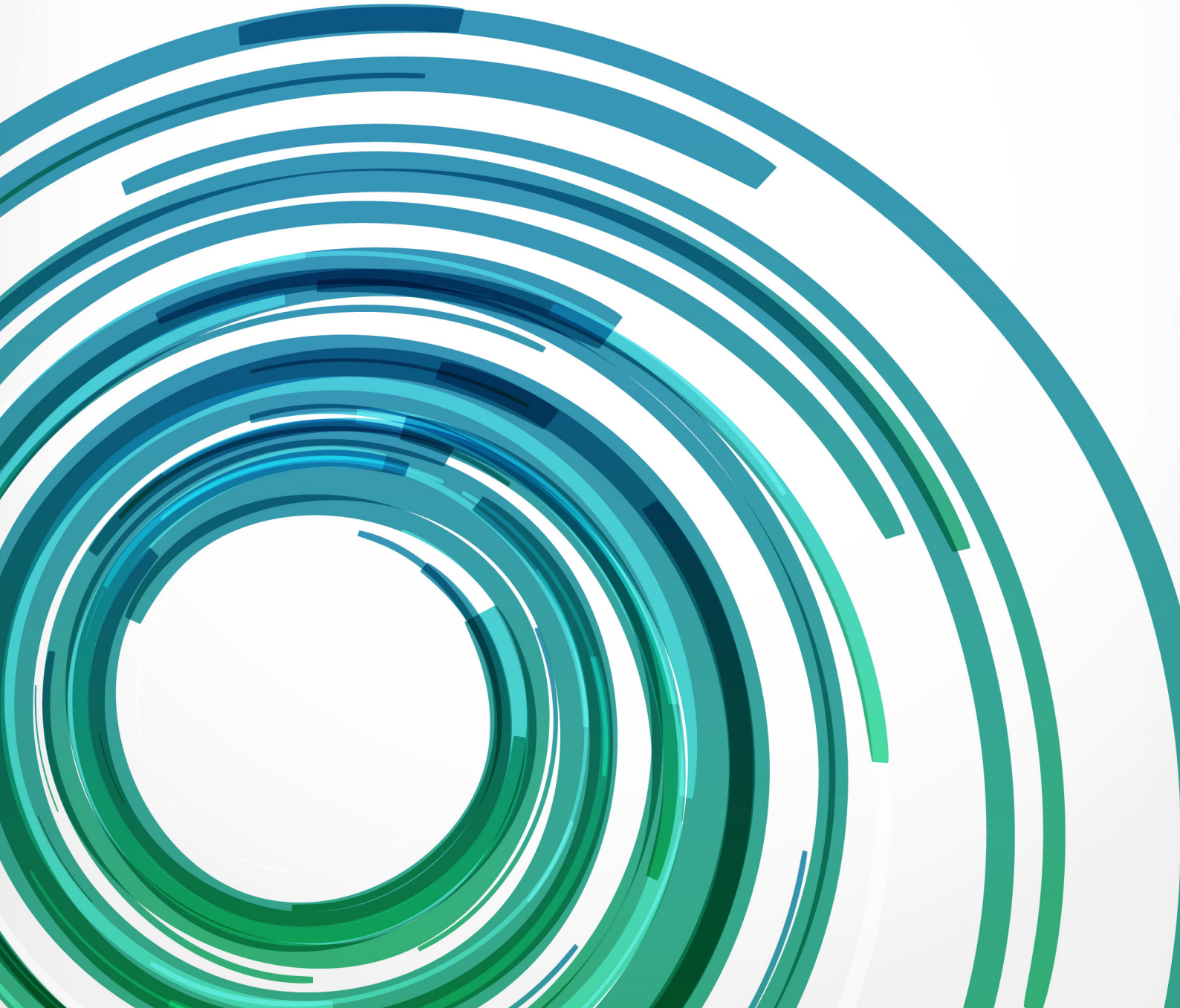


# Vision Towards a Responsible Future of Consumption:

Collaborative action framework  
for consumer industries

COMMUNITY PAPER

OCTOBER 2020



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# Contents

3	Foreword
4	Executive summary
6	1 The consequences of a crisis and the systemic, underlying challenges
9	2 Consumer trends align to shape the response
11	3 Our vision: the potential of consumer industries
13	4 Individual company and ecosystem actions
14	4.1 New business models
15	4.2 Enabling impact through human-centric ecosystems
23	Conclusion
24	Appendix 1: Research and acknowledgements
25	Appendix 2: Emergent business models
27	Contributors
28	Endnotes

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# Foreword

Members of  
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**Doug McMillon**  
President and Chief Executive  
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**James Quincey**  
Chairman and Chief Executive  
Officer, The Coca-Cola  
Company (Co-Chair)

In partnership with:



**Zara Ingilizian**  
Head of Consumer Industries  
and the Platform for Shaping  
the Future of Consumption,  
World Economic Forum

As individuals the world over continue to experience the effects of COVID-19, the consumer industries face an urgent call to action. We employ one in five workers globally. And we shape billions of people's daily life experiences – more so than any other set of industries. As such, we are uniquely positioned to have an outsized influence on how the world emerges from this crisis. Already, through individual companies and their employees, we have taken steps to mitigate the damage inflicted by the pandemic. However, significant pre-existing challenges have been exacerbated by COVID-19, and no single organization can provide the solutions to these, which are desperately needed at scale. It will take aligned, *collective* action.

Understanding this challenge, the World Economic Forum and its partners in the Consumer Industries community and the Future of Consumption Platform have come together to advance collective industry action. The business leaders that make up this group represent the Agriculture, Food,

Beverage, Retail, Consumer Goods and Lifestyle industries. Our charge: to identify the most effective approaches to navigate the still-rapidly evolving environment – and to ensure that the consumer industries, and society at large, emerge in a stronger and more resilient state.

We present our vision in these pages. Critically, it is both *human-centric* and *holistic*; it is powered by a profound commitment *to improve the lives of all individuals in concert with the communities and the planet that nurtures and sustains them*.

Much is in flux. Much is at stake. But the World Economic Forum and the Consumer Industries community offer a neutral, independent and multistakeholder platform through which unbiased collaboration occurs and transformative change begins. It is our hope, and our expectation, that this Community Paper will stimulate and facilitate accelerated engagement and action, and lasting, positive outcomes.

# Executive summary

In the face of the accelerating pandemic in the spring of 2020, the consumer industries mobilized to deliver extraordinary value, both as individual businesses and through cross-company partnerships. But, at the same time, they saw their deepest vulnerabilities exposed. For example, massive supply and demand imbalances drove estimated losses of \$4–5 billion for US dairy farmers. Meanwhile, the precarious position of informal workers, including those leading small and medium-sized businesses, led to significant job losses and bankruptcies.

And the big picture remains sobering. Jobs lost in 2020 could total more than 165 million – if the virus comes under control.<sup>1</sup> Current estimates hold that 265 million people around the world will suffer acute hunger because of the pandemic.

In response, consumer companies and others will continue to offer triage. However, the pandemic has underscored the underlying and persistent problems that predated COVID-19 and have exacerbated its effects: climate change; pollution; inequity and

inequality; poor education about nutrition; lack of information and resources to enable healthier lifestyles; and eroded levels of consumer trust. It will take individual company action and partnerships in concert with *collective ecosystem-level action* to realize the transformative and lasting impact that is needed. The latter must reflect engagement from business, government, social and academic leaders – and consumers themselves.

