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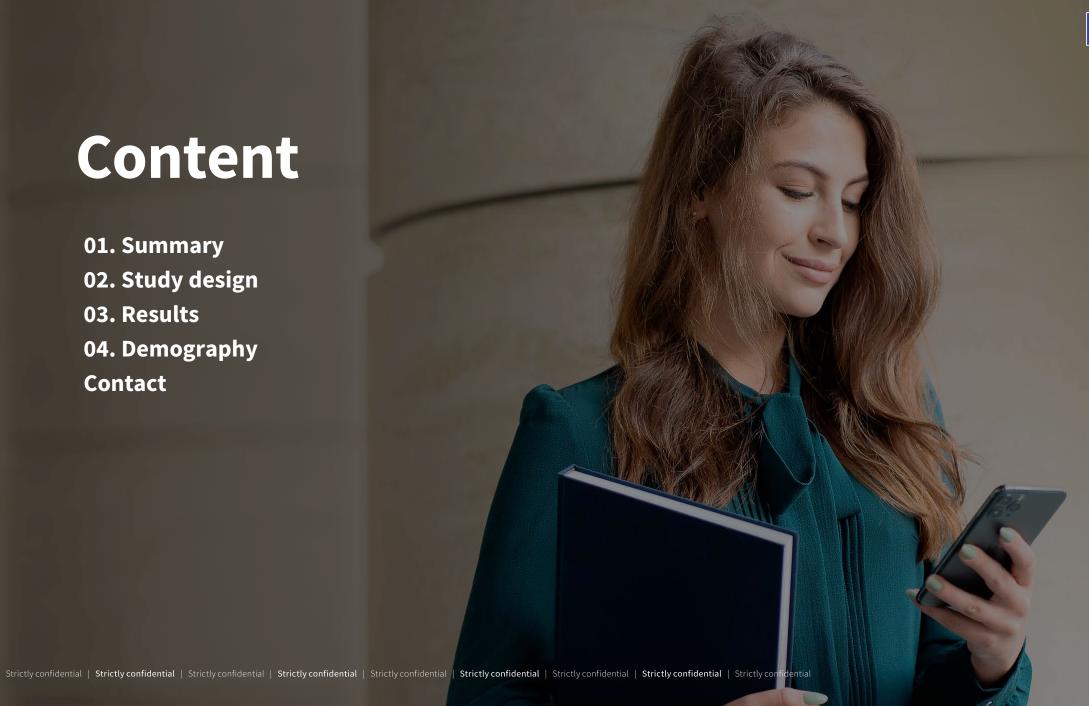
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Executive SummaryMarket and Leadership Challenges in Consumer Goods, FMCG, and Retail Sectors

- The survey focused on organisations within the consumer goods, and retail sectors, with a sense of optimism for future growth despite current economic uncertainties.
- Top opportunities for these sectors include product innovation, portfolio diversification, sustainability practices, and technology advancements.
- Challenges faced by the sectors include price increases, geopolitical uncertainties, talent retention, and increasing competition.
- Organisations are planning strategic initiatives such as investments in innovation, talent strategies, and market exploration.

- A majority of respondents anticipate an increase in their organisation's revenue over the next 12 months.
- To mitigate potential risks, organisations are considering cost reduction, new go-to-market strategies, and market diversification.
- Shaping the Leaders of Tomorrow: the top 5 key competencies for future success are seen in Communication, Vision, Strategy, Agility and Leadership. There's a need to close the competency gap, especially in Vision and Strategic thinking to ensure long-term success.

KEY TAKEAWAY

While the consumer and retail industries face significant challenges, there's a prevailing sense of optimism about future growth.

Organisations are actively planning strategic initiatives to capitalise on emerging opportunities and mitigate potential risks.

However, continued focus on leadership development and closing the competency gap is crucial for ensuring long-term success.

Key Findings



Market and Leadership Challenges in Consumer Goods, FMCG, and Retail Sectors

The study shows that leadership development is imperative for long-term success in these sectors. But worryingly, the perceived preparedness of the leadership team to take advantage of opportunities is seen as moderate. The top 5 key competencies for shaping the leaders of tomorrow, and bringing future success are Communication, Vision, Strategy, Agility and Leadership.

KEY FINDINGS

Consumer goods, and retail organisations are ready to seize growth and innovation opportunities.

 A strong optimism exists among executives regarding the future growth and success of their organisations. Specifically, 54% rated their optimism at level 7 or 8 on a scale from 1 to 10.

A majority of respondents anticipate revenue growth, reflecting cautious optimism about the future.

• 75% of respondents anticipate an increase in their organisation's revenue over the next 12 months

Despite promising opportunities, these sectors face significant challenges that demand strategic action.

- Price increases (44%) and geopolitical uncertainties (42%) were highlighted as major challenges.
- Shortage of skilled workers and retaining top talent are also significant concerns, with 40% of respondents identifying these as major issues.

Strategic initiatives, like investing in innovation and talent, are key to navigating challenges and capitalise on opportunities.

