
			• Press release
			• Email to specific stakeholders
			• Banner on NI websites
			• Article on own website
			• (see communication plan already available)
			In general:
			• Website
			• Newsletter for NIs, Associations
			• Social media
			  • LinkedIn
			  • facebook
			  • Twitter
			• Dropbox & data rooms
			VMI Guide (as example of one output):
			• Press release
			• Email to all members
			• Banner on own website
			• Banner on partner website
			• Blog on supply topics
			• Social media
				Website:
				• Technical (Poland offered to provide)
				• Contents upload/ maintenance (responsibility of each NI)
				• Bi-annual 1to1 phone calls with NIs representatives
				• Team of marketing & communication people from NIs
					• Short set of questions for interviews to our stakeholders
					• Working on SEO for the new website
					• Tracking media monitor (affordable?)
					• Recommendation: Keep it simple!

11. Strategic Processes

- Board
  - In total min 4 max 8 executive representatives from members, re-election bi-annually, annually replacement if needed
  - Chaired by 2 Co-Chairs (max 4 years), one incoming Co-Chair (+1 year), one outgoing Co Chair (+1 year) re-election bi-annually
  - Meets 6-12 times, min 3 times face to face, min. presence 60%
- Partners
  - Global and regional organisations (all regions)
  - Service Providers
    - Technology
    - Logistics, Supply Chain
    - Data analysis
    - Marketing services
    - Management Consulting
- Members events
  - Quarterly ECR meetings (members only)
    - Updates
    - Project planning, monitor and review
  - Whereof one combined with annual general assembly
    - Annual report, budget, accounting
    - Election
- Controlling
  - Quality check
  - Financial controlling
  - Audit

12. Roles and responsibilities – Board positions

- Co-Chairs: General management
  - External relations
  - Members relations
  - HR
- Boardmember: Programme Management
  - Coordinator (20%)
  - Hero project
  - Projects/Activation Projects
- Boardmember: Communication
  - Communication group
  - Communication (30%)
- Boardmember: Foundraising & Partner relation
  - Acquisition & relationship
- Boardmember: Finance & legal
  - Book-keeping
  - Legal compliance
- Boardmember: No department