Hearteningly, prominent consumer trends signal an expectation of systemic change. About two-thirds of consumers surveyed for this report said that COVID-19 strengthened the need for business involvement in social and environmental outcomes; they also expect companies to work together. Their purchasing decisions reflect expectations of a healthier and more equitable world, as well. Some 94% of consumers have made at least one healthy change since the pandemic began – for example, health-conscious shopping – while 60% are buying more sustainable or ethical products. These trends and others will help shape viable solutions.<sup>2</sup>

## A unifying vision and mission: the potential of consumer industries

The consumer industries are uniquely positioned to lead this movement. They employ one in five workers around the world. Billions of individuals use their products every day. Moreover, to the extent that they accept this responsibility, they will also establish practices ahead of – and thus influence – inevitable environmental, social and governance (ESG) requirements.

To that end, the World Economic Forum and its partners in the Consumer Industries community came together to provide industry leaders with a platform for identifying an achievable path forward. In the early and most challenging days of the outbreak, the community focused on mitigating COVID-19's

negative impact on the flow of essential goods and on livelihoods, by:

- Aiding the development of the Global Supply System Dashboard (GSSD), a pre-competitive visibility tool that can flag bottlenecks at transport hubs to support the flow of essential goods (in collaboration with the Forum's Consumer and Supply Chain and Transport Industries' initiatives)
- Facilitating continued employment by transitioning displaced workers through a digital platform initiated by Accenture called People + Work Connect

The community has since shifted its focus towards realizing broad, transformative change by establishing a vision and mission to align stakeholders in efforts to “build back better”. Both are rooted in the concept of *human-centricity*, where shared value is created as participants unite around a human outcome. Critically, they are also holistic, powered by a profound commitment to enrich the lives of all individuals in concert with the communities and the planet that sustains humanity.

The vision:

**We are first and foremost human-centric, creating shared value and operating with integrity to ensure a sustainable and resilient future**

To realize the vision, it is the mission of the community to:

**Advance responsible consumption for the benefit of business and society**

## Company and ecosystem actions

Moving from aspiration to reality will require disruptive business models featuring a mix of emerging components that create new value. These include:

*Circular-economy approaches*, which aim to keep products/materials in use, by design, for as long as possible to capture their maximum value, e.g. sustainable supply chains and post-production consumption.

*Shared-value chains*, where companies integrate and/or share their value chains vertically and/or through partnerships, e.g. sharing a workforce.

*Digital enablement*, where data and new technologies provide seamless visibility, amplified insights and magnified capabilities.

Loop, a Forum-incubated business model designed to address the sustainable packaging challenge, is one example. With participants spanning the value chain, it combines reusable packaging with a convenient, direct-to-consumer experience to encourage adoption.

Even greater successes can be achieved by aligning the broader ecosystem on common goals. The Forum’s established goals for the consumer industries – to improve consumer health and

well-being, increase sustainable consumption, accelerate inclusive growth and build trust and transparency – are well suited to this purpose.

Finally, the Consumer Industries community has prioritized a set of collaborative industry actions, which build on the World Economic Forum’s “Great Reset” initiative to improve the foundations of our economic and social systems. These actions also complement other Forum activities, including the Platform for Shaping the Future of Consumption. They are:

- Better nutrition for all
- Enable sustainable consumer choice
- New deal for the workforce
- ESG leadership

COVID-19 has highlighted the urgent need for solutions to overcome societal and environmental challenges. It has also inspired an opportunity for collective action. Members of the Consumer Industries community seek to use the Forum’s ability to convene diverse actors across industries and the public sector on an independent platform to create a better and more resilient future.



1

# The consequences of a crisis and the systemic, underlying challenges





Many companies in consumer industries had to adapt quickly to major shifts in consumer demand. We were able to navigate through a great deal of uncertainty thanks to our people. Focusing on our values, and especially on the needs of our people, has been paramount to managing this unprecedented challenge.

Cláudia Azevedo, Chief Executive Officer, Sonae

There's no question that, as COVID-19 evolved quickly from a fast-moving virus into the pandemic the world continues to fight, consumer businesses mobilized to deliver extraordinary value.

As individual companies, they mustered their manufacturing capabilities to make desperately needed personal protective equipment (PPE), ventilators and hand sanitizer. They limited the number of shoppers in-store, reorganized staff schedules to accommodate changes in shopping patterns, and distanced employees from customers with screens and digital menus, while maintaining service levels. They created one-way consumer pathways through shops and changed seating layouts to create safe social distancing. They improved sanitation practices. They launched track-and-trace practices so that managers could alert customers if a staff member contracted COVID-19.

These businesses also extended beyond their own company boundaries and/or partnered with others to reach and support even more people. As people began buying online en masse, for example, more companies introduced "touchless" delivery services.

But, at the same time, the consumer industries saw the deepest vulnerabilities in their structures – and in the structures of other industries – exposed. At the start of the outbreak, for example, the inflexibility inherent in food distribution chains quickly led to massive mismatches between supply and demand. Feeding America, a US relief organization with some 200 food banks and 60,000 pantries and meal programmes nationwide, estimated that an additional 17 million people in the US alone could become "food insecure" in 2020 as a result of the pandemic.<sup>3</sup> Globally, some 265 million people are projected to suffer acute hunger as a result of the pandemic.<sup>4</sup> Concurrently, enormous numbers of fresh eggs were thrown away and crops were turned over into the soil.<sup>5</sup> US dairy farmers expected losses of \$425 billion in 2020 as schools and restaurants stayed closed, and as demand from other industries, such as travel, also declined dramatically.

A dashboard view of the big picture is equally sobering:

- **Jobs at risk:** More than 165 million jobs are at risk by the end of 2020 – and that's if the situation continues to stabilize. That number grows to approximately 240 million jobs at risk if COVID-19 spikes uncontrollably again, gaining the upper hand. As government assistance wanes, job-loss projections may worsen.<sup>6</sup>
- **The plight of unprotected workers:** These workers – people in the informal workforce, and those who own or are employed by small and medium-sized businesses – are, and will continue to be, the hardest hit:
  - The **informal workforce** (including caregivers, garment pieceworkers, street vendors and those who work for family businesses without pay) makes up approximately 60% of global workers. These individuals have minimal employment protection, if any.
  - Between 20% and 25% of **small and medium-sized businesses and enterprises** (SMBs or SMEs) were forecast to fail in most markets – a total of some 60 million businesses this year. The average small or medium-sized business has less than one month of cash on hand; mandated closures and supply shortages are taking a predictable toll.<sup>7</sup> The US alone is home to 6 million small and medium enterprises, accounting for more than 45% of the country's GDP. Currently, they are being propped up by government stimulus, but without resumed business or additional support in the form of loans, 79% of the US SMEs surveyed for this report attest they would become insolvent within two months.<sup>8</sup>
- **The rising generation's precarious position:** Younger people will be penalized, and if history is a guide, the short-term impact they suffer will carry forward, affecting an entire generation of consumer economic health and spending ability.<sup>9</sup> Prior to COVID-19, youths (aged 15 to 24) were



The substantiality of the supply system is pivotal. As countries, our role is to mobilize our collective efforts to ensure the resilience of the global supply chain – that food and essential goods are transported to where they are needed the most, in real time.