• Organisations priorities are on reducing operating costs (26%), diversifying products and services (20%), and entering new markets (17%).



Study Design



TOPIC

The study focused on market and leadership challenges in the consumer goods, and retail sectors

METHOD

Computer Assisted Self-Interviews (CAWI)
Structured online interviews

SAMPLE AND TARGET GROUP Respondents

Consumer, Fast-Moving Consumer Goods, and Retail industries

TIME PERIOD

Field time: 15.02.2024 - 16.04.2024



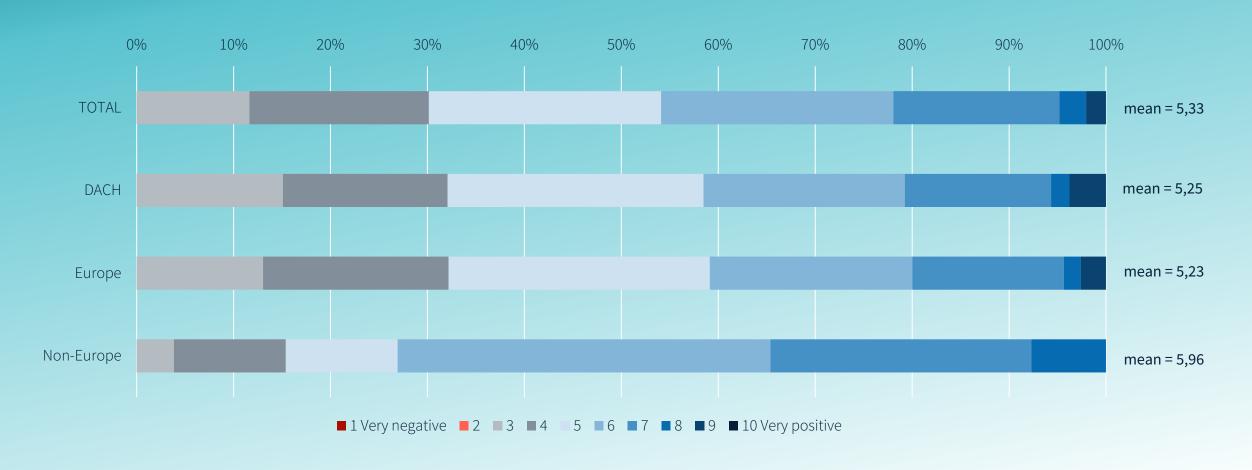
03. Results

Current Local Economic Climate





Mixed views on current economic climate: while some see positivity, others express concerns about the present economic situation in the consumer and retail industry



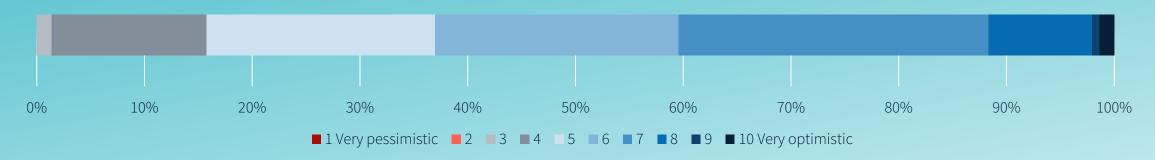
Future Growth in Retail and Consumer Industry



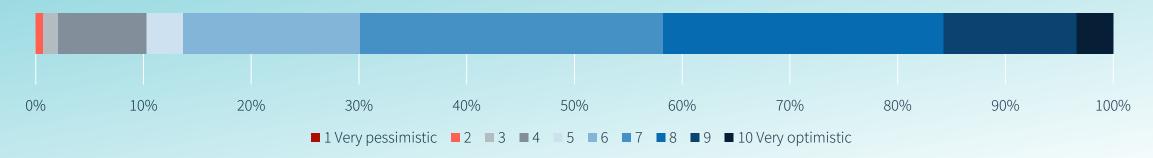


Optimism prevails for future growth: Executives generally feel positive about the future growth prospects of the retail and consumer industry as a whole. They are even more optimistic about the future growth and success of their own organizations compared to the broader industry