13.   Structure & Org-Chart
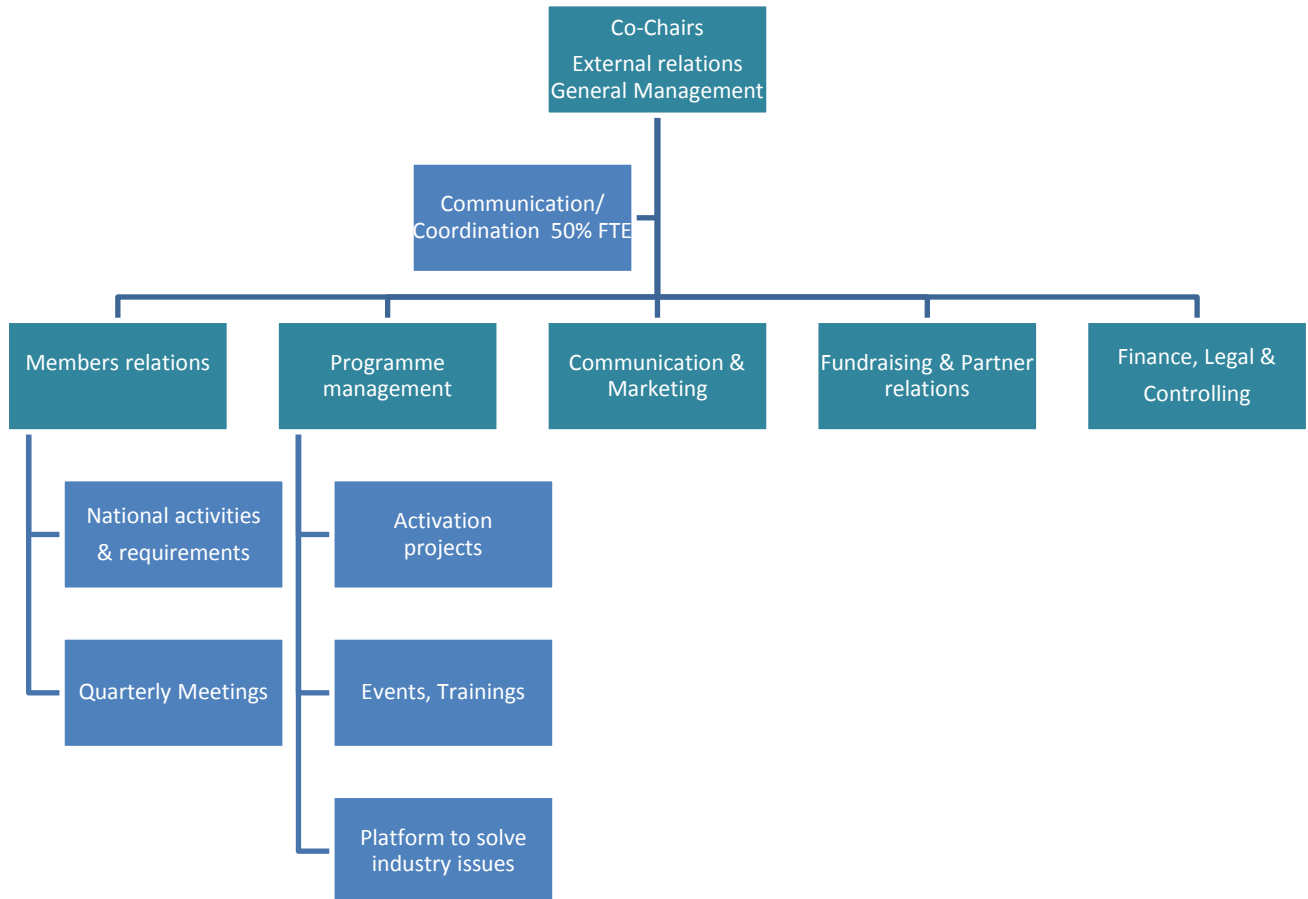
Appendix:

14. Strategy Process
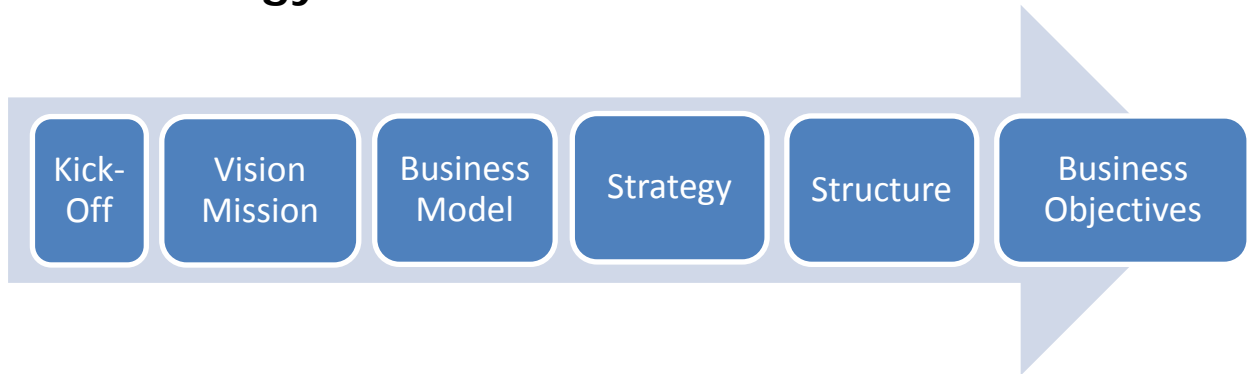
This strategy was developed by the group of Project- and National ECR Initiatives.

Austria, Belgium, Cyprus, Czech Republic, ECR Shrink and OSA group, Finland, France, Ireland, Italy, Poland, Russia, Switzerland, United Kingdom

15. Strategy Model

We worked with the following Strategy Model:

16.   SWOT

Strengths	Opportunities
1. Network	1. Relaunch
2. Sharing	2. New Projects
3. Knowledge	3. CGF
4. Bluebooks (national & Europe)	

Weaknesses	Threats
1. Purpose & Value	1. Relevance
2. Communication	2. Commitment
3. Measurement	3. Confusion
4. Awareness	
5. Gaps in Participation	

17.   Stakeholders

PR	Latents (keep satisfied)	Promotors (manage closely)	Defenders (keep informed)	Apathetics (Monitor)
1	Multinationals	ECR NIs	AIM	Media
	GS1 in Europe	Parent Organisat.	Eurocommerce	
	TCGF			
2	Service Providers		Consultants	
	ECR Local Members		IT Companies	Academics
	ECR Asia (&others)			
3	Authorities			Consumers
	Local Nonmembers			
	Retail Buying Groups			