Abdulrahman Al Hatmi, Group Chief Executive Officer, Asyad



**In both developed and developing countries, consumers are struggling. Income inequality is causing massive tensions. COVID-19 has hit certain communities much harder than others. In one country, we started delivering over 200,000 meal kits per week to people's homes in June. In April, we were delivering zero.**

Kevin Hourican, Chief Executive Officer, Sysco

already three times more likely to be unemployed compared to adults, while 126 million young workers were living in extreme and moderate poverty worldwide.<sup>10</sup> Studies have shown that the income of millennials who came of age during the prior recession was significantly lower than adults of prior generations at the same age.<sup>11</sup>

- **The growth in lower-income populations:** The world is witnessing the wholesale movement of people into lower-income brackets – a reversal of the advances made in recent years. A recent report from the United Nations indicated that this crisis could push 490 million people in 70 countries into poverty.<sup>12</sup>
- **Exacerbated health and wellness effects on at-risk populations.** Even before the crisis, populations around the world were experiencing a rise in non-communicable diseases. This was especially apparent with those who were already on the lower rungs of the economic ladder and had less access to nutritious food and healthcare; these groups have seen outsized negative outcomes during the pandemic. Pre-conditions such as obesity and diabetes, increased stress, limited access to treatment for addiction and mental health challenges, and grossly inadequate financial situations, have resulted in disproportionately heavy incidence and mortality. This problem may intensify if government-funded social safety nets, on which these groups rely, are compelled to tighten spending.<sup>13, 14, 15</sup>

An article published in the *International Journal of Public Health*, discussing the potential for collateral damage as a result of the pandemic across all income levels, put it this way: “The number of lives lost due to COVID-19 has the potential to be dwarfed by the number of lives lost as a result of [the] knock-on effects of the pandemic.”<sup>16</sup>

Estimates hold that, even in a best-case scenario, consumer spending levels across the board will not return to pre-COVID levels until 2022. That in and of itself indicates a long path to economic recovery. And economic recovery as an end state

is not enough. Spending levels, by themselves, do not necessarily translate into healthy communities, equity, resilience or sustainability. The bottom line is that, while the pandemic has hurt us all in one way or another, it has grossly worsened conditions for people who were already poor, marginalized or unprotected. It has brought their issues into stark relief. It has shown the interconnectedness of their plight, the health of economies the world over and the health of the planet. It has shown how important it is to address the challenges the world faced before “COVID-19” was part of the general vocabulary. If the global economy rebounds to pre-pandemic spending levels, without undergoing game-changing transformation in the process, the recovery will be false and short-lived.

That’s why, even as the consumer industries continue to triage the immediate crises their businesses and communities face, they must also address the underlying systemic challenges that have so exacerbated the pandemic’s effects. These include poor nutrition and lack of information and resources to enable better diets and healthier lifestyles; pollution and climate change; inequity and inequality; and eroded levels of consumer trust in business.

The reality, however, is that these are systemic problems and they require systemic solutions. No single company or industry can effect transformative change at the scale needed to solve these issues. It will take the actions of individual businesses *and* a concerted, collective, ecosystem-level effort, involving engagement from business, government, social and academic leaders – and consumers themselves.

Nonetheless, the consumer industries are well positioned to lead the charge. What other industries touch billions of consumers so continually and visibly throughout their days and nights? This is why no other set of industries has more of a responsibility – and a greater opportunity – to ensure a better future for all people and for the planet at large. To the extent that they accept this charge, they will also establish practices ahead of – and thus influence – the inevitable environmental, social and governance (ESG) regulatory requirements.



**The real question companies must address is, what is a sustainable business model and how do we rethink innovation? We must ensure that what we are doing is actually creating value for society and the planet – if we get that right, shareholders will benefit.**

Liam Condon, Member of the Board of Management of Bayer and President of the Crop Science Division



2

## Consumer trends align to shape the response



“

Consumers want to make a responsible purchasing decision, but it is extremely difficult for them to recognize what is actually good. We need to get together as industries and agree on certain responsible terms and then make this transparent to consumers.

Stefan Doboczky, Chief Executive Officer, Lenzing Group

This is an enormous mandate. But COVID-19, in giving rise to a perfect storm that requires decisive action, has also enabled us to realize outsized positive outcomes. Industries the world over are concurrently facing crises that demand disruptive thinking. Governments and non-profits, reeling from the pandemic's effects, are similarly open to and poised for transformative change.

Critically, consumer priorities, behaviours and expectations are accelerating rapidly in alignment

with just this sort of widespread and sustainable transformation.

Four prominent trends signal this readiness. Consumers are:

### **Taking a multifaceted, even holistic view of health**

According to Accenture's global COVID-19 Consumer research,<sup>17</sup> there has been an understandable step-change in consumers' focus on health and wellness. The vast majority (94%)

of consumers have made at least one healthy change since the pandemic began – for example, to shop more health-consciously, exercise more or look after their mental well-being. Some 70% are likely to continue with more than one of these changes. And as individuals are taking more responsibility for their own wellness, they are also actively seeking holistic answers to their needs. They want to be able to access support for health and wellness in their own time, proactively. Increasingly, they see every company they buy from as a possible contributor.

#### **Acknowledging and supporting the individual's role in the community**

COVID-19 has intensified the importance of trust. More than half of consumers also now state that authenticity is an important factor in their purchase decisions – with the intimacy of personal relationships being a deciding factor. This is emerging in two ways.

Consumers are increasingly expecting to develop relationships with, and share responsibility for, the businesses they frequent and the people who work there. Some 56% of consumers have increased their patronage of local shops – and 80% of that group plan to continue the practice. As one respondent in Germany said, “We wanted to support [the smaller shops in the area] so their businesses wouldn’t go to the wall.”

#### **Prioritizing the planet, fairness and responsibility**

Some 65% of consumers expect businesses and governments to “build back better” – sustainably and responsibly. And they are taking personal action. Meanwhile, 63% of consumers reported that they are personally limiting food waste by planning their shopping decisions more carefully

and using up what they purchase. Plus, 60% are buying more sustainable or ethical products than they were before the pandemic, with most of that group saying that they will keep doing so. Prior to the pandemic, sustainable products were already proving to be key growth drivers, growing 5.6 times faster than conventionally marketed products – and 3.3 times faster than the overall consumer packaged goods (CPG) market.<sup>18</sup>

The challenge? Consumers also report that they are struggling to navigate conflicting, inconsistent and often fragmented information about the sustainability of the products they use. One in three consumers surveyed did not purchase goods marketed as “sustainable” because they found it difficult to understand the product’s impact on the issues important to them. This trend by itself signals a need for a collective response.

#### **Engaging more, digitally, every day**

Finally, compelled by the need to avoid or limit in-person contact, people increasingly migrated their activities online. From real-time visits to the doctor to live fitness classes to social activities with family and friends, people’s experiences became increasingly digitally driven or digitally enhanced. They also began to use familiar online activities in different ways.

Some 67% of the survey respondents plan to do most of their socializing in the home in the next six months. About 60% also say that connecting virtually is now in their top three choices of where to meet friends and family. Consumer industries and ecosystem partners can draw on people’s increased digital engagement to partner with them in new ways, and realize the future that the World Economic Forum’s Consumer Industries community envisions.



**During the early stages of the COVID-19 outbreak, no-contact home delivery jumped more than 500%. In just two weeks, there were over 100,000 WeChat groups across China to receive and execute these digital orders. This consumer behaviour has now become a habit and has permanently changed digital consumer engagement.**

Jeffrey Lu Minfang, Chief Executive Officer, Mengniu Group

## Our vision: the potential of consumer industries



In light of these trends, and the potential for the consumer industries to be an instrumental force in the world's pandemic recovery, the World Economic Forum and its partners in the Consumer Industries community have come together with business leaders representing the Agriculture, Food, Beverage, Retail, Consumer Goods and Lifestyle sectors. In the early and most challenging days of the pandemic outbreak, the community initiated actions to mitigate COVID-19's negative impact on the flow of essential goods and livelihoods, for instance:

- Encouraging the development of the Global Supply System Dashboard (GSSD), a pre-competitive visibility tool that can proactively flag bottlenecks at transport hubs and support the flow of essential goods to citizens (a collaboration between the Consumer and Supply Chain, and Transport Industries hubs of the Forum)

- Facilitating continued employment by transitioning displaced workers across companies and industries through a digital platform initiated by Accenture called People + Work Connect

The community has since shifted its focus towards realizing broad, transformative change. In that spirit, the Consumer Industries community has established an overarching vision:

**We are first and foremost human-centric, creating shared value and operating with integrity to ensure a sustainable and resilient future**

**Human-centricity**, the critical focal point, means that the industries' actions, individual and collective, will be guided first and foremost by thoughtful and thorough consideration of human needs.