Future growth in the retail and consumer industry



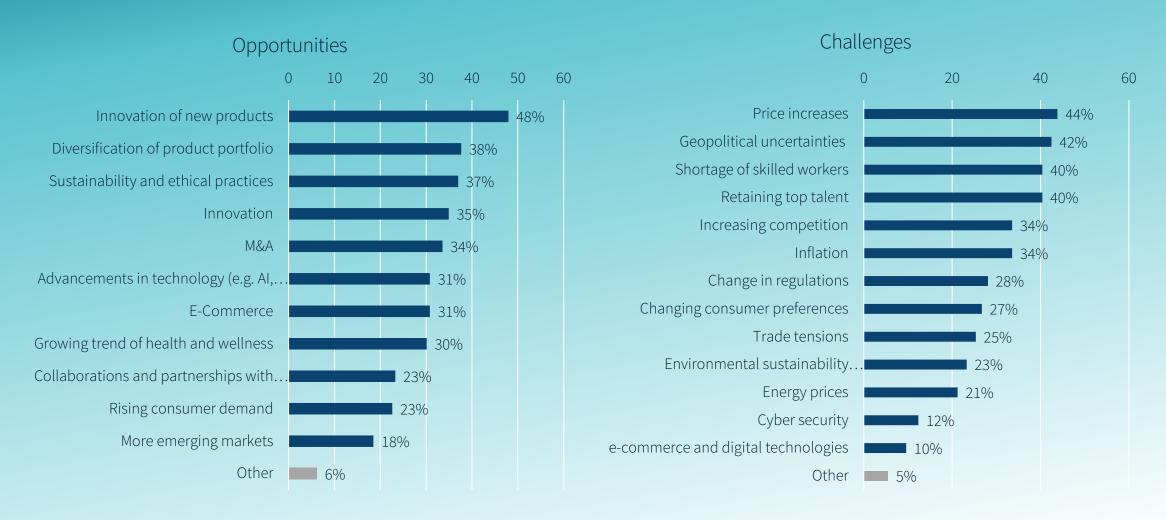
Future growth and success of your organization

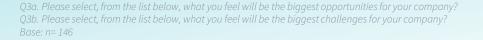


Biggest Opportunities and Challenges



Innovation and market expansion seen as key opportunities, while price pressures and talent concerns pose major challenges



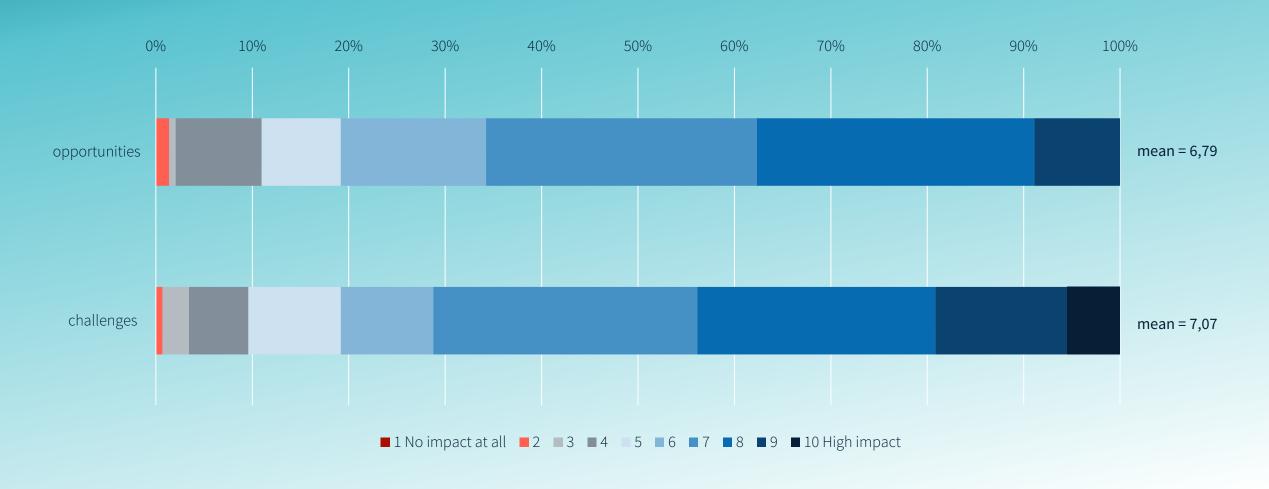


Impact of Opportunities and Challenges on Organizations





Significant impact expected: both the identified opportunities and challenges are anticipated to have a considerable impact on organizations within the next year

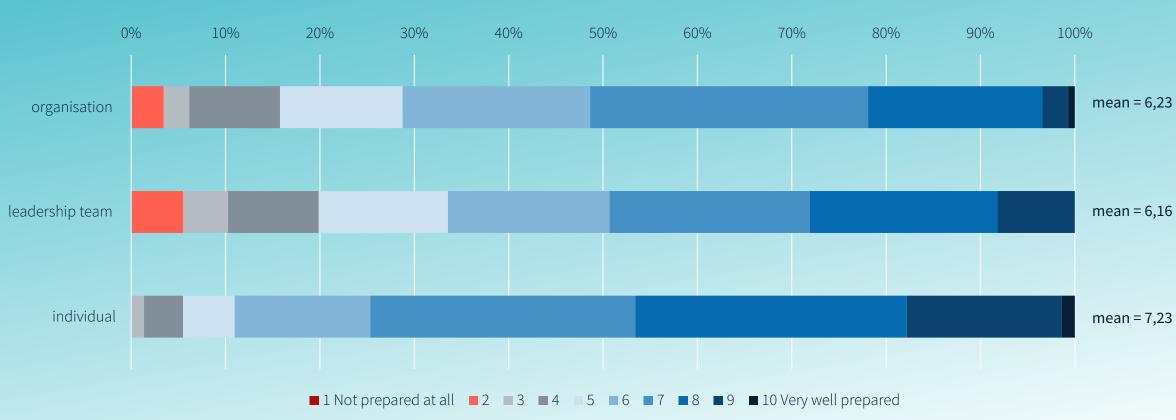


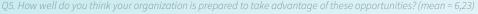
Preparedness to Take Advantage of Opportunities



