



Confederation of Indian Industry



## ***“Winning in Uncertain Times”***

6 December | The Lalit, Mumbai

## **AGENDA**

| <b>1000 – 1015 Hrs.</b>                      | <b>OPENING SESSION</b>   |
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| Opening Remarks                              | <b>Ms Indrani Kar</b><br>Principal Advisor, Confederation of Indian Industry (CII) & Head, CII Suresh Neotia Centre of Excellence for Leadership |
| Welcome Address & Introduction to the Summit | <b>Mr Bharat Puri</b><br>Chairman, CII National Committee on FMCG and Managing Director, Pidilite Industries                                     |

| <b>1015 – 1020 Hrs.</b> | <b>Session Changeover</b> |
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| <b>1020 – 1040 Hrs.</b> | <b>Session-II: FMCG for the 20s – Re-Painting the Canvas</b>   |
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|                         | <p>In Jan 2020, the perspective on FMCG for the 2020s was a relatively predictable one. The sector was facing changes across the value chain – consumer trends were changing, new competitors were emerging, channel and distribution landscape was dynamic, and the costs were changing but not structurally. Fast forward to Dec 2022, and the FMCG industry context has changed – the size and shape of demand has changed, competition is emerging from (expected and) unexpected players, the media and distribution landscape is converging, and the cost spine has seen extreme volatility.</p> <p>The presentation will set the context of the broader economy and the FMCG sector, and outline questions for companies to consider and answer</p> <p><b>Speaker</b></p> <p><b>Mr Abheek Singh</b><br/>Managing Director and Senior Partner, Asia- Pacific Leader, Consumer and Retail Practice, Boston Consulting Group (BCG), Mumbai</p> |

| <b>1040 – 1045 Hrs.</b> | <b>Session Changeover</b> |
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| <b>1045 – 1140 Hrs.</b> | <b>SESSION-III: Winning in Uncertain Times – A CEOs’ Perspective</b>  |
|                         | <p>Success of FMCG companies in this new era will rely as much on developing new skills as it would on precise leadership and decision making, often with disparate information. Speed and agility are a must to succeed however this needs to translate across all elements of the organization for long term success.</p> <p>There is no one better to talk about this than leaders who have successfully spearheaded his / her organization through these tumultuous times and can offer learnings on the same.</p> <p><b><u>Moderator</u></b></p> <p><b>Mr Bharat Puri</b><br/>Managing Director, Pidilite Industries</p> <p><b><u>Speakers</u></b></p> <p><b>Mr Deepak Iyer</b><br/>Managing Director, Mondelez India</p> <p><b>Mr Prashant Peres</b><br/>Managing Director - India &amp; South Asia, Kellogg</p> <p><b>Mr Navneet Saluja</b><br/>Area General Manager, Indian Sub-Continent, Haleon</p> |

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| <b>1140 – 1150 Hrs.</b> | <b>Session Changeover</b> |
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| <b>1150 – 1240 Hrs.</b> | <b>Session-IV: Changing Communications in the New World</b>  |
|                         | <p>Consumption of digital/ social content and engagement on social media platforms surged to all-time high during Covid-19. Consumers have become more receptive to new virtual experiences. The future of the metaverse promises to be a realistic 3D digital world where one will be able interact with consumers, sell products, and engage in social experiences. The erstwhile approach of building mass brands could fundamentally change in the future. The need of the hour is to build personalized experiences and interactive engagement for consumers. At the same time, the advent of web 3.0 fundamentally changes with decentralization, block chain and token-based economics – which fundamentally can change not only the way brands communicate and connect with consumers – but also the fundamental business models.</p> <p>In this session, leaders will talk about the implications of the changing technology landscape on the communication strategy for FMCG companies.</p> <p><b><u>Moderator</u></b></p> <p><b>Mr Sameer Satpathy</b><br/>Chief Executive - Personal Care, ITC</p> |