**Shared value** means that decisions will include and benefit all stakeholders – individuals, business,

governing bodies and the planet on which humans live, and its resources on which they depend. And **operating with integrity to ensure a sustainable and resilient future** means that the industries' actions support sustainable economic viability that is aligned to societal values and establishes lasting trust and transparency.

Concurrently, the group aligned on a mission to enable the future state with a focused directive. The mission is to:

**Advance responsible consumption for the benefit of business and society**

The Forum's goals for consumer industries, established before the pandemic and built on already emerging consumer trends, support

both vision and mission. They are: to improve consumer health and wellness; increase sustainable consumption; accelerate inclusive growth; and build trust and transparency. Bold leadership, supported by board action to align incentives, will enable change at scale. Advanced data gathering and analysis techniques will facilitate smart decision-making and accelerate transformation. Outcomes will be realized through collaborative agency.

Ultimately, the game changer will be individual *and* collective ecosystem actions working in concert. Only in this way can the world develop and adopt practices that will result in an equitable, resilient future. Only in this way can wide-ranging responsibility and sustainability become an integral part of growth, with no exceptions.

## Consumer industries vision/mission/goals framework

TABLE 1 Our mission and goals guide our collaborative action towards achieving the vision

<b>Our vision</b>	We are first and foremost human-centric – creating shared value and operating with integrity to ensure a sustainable and resilient future			
<b>Our mission</b>	Advance responsible consumption for the benefit of business and society			
<b>Our goals</b>	Improve consumer health and well-being	Advance sustainable consumption	Accelerate inclusive growth	Build trust and transparency
<b>Enablers to accelerate and scale</b>	Leadership and incentives		Data and digital technologies	Collaboration
<b>The game changer</b>	Impact through individual company and ecosystem actions			

Source: Accenture Analysis



4

## Individual company and ecosystem actions



We need to move towards this human-centric business model. This notion of interconnectivity, interdependence and to some extent open innovation – it is a very humanistic view of everything that we do. We need to put people first. We must have a triple bottom line, where people think equally about the economic, environmental and social aspects of our businesses.

Roberto Marques, Executive Chairman and Group Chief Executive Officer, Natura

These societal challenges are massive, complex – and persistent. However, they are occurring at a time in which the Fourth Industrial Revolution has brought forward a new set of possibilities that could help in addressing these issues – transforming entire systems of consumption, production and distribution; creating new operating models; and

opening new opportunities for value creation through game-changing technologies. COVID-19 has only accelerated this market evolution – and this current crisis has highlighted the importance of new mindsets, models and capabilities that can propel the consumer industries from aspiration to action.

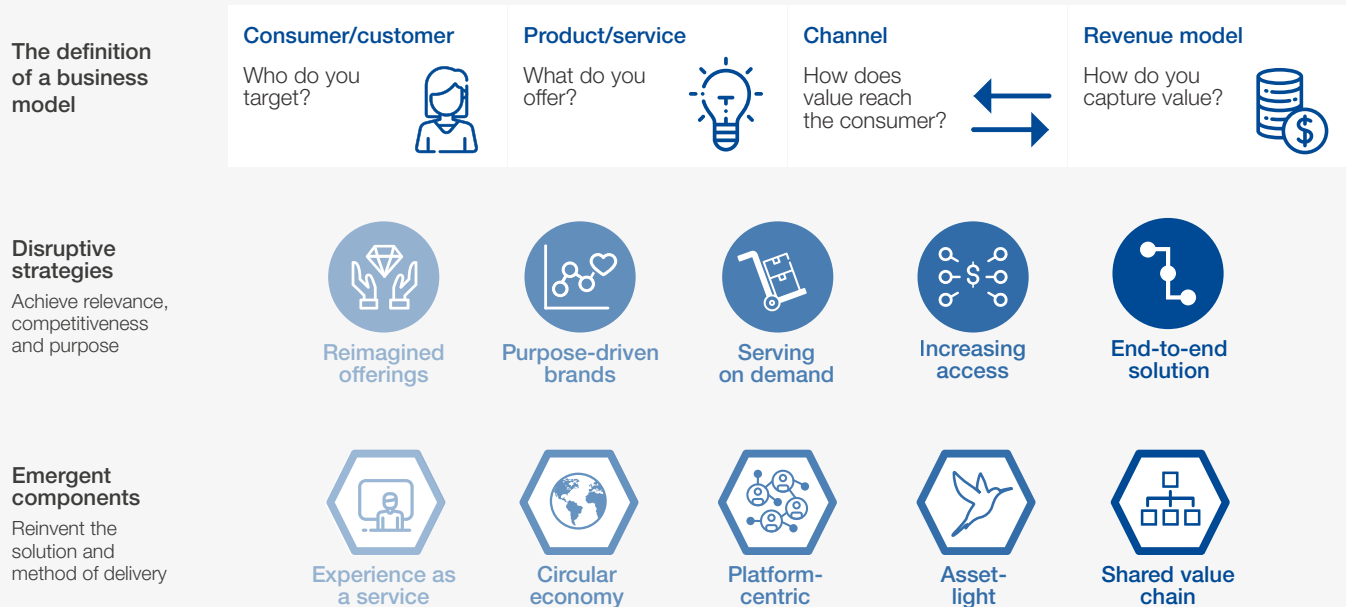
## 4.1 New business models

Vital to this change will be innovative business models that feature a combination of disruptive strategies and emergent components. Already, new innovators have emerged to redefine industries and restructure the economics of value creation. Consider platform models built on harnessing

network effects, shared value chains that maximize transparency and efficiency and asset-light structures that create agility and mitigate cost. All of these combine innovative approaches to compel new outcomes. (See Appendix 2 for more details.)

FIGURE 1 New business models / Disruptive strategies

### New business models



### Disruptive strategies



Source: Accenture Research

\* Incubated and launched from the Forum's Future of Consumption Platform

It is instructive to look at the commerce models that have accelerated during COVID-19. Significantly (but perhaps unsurprisingly), e-commerce growth has skyrocketed; in the US, e-commerce saw more growth in the first four months of 2020 than in the past 10 years.<sup>19</sup> That growth can be easily explained by pandemic-compelled isolation, and people needing or wanting products to help them get by. But, with stores limited in their ability to provide live experiences, many developed increasingly socially interactive online alternatives, and consumers responded. Chinese e-commerce platform Pinduoduo offers an example. The company was founded in 2015 but has already become China's third-largest e-commerce provider, with a valuation of \$108 billion. It designed the digital experience to evoke the feeling of window shopping with friends, astutely drawing on the social aspects of shopping.