Room for improvement in preparedness: while organizations generally feel prepared to capitalize on opportunities, there's a recognized need to enhance preparedness, especially at leadership level

Prepared to take advantage of these opportunities





Q6. How well do you think your leadership team is prepared to take advantage of these opportunities? (mean = 6,16)

Base: n= 146

June 18, 2024

Q7. How well do you think you are prepared to take advantage of these opportunities? (mean = 7,23)





Strategic initiatives in the next 12 months to tackle opportunities

Unveiling Tomorrow's Blueprint: A Deep Dive into Upcoming Strategic Initiatives Ranging from Innovation Revamp to Digital Transformation

Develop people, straighten processes and focus on few key initiatives.

Customer Deep Dives to understand main needs and focus on innovation of new products. Clear marketing plan with a clear execution on the key opportunities which were identified.



Preparing a strong innovation masterplan, developing product platforms to be relevant across multiple markets.







Strategic initiatives in the next 12 months to tackle challenges

Conquering Challenges: A Preview into the Leadership's Upcoming Strategic Initiatives from Regenerative Agriculture to Operational Efficiency

Put back people development in the center of our leadership by training them and think long term.



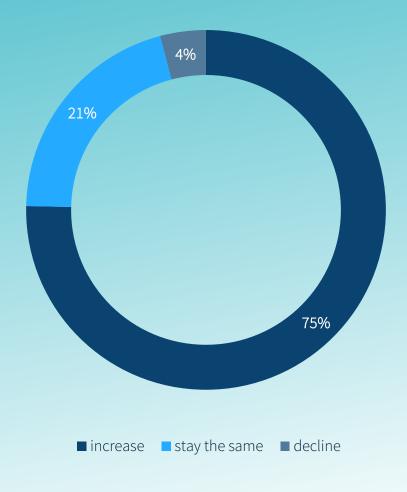
Improve technology and launching new digital channels.

Diversify customers portfolio to mitigate inflation on raw materials (pass through issues).

Forecast for Organization's Revenue



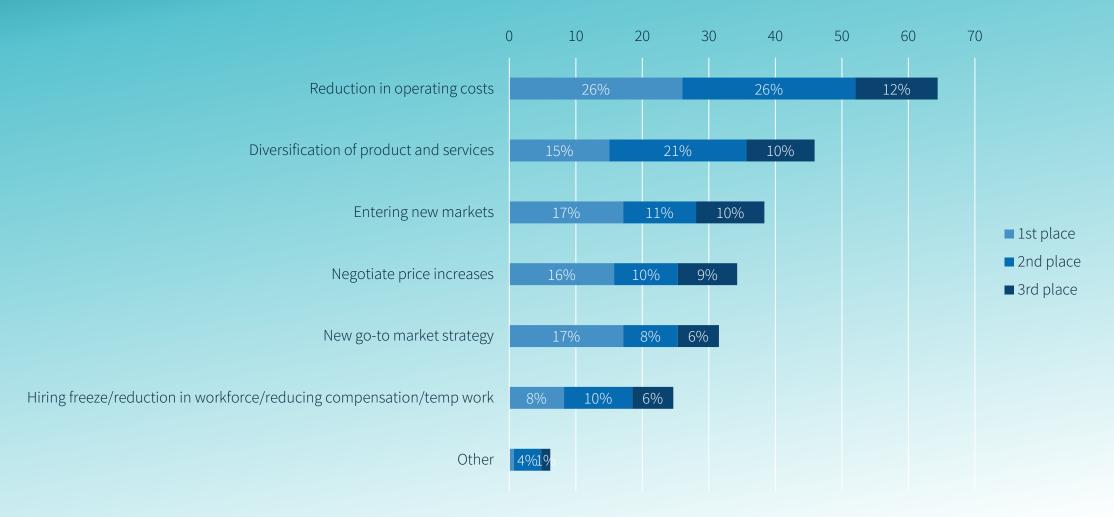
Revenue growth on the horizon: the majority of organizations foresee an increase in their revenue over the coming year, indicating positive expectations for business performance.