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|  | <p><b><u>Speakers</u></b></p> <p><b>Mr Shashi Sinha</b><br/>CEO, IPG Megabrand India</p> <p><b>Mr Arun Srinivas</b><br/>Director &amp; Head – Ads Business, Meta</p> <p><b>Mr Shaveen Garg</b><br/>Managing Director &amp; Partner, Boston Consulting Group (BCG)</p> |
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| <b>1240 – 1250 Hrs.</b> | <b>Session Changeover</b> |
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| <b>1250– 1345 Hrs.</b> | <p><b>Session-V: Advent of ONDC and ecosystems in Distribution</b></p> <p>The last few years have seen continuous shifts in channel mix and rapidly moved the distribution network from offline to omni-channel. Modern trade emerged 25 years back, e-commerce started becoming more relevant a decade back. Social commerce and online purchase have emerged along with advent of focused D2C brands. While the offline retail channels will remain significant, FMCG companies will have to embrace the 'multi-channel' way of life. With the advent of ONDC, many more mid-sized merchants and traders will be integrated into the digital ecosystem – thereby creating a different competitive pressure on FMCG companies. At the same time, it also offers FMCG companies to participate directly as well. Companies will need to move away from a distributor/ traditional trade-led approach and focus on distributors, intermediaries, online and D2C – all at once to catch the consumer where he/she already is.</p> <p>In this session, we will hear the ONDC perspective – around demystifying ONDC and then discuss with a panel of leaders as to what the potential implications – opportunities and challenges that it opens for different players in the ecosystem.</p> <p><b><u>Moderator</u></b></p> <p><b>Mr Abheek Singhi</b><br/>Managing Director and Senior Partner, Asia- Pacific Leader, Consumer and Retail Practice, Boston Consulting Group (BCG), Mumbai</p> <p><b><u>Speakers</u></b></p> <p><b>Mr T Koshy</b><br/>CEO, ONDC</p> <p><b>Mr B Suman</b><br/>Executive Director, ITC</p> <p><b>Mr Ambarish Kenghe</b><br/>VP-Product Development, Google Pay</p> |
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| <b>1345 – 1445 Hrs.</b> | <b>Lunch Time</b> |
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| <b>1445 – 1540 Hrs.</b> | <b>Session-VI: Brands in Uncertain Times – Resurgence of Old, Emergence of New</b>   |
|                         | <p>Our industry is all or nothing without the brands and the power they exert. However in these evolving times, how can our brands change and continue to enjoy the loyalty and support of consumers. For the legacy, large brands there is a lot to learn from the emerging brands which have managed to scale quickly, while breaking stereotypes (from mass to precision targeting). Similarly, for the new brands, there is enough to learn from the legacy brands on how to stay relevant over decades and pick the right trends/ waves to ride on (along with which ones to let go).</p> <p>In this session, we will hear from leaders of both these types of brands on what does it take to be relevant and successfully maneuver these uncertain times.</p> <p><b><u>Moderator</u></b></p> <p><b>Mr Shashi Ranjan</b><br/>Country Head, Sebamed</p> <p><b><u>Speakers</u></b></p> <p><b>Mr Sudhanshu Vats</b><br/>Deputy Managing Director, Pidilite Industries</p> <p><b>Ms Shalini Raghavan</b><br/>Group CMO, Nykaa</p> <p><b>Mr Nitin Saini</b><br/>Vice President – Marketing, Mondelez India</p> |

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| <b>1540 – 1550 Hrs.</b> | <b>Session Changeover</b> |
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| <b>1550 – 1645 Hrs.</b> | <b>SESSION-VII: Managing the Talent for the Future</b>  |
|                         | <p>The pandemic has been a game changer on the organizational front. Work from home has emerged as the new normal which allows people to work while getting to spend time with their families. While companies are trying to strike a balance through hybrid working models, retaining talent will demand more than that. Redesigning workspaces and reinventing talent management strategies that give flexibility, ownership, and growth will be needed. Multiple tech and D2C startups which provide high ownership and growth in a flexible working environment are emerging as a new competitor set for FMCGs. Preserving the right combination of skills and giving people the right set of motivation in an organization is the need of the hour.</p> <p>In this session, we will hear perspectives on managing talent in the post-pandemic era of “new ways of working” and building a talent pipeline with the right skills for the future</p> <p><b><u>Moderator</u></b></p> <p><b>Mr Deepak Iyer</b><br/>Co-Chairman, CII National Committee on FMCG &amp; Managing Director, Mondelez India</p> |

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|  | <p><b><u>Speakers</u></b></p> <p><b>Ms Anuradha Razdan</b><br/>Executive Director-HR, HUL</p> <p><b>Mr Kris Shankar</b><br/>Group Head-HR, Infosys</p> <p><b>Mr Vivek Khemka</b><br/>Partner, Egon Zehnder</p> <p><b>Mr Raj Raghavan</b><br/>Senior Vice President - HR, IndiGo</p> |
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| <b>1645 – 1700 Hrs.</b> | <b>Wrap-Up and Vote of Thanks</b>  |
|                         | <p><b>Mr Deepak Iyer</b><br/>Co-Chairman, CII National Committee on FMCG &amp;<br/>Managing Director, Mondelez India</p> |