Users share purchases and word-of-mouth recommendations with friends to build networks and communities, and create and host their own sales events. More recently, Pinduoduo's large Generation Z customer base has increasingly been bringing their older family and friends to the platform. These individuals were historically less comfortable buying online, but not any more.<sup>20</sup>

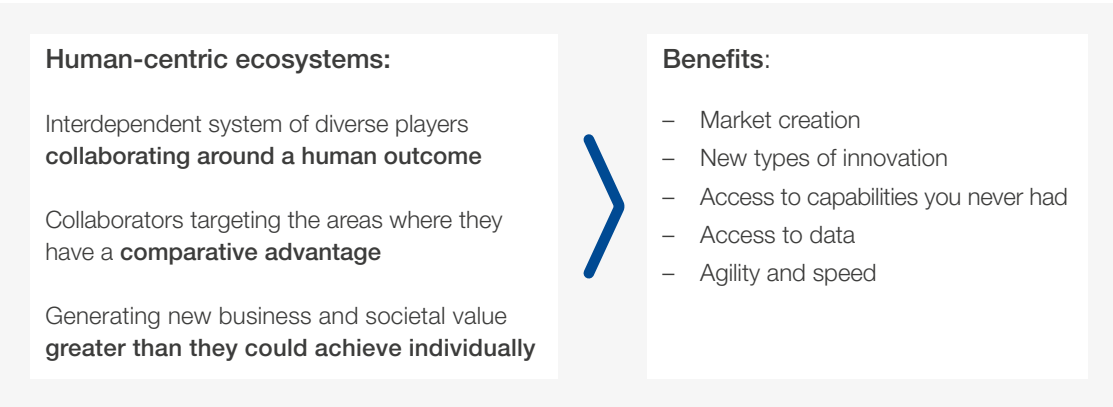
Newer entries are also revealing. For example, Sysco created the Sysco Foodie programme, a new model whereby the company helped restaurants mitigate the impacts of the current crisis by enabling them to offer essential products to consumers. The company partnered to help transform a restaurant's dining area into a pop-up shop, providing an inventory of items that consumers were struggling to find in their local grocery store during the early days of the crisis (e.g. eggs, condiments, toilet paper etc.)

## 4.2 Enabling impact through human-centric ecosystems

Looking ahead, the industry can have even greater impact. Taking a human-centric ecosystem approach that uses the Forum's unique ability to mobilize diverse constituents to create shared value can realize transformative change. The human-centric ecosystem approach comprises an interdependent system of diverse players collaborating on a human

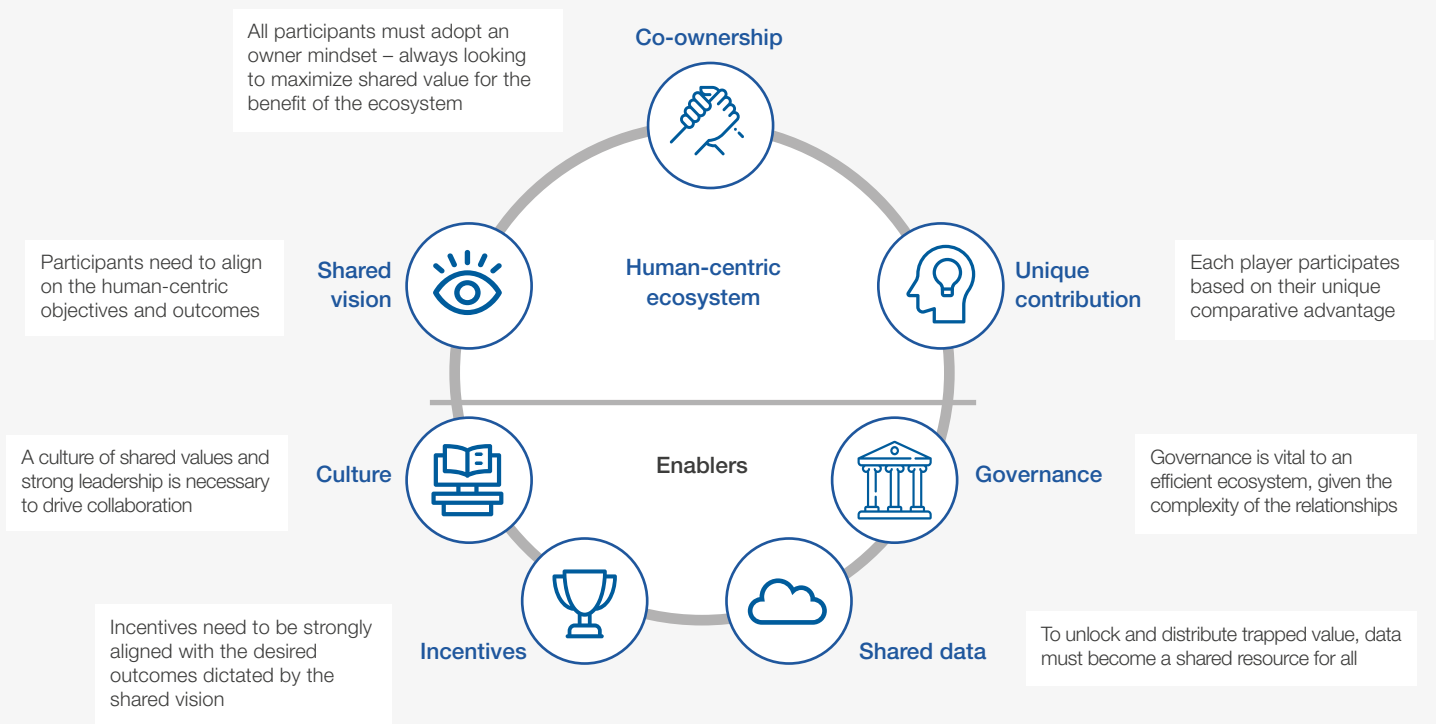
need with a shared vision, goals, governance and incentives. This collaboration can accelerate value creation for all stakeholders by developing new markets and has the potential to inspire breakthrough innovation with speed and agility by providing shared access to data and capabilities for all members of the ecosystem.

FIGURE 2 Human-centric ecosystems create shared value for business and society



Source: Accenture Research

FIGURE 3 | Key tenets of an effective human-centric ecosystem



Source: Accenture Research

The power and potential of human-centric ecosystems was already emerging in initiatives that predated COVID-19. The Health City Initiative in Edmonton, Canada, is a good example: More than 70 leaders in the public, private and philanthropic sectors came together to improve health outcomes and encourage economic growth through the creation of a new health economy. This initiative creates an environment for innovators to co-develop, validate, adopt and showcase healthcare capabilities in the region – and includes collaboration across life sciences industry leaders, technology and research innovators, academia, government, the healthcare system and the financial institutions that provide access to capital.

The ecosystem approach has gained traction more broadly during the current crisis. Early on, for example, companies reached out to nurture ecosystem partners. L'Oréal USA implemented a multifaceted programme to support beauty professionals affected by salon closures. This programme includes payment relief for salon partners, extension of loyalty programme points, donations to the Professional Beauty Association COVID-19 Relief Fund and more. To support out-of-home and food service customers, Nestlé is offering

aid through its #AlwaysOpenforYou programme. Initiatives include extended credit terms, suspension of coffee machine rental fees, free products for reopening and digital training for baristas. In addition, the company is sponsoring out-of-home initiatives such as vouchers and free goods to help local bars and restaurants bring in cash in the near term.

Competing retailers also joined forces to support healthcare workers and consumers. Belgian retailers Delhaize and Colruyt collaborated to supply hospital staff with food deliveries free of charge; they announced that they would divide the regional hospitals equally and invited other competitors to join. The Australian Competition and Consumer Commission (ACCC) permitted large supermarkets Aldi, Woolworths, Coles and Metcash to coordinate their work with manufacturers, suppliers and transport and logistics providers in order to ensure that the unprecedented national demand for groceries could be met. These ecosystem partners also joined forces to provide consistent and informative communication with consumers, launching joint marketing campaigns in national newspapers to educate consumers on COVID-19 safety measures to help them through the pandemic.



**As businesses, we have been conditioned for far too long to view each other as the competition. As leaders, we need to reset our thinking and actions to harness collaboration for the greater good and compete as a collective force against a global threat.**

Alain Bejjani, Chief Executive Officer, Majid Al Futtaim



The reason for this traction? A mindset shift that put everyone on the same team, working against a common threat. Keeping that mindset intact when the immediate crisis recedes is imperative.