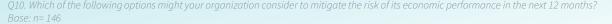


Options to Mitigate Economic Risks



Diverse strategies for risk mitigation: organizations are considering a range of actions, from cost reduction to market expansion, to mitigate potential economic risks in the next 12 months



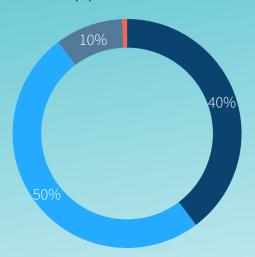


Preparedness Compared to Competitors (Challenges)



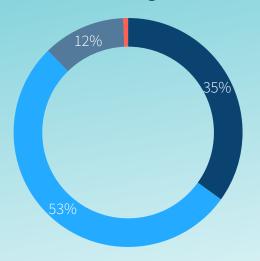
Holding ground against the competition: Executives believe their organizations are equally or better prepared than competitors to seize upcoming opportunities and there's a strong belief that organizations are well-equipped to handle challenges, with most feeling equally or better prepared than their competitors

Prepare to cope with the upcoming opportunities



- Our organisation is better prepared than our competitors
- Our organisation is about the same prepared than our competitors
- Our organisation is worse prepared than our competitors
- No answer

Prepare to cope with the upcoming challenges



- Our organisation is better prepared than our competitors
- Our organisation is about the same prepared than our competitors
- Our organisation is worse prepared than our competitors
- No answer

Q11a. How prepared do you think your organization is to cope with the upcoming opportunities compared to your competitors....?
Q11b. How prepared do you think your organization is to cope with the upcoming challenges compared to your competitors....?

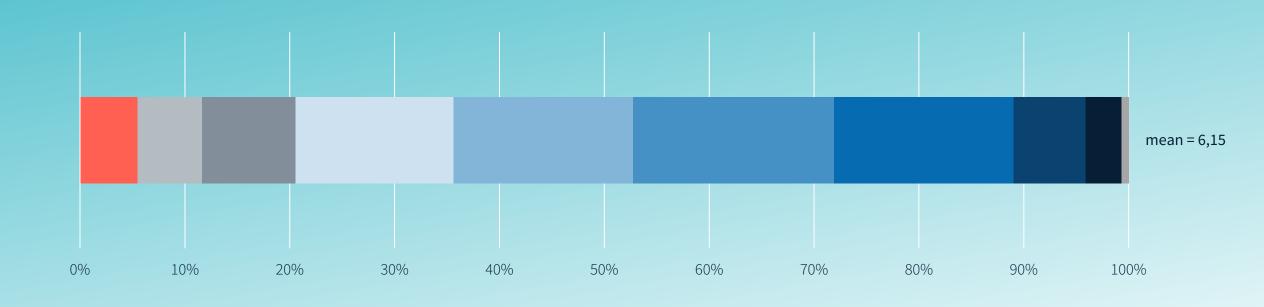
Rase: n= 146

Leadership Effectiveness





Leadership effectiveness on the rise: executives perceive leadership effectiveness to have improved over recent times, although further development is still desired



■1 Deteriorated ■2 ■3 ■4 ■5 ■6 ■7 ■8 ■9 ■10 Improved ■No answer





Measures planned to improve the capabilities of the leadership team cannot be specified clearly by the target group

Elevating Leadership Excellence: The Roadmap to Enhancing Capabilities through Training, Coaching, and Fostering a Resilient Culture

Training, coaching, Increase the team spirit. Live our values.

Raise importance of critical thinking, team building, improve best practice and best learning sharing.



Recruit new talent according to needs of development plans.

Improve the team and family enrollment.





The top 3 most relevant competencies for leaders for ensuring future success – ALL MENTIONS

Shaping the Leaders of Tomorrow: Communication, Vision, Strategy, Agility and Leadership as Key Competencies for Future Success

Ability to turn vision into executable actions plans.

Conflict management and resolution skills.

Long terms strategic growth planning.

Learn Leading Thinking Empowerment things Focus

Learn Leading Thinking Empowerment understanding driven

Drive Knowledge Commitment Negotiation
Transparency Knowledge Commitment Negotiation
Transparency Knowledge Commitment Negotiation
Talent oriented VISION Mgmt Attitude Accountability
done Loyalty Conflict Maker Power Literacy Open Reliability

Conflict Maker Commitment Collaboration

Conflict Maker Power Literacy Open Reliability

Conflict Maker Power Li

Transparency in terms of goals and purpose.

Inspiring and motivating others to active greatness.





The top 3 most relevant competencies for leaders for ensuring future success – FIRST MENTION

Shaping the Leaders of Tomorrow: Vision, Leadership and Strategic Thinking as Key Competencies for Future Success

Focus on core competencies.

Clarity on purpose, values, connection, engagement towards common goals.

Focus international flexibility coo Openess

Challenger Analytical Team-orientated understand Resilience
Entrepreneurship Curiosity persuasion Strategic

Kundenverständnis making intelligence Coaching Execution

Change Leadership Mindset Sales
Customer Self-organizing Emotional Excellence core solving

Resasoning Direction result objectives Lead Planning Culture

Resasoning Direction result problem thinking empowerment objectives

Adaptation Knowledge Decision Honesty

Innovation Passion decisive Industry cross-culture decisions future skills Strategy Ability exploring Leader market Communication term Entrepreneuship Collaboration make

Communicate Tolerance Transparency entrepreneurial competence Empathy requirements environment organization

Tolerance Transparency entrepreneurial competence Empathy requirements environment organization

Ability to turn vision into executable actions plans.

Long terms strategic growth planning.