18. Competition & Benchmarking

Charact er-istics Area of Activities	a) Name & major area of activity	b) Network characteristics (i.e. broad, technical, c-level)	c) Business model (i.e. , membership, mandatory yes/no, service, etc.)	d) Relationship with ECR (i.e. friendly, we cooperate on joint projects, we avoid being in 1 room etc.)	e) What are the overlaps, where do we supplement each other?	f) Where do they excel – what can we learn from them?
1) Industry organisation (for non-competitive issues, generally)	CGF	Global, top management, some very involved	Annual membership fee Sponsorship Conference Fee	Partnering on topics of joint interest, compete for management attention	No country structures, closely focused on their agenda, some common topics (end to end value chain & supply chain efficiency, sustainability, food waste)	Good communication 3/10, promotion, commitment from CEOs
	GS1	Global, technical/ middle management	Annual membership fee	Friendly and part of the same organisations in many countries. Competing for attention in some markets	Close relationship with companies, strong network among member organisations. Standards are the enabler for efficient processes	Event organisation, communication, management of common projects at regional and global level. Crucial due to service provided. The amount of resources they have – to try, invest, etc. Serious business partners.
2) SuSi Best Prac-tice, net-working	European logistic association	Varies geographically	Certifications for trainings			
	GS1 (in Europe)	National GS1, some regional specialists	Membership fees	Potentially cooperative, but no partnership (actions) so far	Umbrella organisation for national GS1s	Discipline, good business model, good coverage

Charact er-istics Area of Activitie s	a) Name & major area of activity	b) Network characteristic s (i.e. broad, technical, c-level)	c) Business model (i.e. , membership, mandatory yes/no, service, etc.)	d) Relationship with ECR (i.e. friendly, we cooperate on joint projects, we avoid being in 1 room etc.)	e) What are the overlaps, where do we supplement each other?	f) Where do they excel – what can we learn from them?
3) Demand Side Best Practice, networki ng	Popai: Research and promotion of the in-store marketing industry.	Middle management	Annual membership fee	Friendly (at local level; I do not know abroad)	We do not cover common topic, we can be complementa ry in some cases	Researches, event organisation, communicatio n (at local level; I do not know abroad)
4) Digital, e-commerc e, omni-channel thought-leadershi p, networki ng	Everyone is now covering this topic (consultants, solution providers, …) GS1 is active on this topic working on standards for B2C communicatio n, IGD					
	e-Commerce Chambers	Technical, startup founders	Fee (?)	Tactical	Mindshare, yet they are not that much focused on FMCG & collaboration – slightly different angle	Vibe, appeal to newcomers
5) Educatio nal services (provided by or related to ECR)	GS1 Nielsen IGD Scotwork Gap Partnership	Various levels, according to topic	Per service	Sometime with GS1, IGD, Nielsen	Tough competition for mindshare, budgets with Mar-Pro / Mania	Focus
6) Conferen ces, events organisat ion	NRF (National Retail Federation) + FMI Not focussed on EU but					

Charact er-istics Area of Activitie s	a) Name & major area of activity	b) Network characteristic s (i.e. broad, technical, c-level)	c) Business model (i.e. , membership, mandatory yes/no, service, etc.)	d) Relationship with ECR (i.e. friendly, we cooperate on joint projects, we avoid being in 1 room etc.)	e) What are the overlaps, where do we supplement each other?	f) Where do they excel – what can we learn from them?
	strong reference points for innovative retailing and event of interest for our industry					
	Commercial conference organisers	Good network (the best of them)	Per service	Sometimes we work with them, still trying to position our ow ECR Forum as something different than their huge conferences	Competing for time and budgets of attendees	Communicati on, sales, preparations/ project management
7) Governm ental relations, lobbying	Eurocommerc e, AIM, FoodDrink Europe	Legal/corpora te, sometimes CEOs	Usually annual fee	Varies – we can support, endorse their causes	Different appeal, we are not predominantl y lobbying organisation…	Lobbying - There is "hard reason" to be member

19.   Objectives Mission-Check

Topics   - Working areas of high relevance around ECR
Role   - We provide a neutral platform
                    - Network of National ECR Initiatives
                    - Network of nationally attracted manufacturers, retailers and service
                      providers
Results   - Develop practices, delivering joint solutions
                    - Foster implementation of these.
                    - Partner with other organisations that share our vision
                    - Consumer Goods Forum: understand, contribute to, validate and
                      spread working results
                    - GS1: align process models with GS1 standards
                    - AIM, Euro-Commerce: involve industry representatives from retail
                      and manufacturer side
                    - Universities: collecting evidence and conducting research
                    - Sharing ideas, information, outputs, examples and contacts
Communication   - Disseminate our role as flagship for delivering consumer benefits
                       through
                    - Collaborative practices
                    - Communicating to demonstrate the value of collaborative practices,
                      working results
                    - Enable flow of information from these partners to our members and
                      members
                    - Overseeing the work at a national level and avoiding duplication

20.   Roles in the BoD as of December 2016