While the value creation potential is very real, industries have not historically operated using this kind of model, and there are challenges that participants will need to overcome. Historical barriers include the fundamental nature of and need for competition, existing and emerging laws (including anti-trust and privacy), the desire of individual organizations to internally execute all aspects of a solution, and a lack of skills and capabilities in implementing collaboration at scale.

These barriers can be overcome. However, this requires a deep and enduring change in mindsets, starting at the leadership level. Ecosystem members must first align on a clear and unified shared objective and vision, and also understand what each participant's unique contribution is to the solution; successful ecosystems take an "owner mindset" to bring these characteristics together, consistently partnering to maximize shared (not individual)

value. This collaboration is enabled by a strong culture and governance, supported by joint incentives and transparency through data.

Aligning on and working towards common goals will further position leaders across the board to mitigate challenges. The Forum's goals are well suited to this purpose. Further, with such effective alignment in mind, the Consumer Industries community has identified a set of collaborative actions to prioritize, with those goals as a guide.

Designed to strengthen the fabric of ecosystem-level activities, these actions complement and build on the Forum's "Great Reset" initiative, and other Forum activities such as the Platform for Shaping the Future of Consumption. They are:

- Better nutrition for all
- Enable sustainable consumer choice
- New deal for the workforce
- ESG leadership

## **Goal: Improve consumer health and well-being**

### **Action: Better nutrition for all**

Although studies show that consumers want to lead healthier lives, they face multiple challenges. Many consumers struggle to manage the potential trade-offs of healthy vs. lower-cost goods. Many are confused by conflicting messages about "what is healthy". And, while government intervention can be effective (e.g. with sugar taxes), policy is not always aligned with the latest scientific findings. Finally, due to distribution costs, companies often struggle to serve rural or poor communities in a way that aligns with their margin requirements.

The consumer industries can address these barriers by working on availability, access and adoption. Walmart, for example, is piloting one-stop-shop healthcare clinics for communities that need them most, featuring primary care, dental care, vision and hearing services as well as behavioural health, fitness and wellness education classes. Nestlé has acquired Persona, a platform designed to help consumers

develop personalized vitamin programmes. US regional grocer Hy-Vee offers complementary nutrition tours with qualified dietitians that focus on nutritional topics such as diabetes and blood pressure. Dermalogica has teamed up with BreezoMeter, a global air quality data company, to help consumers track the impact of pollution on their skin and suggest product recommendations.

Other promising initiatives include Lyft's grocery access programme, Thrive Market's discounted memberships and Unilever's Seeds of Prosperity programme.

At an ecosystem level, initiatives such as the Workforce Nutrition Alliance, the True Food Alliance, Project Laser Beam and the Brighton and Hove Food Partnership are forging the path forward.



**Consumers are demanding to know more about the food they are eating and are asking for transparency and clarity in labelling. Food and beverage companies must embrace the responsibility and the opportunity to provide nutritious, safe, affordable and accessible products that improve global metabolic health. We must go beyond 'do no harm' and advance the health of consumers with nutrition re-engineered to reverse metabolic disease by supporting the brain, feeding the gut and protecting the liver. Government regulations must support these products that advance human health.**

Mohammad Jaafar, Chairman and Chief Executive Officer, The Kuwaiti Danish Dairy Company



## How do we improve access to and availability and adoption of optimal nutrition in both developed and developing countries?

Individual company action		Industry initiatives	
	Lyft provides discounted rides to and from participating grocery stores and farmers' markets		<i>Encouraging healthier choices</i> <b>Who's involved?</b> CGF, GAIN, Nutrition Connect
			<i>Scalable, collective solutions to malnutrition</i> <b>Who's involved?</b> UN, Unilever, Mondelez, Royal DSM and GAIN, Accenture Development Partnerships
			<i>Helping people learn how to cook, eat a healthy diet, grow their own food and waste less</i> <b>Who's involved?</b> Civil society organizations, local health and municipal authorities

Source: Accenture Analysis

### Goal: Advance sustainable consumption Action: Enable sustainable consumer choice

Consumers are increasingly prioritizing sustainability, but – as with health and well-being – face confusion when it comes to making the “right” decisions. Take just one small example: shampoo. Currently, the number one environmental impact of shampoo is water use. Although this fact should not reduce company efforts to provide more environmentally friendly product forms and packaging, and source ingredients responsibly, consumers can have the most significant environmental impact simply by taking shorter showers. In the interests of holistic solutions, shampoo makers need to get that word out, clearly and without hedging.

Ecosystem action, with an emphasis on facilitated consumer engagement, could enable a breakthrough in this area.

Individual examples of companies leading this effort include Unilever, which has committed to Net Zero by 2039, and is taking just this sort of action by educating consumers through the use of carbon labels on all 70,000 of its products.

Another example is Doconomy, a Swedish fintech start-up for everyday climate action, which has partnered with Mastercard to launch the world's first credit card with a carbon-footprint limit.<sup>21</sup> “DO Black” not only enables users to track and measure the CO2 emissions associated with their purchases but also helps them set limits on the climate impact of their spending.

Stepping up, too, are the companies adapting to the consumer trend of shopping more locally and giving preference to locally sourced products. Supermarket chains in Sweden, such as Co-op, ICA and Lidl, are allocating more shelf space to locally made goods.

C'est Qui le Patron?! (Who's the Boss?!) has even brought consumers to the strategy table. Consumers make decisions about the company's products and practices, and thus ensure that their desires for sustainability and responsibility are met. This approach quickly turned the French company, founded in 2016 and run as a cooperative with a network of farmer-owners, into France's fourth



**If you look at all the themes consumers are conveying, you can see that they're looking for an alignment across whole sectors/value chains... What has been lacking in the eyes of consumers is proof that companies are willing and able to work together to make claims that go beyond the boundaries of what they can control themselves.**

Geraldine Matchett, Co-Chief Executive Officer, Chief Financial Officer, Member of the Managing Board, Royal DSM

most popular milk brand. It has since expanded into related categories including eggs and organic butter, following consumers' guidance to select and prioritize potential product lines. The cooperative's members set the overall direction of the company, and, along with consumers, they get one vote each to choose new products (consumers vote on the website). All product specifications (including growing or gathering conditions and sizing), packaging (e.g. plastic or paper) and price (market, break-even, fair or

"permitting investment") are determined in this way as well. To enable consumers to make educated choices, the company also provides background information on production in each category sold.<sup>22</sup> It now serves nearly one in five adults in France – or around 11.5 million consumers.

At the ecosystem level, the City of Amsterdam is piloting a radical, circular approach called "doughnut economics":

FIGURE 5 The City of Amsterdam is piloting a radical circular approach



### Doughnut economics

- The City of Amsterdam has launched its **Circular 2020–2025 strategy**, which outlines the actions needed to halve the use of new raw materials by 2030
- The city aims to have a completely circular economy by 2050, **based on reusing raw materials to avoid waste and reduce CO2 emissions**
- Amsterdam is also developing a **monitoring tool to track and trace raw materials** and assess **which initiatives make the biggest contribution** to circular economy goals
- The strategy is based on what Amsterdam says is **"the world's first City Doughnut" economic model**

Source: Accenture Research

FIGURE 6 Enable sustainable consumer choice



## How can we help consumers to make more responsible/sustainable choices?

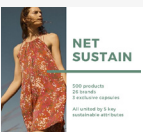
### Individual company action



Oat milk maker Oatly prints carbon impact data directly on its packaging



Unilever uses SmartLabel to give consumers easy and instantaneous access to product information



NET SUSTAIN is a curated platform by NET-A-PORTER, offering customers the choice to invest in consciously crafted fashion and beauty

### Industry initiatives



Encouraging companies to lower the environmental impact of their products  
**Who's involved?** EU Commission, licensed EU companies



Third-party certification of a product's carbon footprint to communicate impact  
**Who's involved?** Carbon Trust, participating companies

Source: Accenture Research

## Goal: Accelerate inclusive growth

### Actions: Develop and launch a new workforce deal



Even in the face of extraordinary challenges, the people who grow, produce and ship the food that we all depend on are incredibly resilient. As they work hard to keep the world fed, our highest priorities are their health and safety. And we're collaborating across the food and agriculture industries to empower our workforces with the skills, tools and opportunities they need to succeed.