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The top 3 most relevant competencies for leaders to ensure future success – SECOND MENTION

Shaping the Leaders of Tomorrow: Effective Communication, Leadership, Resilience, and strong Interpersonal Skills to as Key Competencies for Future Success

Conflict management and resolution skills. pressure expectations
Leading Accountability
vital

process competence reliability
pricing
Proffesional Agile

Empowerment Integrity Problem-Solving
Empowerment Integrity Problem-Solving
Proffesional Agile

Empowerment Integrity Problem-Solving
Proffesional Agile

Empowerment Integrity Problem-Solving
Technical Leader people Speed
sustainability Motivation
execution Openness
Data principles Relationship Conflict direction
External
External
Randon Curiosity
Agility decisions
Focus Tenacity
Natural
Commitment Commitment Orientation
Focus Tenacity
Natural
Commitment Orientation
Focus

Curiosity, going the last mile.

Motivational leadership. Collaboration & social intelligence.





The top 3 most relevant competencies for leaders to ensure future success – THIRD MENTION

Shaping the Leaders of Tomorrow: Soft Skills like People Skills, People Focus, and Leadership Management as Key Competencies for Future Success

Ability to live in an uncertain environment.

Transparency in terms of goals and purpose.



Inspiring and motivating others to active greatness.

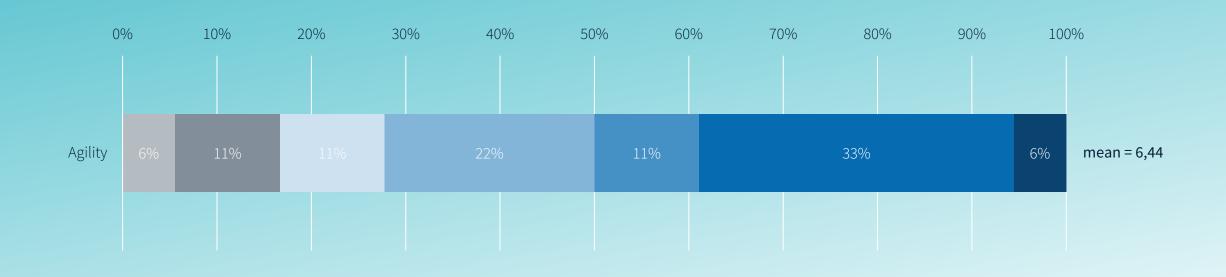
Straightforward problem-solving capabilities.

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Organization's Leaders Embodying Competencies – Agility

Bridging the Competency Gap: While specific leadership competencies are deemed crucial for future success, there's a perceived gap in how well these competencies are currently embodied within organizations. Agility seems to be embodied pretty well, however.



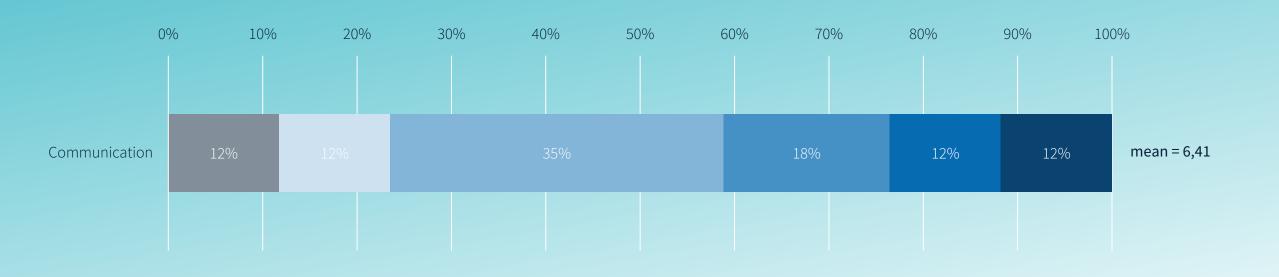
■ 1 Not at all ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10 Very well





Organization's Leaders Embodying Competencies – Communication

Bridging the Competency Gap: While specific leadership competencies are deemed crucial for future success, there's a perceived gap in how well these competencies are currently embodied within organizations. Communication skills seem to be embodied pretty well, however.



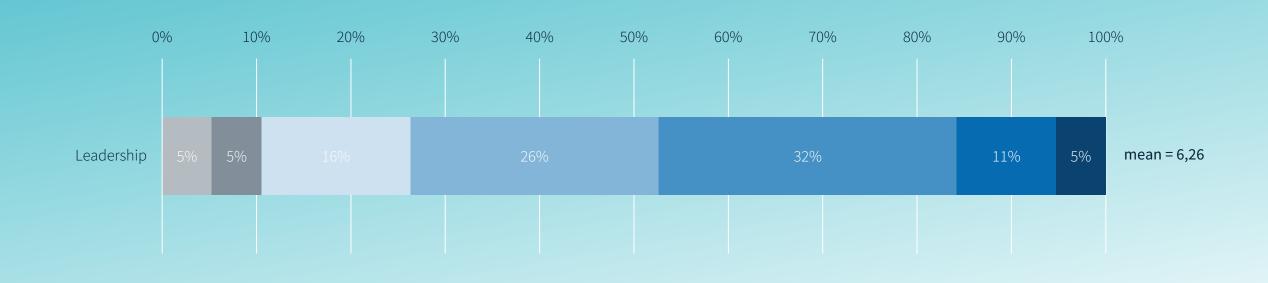
■1 Not at all ■2 ■3 ■4 ■5 ■6 ■7 ■8 ■9 ■10 Very well





Organization's Leaders Embodying Competencies – Leadership

Bridging the Competency Gap: While specific leadership competencies are deemed crucial for future success, there's a perceived gap in how well these competencies are currently embodied within organizations. Leadership skills seem to be embodied pretty well, however.