David MacLennan, Chief Executive Officer, Cargill

Employment is one of the most powerful levers the consumer industries have to battle inequity and promote inclusion. With COVID-19 driving significant employee disruption and permanent job loss, employers and employees alike are re-examining the long-held constructs of work across companies and industries. This includes reconsidering who performs what work, where in the world those individuals are located, and how they are trained, mentored and developed. It also includes re-examining the difference between tasks and roles and opens the possibility of new workforce models and ever more flexible sources of income.

Individual company actions and partnerships demonstrate the potential of this line of thinking. For example, consider Movimento NOS, a partnership designed to support small and medium-sized businesses. Created by Ambev, Aurora Alimentos, BRF, Coca-Cola Brasil, Heineken Group, Mondelēz International, Nestlé and PepsiCo in Brazil, this

initiative is helping small retailers face challenges associated with operating (and re-opening) during the pandemic by providing guidance on sanitizing practices, streamlining stock replenishment routines and offering relevant market information (among other things) to help with balancing supply and demand.<sup>23</sup>

On an ecosystem level, People + Work Connect is a first mover with lasting potential. With employment needs spiking in supermarkets and other essential retailers while industries such as hotels furloughed significant portions of their workforce, this platform initially set out to address a particular labour-demand imbalance. In the longer term, there is an opportunity to nurture and manage talent at an industry level.

The One Columbus initiative, in the US state of Columbus, Ohio, offers another example. This initiative expressly compels the participation of players in all parts of the ecosystem:

FIGURE 7

### One Columbus is strengthening opportunities and liveability across its communities



#### Holistic community development

- One Columbus is a strategic initiative to **promote growth and economic development in the 11-county Columbus region**
- The One Columbus core team is comprised of 20 economic development experts who are **focused on supporting new businesses and helping existing businesses grow and compete**
- To support its vision to make the Columbus region the most prosperous region in the United States, the One Columbus team works in partnership with **regional actors, crossing government, industry chief executive officers, jobs creation, venture capital and academia**

#### The lesson

- Holistic community collaboration can **accelerate holistic change and individual growth**

Source: Accenture Research







Finally, a prime concern across the consumer industries is the fact that new types of jobs require a different set of skills – for example, data science, experience in emerging technologies and also significant facility with human and interpersonal skills. Furthermore, early indications are that COVID-19 will significantly accelerate automation and put a large percentage of repetitive jobs at risk of redundancy. These factors are increasing the urgency to find reskilling/upskilling solutions that can adapt over time and operate at scale. The Forum's Platform for Shaping the Future of Consumption, in collaboration with the Platform for Shaping the Future of the New Economy and Society, has established the Consumer Industries Task Force on the Future of Work to address these

challenges. This task force, led by the Chief Human Resource Officers from Walmart and Unilever, has developed the concept of a digital platform that will accelerate the reskilling and upskilling of front-line industry workers. The platform is driven by artificial intelligence (AI) and machine-learning algorithms that help identify the right learning pathways to prepare workers to shift from low-/no-growth jobs to high-growth jobs. By coming together to work collaboratively on this challenge, reskilling costs and times could be reduced by 30% or more. In addition, through this type of approach, nearly 50% of all disrupted workers could be reskilled by employers, thereby accelerating a positive transition to a stronger industry workforce.<sup>24</sup>

FIGURE 8 New deal for the workforce



## How do we create a workforce that is inclusive, engaged and prosperous for communities globally?

Individual company action		Industry initiatives	
 Scandinavian Airlines	Scandinavian Airlines has found a way to reskill its flight attendants to meet demand in the healthcare sector, based on the related skillsets that were needed	 	<i>People + Work Connect is a free, online employer-to-employer platform that enables organizations to quickly identify and fill jobs in locations where there is need</i> <b>Who's involved?</b> Accenture, Walmart and others
	 Beauty tech company Perfect offers complimentary access to its YouCam AI/AR technology, services and training for beauty advisers who wish to learn how to use AR tools to continue engaging with consumers virtually		<i>SkillsFuture is a platform to help upskill Singaporean citizens/workers, funded by employers or government credit</i> <b>Who's involved?</b> Singapore government

Source: Accenture Analysis

## Goal: Build trust and transparency

### Action: Advance environmental, social and governance (ESG) leadership



ESG metrics are a rapidly evolving topic where the Forum is facilitating important, multistakeholder dialogues. It's the right time to establish a broad understanding of them and standard definitions, and recognize how these actions shape a more sustainable and resilient future.

James Quincey, Chairman and Chief Executive Officer,  
The Coca-Cola Company

COVID-19 has accelerated the growing importance of trust in the eyes of consumers. Consumers increasingly want to buy from companies that can prove they share their values. However, the lack of industry-wide ESG standards makes it harder for consumers to make the right choices. Societal and investor concerns are also fuelling greater interest in ESG reporting as a tool to shift incentives and better evaluate a holistic definition of value and risk.

For this to work, ESG cannot simply be mandated, but instead must be embraced as part of corporate strategy and embedded in day-to-day operations. There is a clear opportunity to embed ESG leadership within each of our organizations, and across the industry, working in close partnership with investors, governments and across the value chain.

FIGURE 9 ESG leadership



**How can we accelerate ESG by standardizing ESG measures and tailoring it to the consumer industries to ensure relevance?**

Individual company action		Industry initiatives	
	Natura became the first publicly traded company to be B Corp-certified, with a verified commitment to sustainability and economic development for its suppliers and sales consultants		Aligning targets and actions on the removal of hydrofluorocarbons <b>Who's involved?</b> Consumer Goods Forum
	Lundin Mining runs a business incubator, Inventa Comunidad, to develop solutions to pressing environmental and societal issues in local communities		Striving to eradicate forced labour through collective action <b>Who's involved?</b> Consumer Goods Forum
	To address the challenges of the linear fashion model, C&A has developed its strategy around a full circular model		

Source: Accenture Analysis

The World Economic Forum's Consumer Industries community has aligned on these four collaborative action areas. Next, the community will be conducting a series of design sprints to clearly define the important interventions that the industries

will pilot in the next year. These pilots will build on member areas of expertise, existing individual company initiatives and relevant contacts and action groups to accelerate towards impact.

# Conclusion

COVID-19 has heightened the urgency for effective solutions to accelerating societal and environmental challenges. It has inspired companies and consumers to unprecedented levels of engagement.

It has also created a singular opportunity for collective, ecosystem-level action. The members of the Consumer Industries community at the World Economic Forum are committed to the vision of human-centric solutions that create a bright and

resilient future. They seek to use the Forum's proven ability to convene diverse actors across industries, governments, civil society and academia on an independent platform and build collaborative communities that act with purpose to fulfil their aspirations. This group, along with the members of the Forum's Consumer Industries Steering Committee, look forward to the innovative and powerful solutions that will emerge as a result of these efforts in the coming months and years.