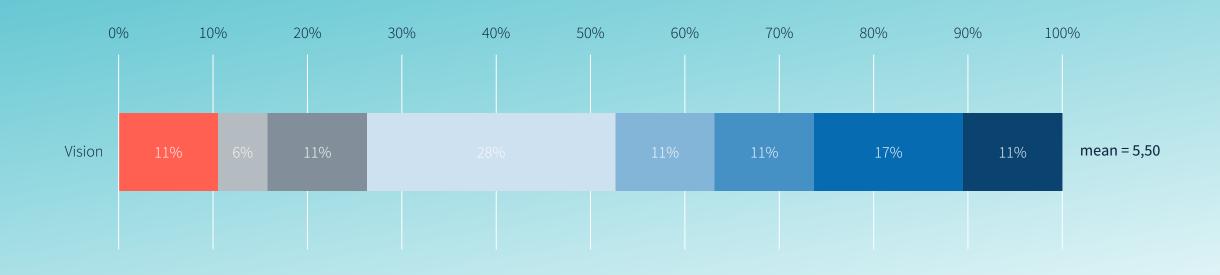


■1 Not at all ■2 ■3 ■4 ■5 ■6 ■7 ■8 ■9 ■10 Very well



Organization's Leaders Embodying Competencies – Vision

Bridging the Competency Gap: While specific leadership competencies are deemed crucial for future success, there's a perceived gap in how well these competencies are currently embodied within organizations. There is room for improvement however when it comes to topics like Vision.



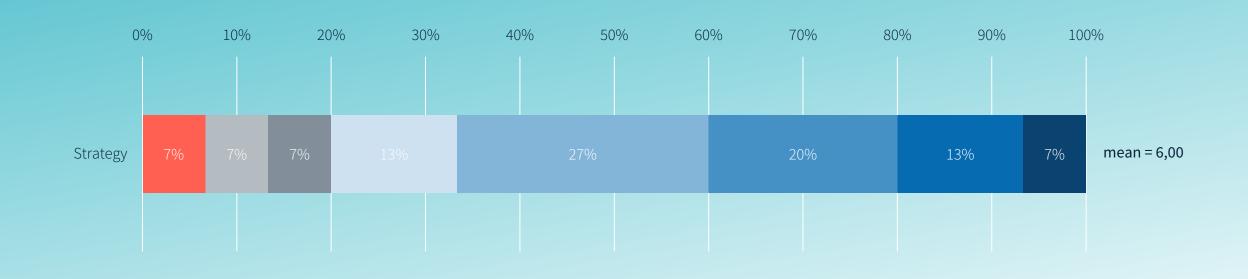
■ 1 Not at all ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10 Very well





Organization's Leaders Embodying Competencies – Strategy

Bridging the Competency Gap: While specific leadership competencies are deemed crucial for future success, there's a perceived gap in how well these competencies are currently embodied within organizations. There is room for improvement however when it comes strategic topics.



■1 Not at all ■2 ■3 ■4 ■5 ■6 ■7 ■8 ■9 ■10 Very well





Best practices: Most interested topics in terms of workforce/leadership

Leadership, General Management, Change and Motivation as the hot topics

How to improve people's efficiency in highly competitive situation.

Evolution of Leadership competency and skills required and how to leverage digital and Al advancements.



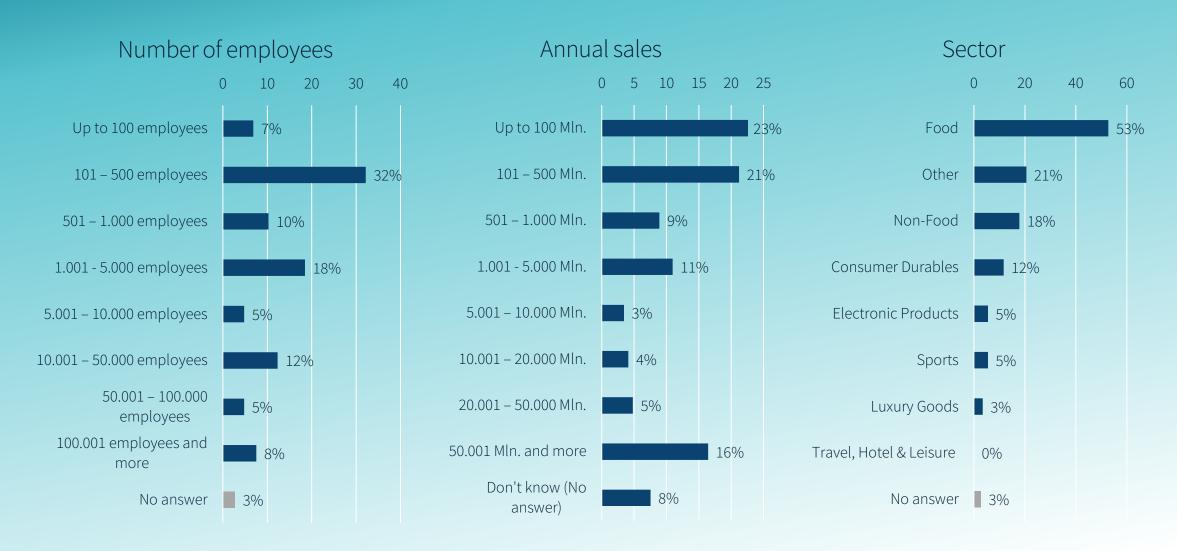
Getting the balance right with recent graduates between work life balance and inclusion.

Successful recruiting strategies.



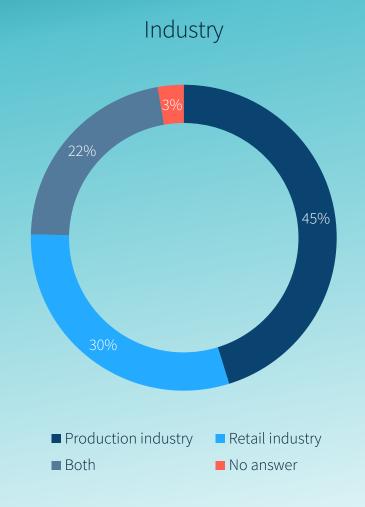
Demography (1/4)

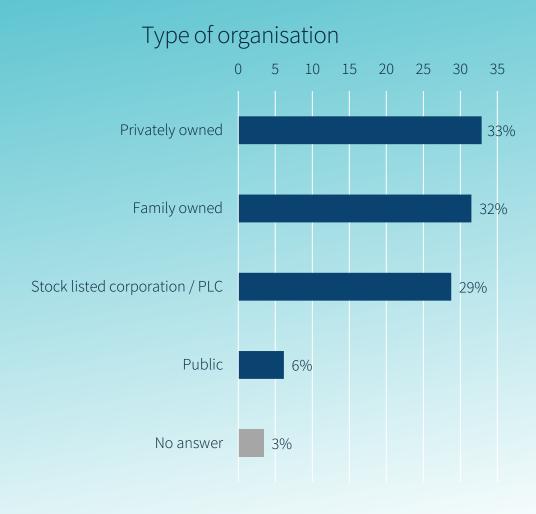




Demography (2/4)

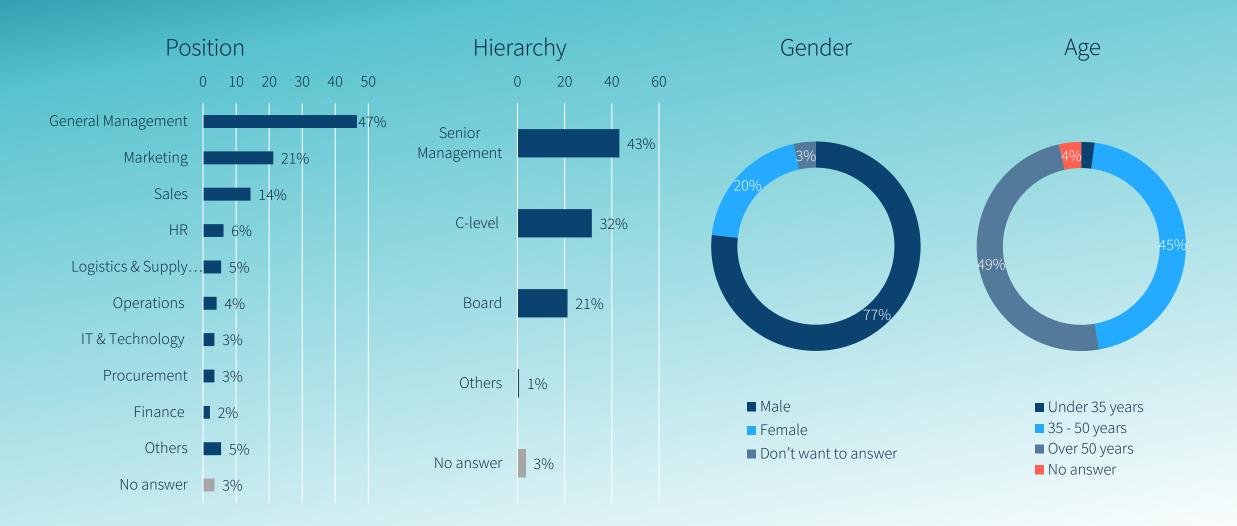






Demography (3/4)





Demography (4/4)