# Appendix 1:

## Research and acknowledgements

This community paper used extensive quantitative and qualitative primary research to arrive at key findings, contributing to the perspective presented. From a qualitative perspective, more than 75 organizations across the globe, mainly agribusiness, CPG and retail industry leaders, were engaged to gauge their views on the future of consumer industries. Quantitative research included the use of eight global consumer surveys and comprehensive models to assess the macroeconomic impact on the consumer industries and communities. Secondary research

was also performed to gather additional data and analyse perspectives written in other reports issued by academic institutions, governments, private businesses and other global organizations.

The World Economic Forum would like to acknowledge and extend its sincere gratitude to, first and foremost, its Consumer Industries community members. We also wish to thank the broad community of contributors across partner companies, academicians and experts.

### Consumer Industries participants

Alshaya Group	Lenzing Group	Tyson Foods
Amcors	L'Oréal	Unilever
Bata	Lulu Group International	Walmart
Bayer	Majid Al Futtaim Holding	Welspun India
Cargill	Natura	Wesfarmers
Carlsberg	Nestlé	Yara International
China Mengniu Dairy	Nutrien	
CJ Corporation	Orkla	
Compass Group	Pentland Brands	
E. A. Juffali and Brothers	PepsiCo	
Ecolab	Pladis	
Ezaki Glico	QI Group	
Falabella	Rakuten	
FEMSA	Royal DSM	
Firmenich	Royal Philips	
Godrej Consumer Products	Sealed Air	
Henkel	Sonae	
illycaffè	Suntory Holdings	
Ingka Group (IKEA)	Sysco	
Kirin Holdings	The Coca-Cola Company	
Koç Holding	Kuwaiti Danish Dairy Company	




















# Appendix 2:

## Emergent business models

TABLE 2 Emergent business model components

- Hyper-accelerating
- Accelerating
- Continuing

	Structure	Outcomes	C-19 disruption
 Experience as a service	Advanced self-service model that allows consumers to access your product or service at scale, either paid or free, via digital means	– Achieves highly differentiated experience for both B2C/B2B channels, ensuring alignment with their values and building trust, e.g. home becoming a centre for consumption	<span style="color: green;">●</span>
 Innovation as a service	Serves as incubator and conduit to establish ecosystem partnerships and aids in development of new market opportunities by supplying technology and methodology to innovate	– Creates competitive advantage and increased or disruptive value for product portfolio – Leverages capabilities externally to support internally immature capabilities	<span style="color: lightgreen;">●</span>
 Service as a product	A transaction of service production and delivery model in which a productized service is sold by the seller or vendor to the buyer and is centrally hosted, either on a standalone website or an open platform	– Turning a service into a product allows you to create a recurring revenue stream, reach a larger audience and scale your business – Creates new channels of revenue/value	<span style="color: green;">●</span>
 Personalized	Capabilities that combine behavioural and real-time data to create flexible offerings that serve a spectrum of consumers	– Allows customers/consumers to receive hyper-relevant goods/services – Drives innovation, e.g. from new formats/flavours to bespoke products	<span style="color: blue;">●</span>
 Inclusive and ESG-led	Commercially viable model that benefits the value chain and community with emphasis on ESG approach focused on brand, trust, reputation and environment	– Looks to create value for the full value chain rather than just individual business value, e.g. by reducing poverty in underserved communities – Creation of a new go-to market for firms	<span style="color: green;">●</span>
 Data currency	A model where consumers, businesses and devices create data that is harnessed and either sold directly or used to enable the sales of other products and services	– Aggregated data can create new business models and channels, e.g. 3D printing – Data can create new types of value not previously harnessed or commercialised	<span style="color: lightgreen;">●</span>
 Circular	Aims to keep products/materials in use, by design, for as long as possible to get the maximum value from them, e.g. sustainable supply chains and post-production consumption	– Incorporates social and environmental benefits – Produces products/services aimed at creating good for society, e.g. reduced waste – Enables a firm's purpose	<span style="color: lightgreen;">●</span>
 Geo-tailoring (Glocal)	Alignment and positioning of a firm's business model, which focuses on domestic economies, supply chains and working locally while maintaining a global presence	– Improves resilience to value chain when faced with further crises – Enables niche value capture and hyper-personalization	<span style="color: lightgreen;">●</span>
 Platform-centric	Business must determine if it's going to play an owner/ operator role, co-develop, or leverage an external platform to create a new offering (API)	– Ability to serve large amounts of customers and consumers at scale and with variety – Leverages building of ecosystem; benefit of a large network	<span style="color: lightgreen;">●</span>
 Shared value chain	Strategic decisions made by firms to integrate and/or share their value chains vertically and/or horizontally through partnerships, e.g. sharing of workforce	– Agility and adaptability, i.e. new channels – Protect value chain by meeting unmet needs – Allows for value-add or scale to business	<span style="color: lightgreen;">●</span>

 <b>On-demand speed to value</b>	<p>A model that provides immediate access to a product or service, prioritizing speed to unlock and enable increased value</p>	<ul style="list-style-type: none"> <li>– Ability to serve large numbers of customers and consumers at scale and with variety</li> <li>– Allows for value-add or scale to business</li> </ul>	
 <b>“Last mile delivery”</b>	<p>Focus is on delivering a product/service to the recipient in the quickest and/or most accessible way possible, allowing the consumer to choose the way in which they consume it</p>	<ul style="list-style-type: none"> <li>– Crucial in building brand loyalty, market share and next-level partnerships</li> <li>– Drives the execution of highly sophisticated supply chain</li> </ul>	
 <b>Asset-light</b>	<p>Agile model, based on management and franchise contracts, with reduced capital intensity and investment risk, while allowing rapid scalability</p>	<ul style="list-style-type: none"> <li>– Low/flexible cost model with limited investment for spreading brand awareness</li> <li>– Enables scaling up/down with changing market conditions</li> </ul>	
 <b>Financial flexibility</b>	<p>Engagement with consumers and customers that allows payments in instalments, lease-to-own models, pay-per-use models and flexible terms</p>	<ul style="list-style-type: none"> <li>– Helps drive access, affordability and efficiencies</li> <li>– Outcome-based deals</li> <li>– Builds partnerships/ecosystem plays</li> </ul>	
 <b>Additive manufacturing</b>	<p>Altering the manufacturing of products and services through incremental technology to aid in the creation of new product and service life cycles, as well as transformed logistics</p>	<ul style="list-style-type: none"> <li>– Allows for new ways to create demand for products and services, e.g. replenishment of raw materials for in-home dispensers</li> <li>– Reduces costs and improves efficiency</li> </ul>	
 <b>Start-up mentality</b>	<p>Learning from the best of digitally native brands (e.g. fast to fail and iterate), ownership mindset (e.g. unified organizational purpose/belief), data capabilities, delivery speed and cost of development</p>	<ul style="list-style-type: none"> <li>– Delivers better customer value faster and at lower cost</li> <li>– Minimizes operations costs</li> <li>– Ability to experiment often and fail early</li> </ul>	
 <b>Frictionless digital enablement</b>	<p>A form of creating value based on the development of customer/consumer benefits using digital technologies as enablers, e.g. subscription, freemium, on-demand, D2C etc.</p>	<ul style="list-style-type: none"> <li>– Creates significant advantage through digital technologies that consumers are willing to pay for, e.g. D2C enhances convenience etc.</li> </ul>	
 <b>Voice of consumer</b>	<p>A component which empowers consumers and customers to be decision-makers for businesses, e.g. in product innovation and/or utilise influencer strategies to enhance consumer engagement</p>	<ul style="list-style-type: none"> <li>– Improved brand loyalty/awareness</li> <li>– Authentic engagement/partnerships</li> <li>– Strong consumer/customer experience</li> <li>– Reduced operational costs</li> </ul>	

**Source:** Adapted from data provided by Accenture Analysis

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# Endnotes

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