### Thursday, July 28

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:00am – 5:00pm</td>
<td>Conference Registration and Dinner Desk</td>
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<tr>
<td>8:00am – 5:30pm</td>
<td>GMA Science and Regulatory Affairs Council</td>
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<tr>
<td>9:00am – 2:00pm</td>
<td>GMA Information Systems Committee Meeting</td>
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<tr>
<td>10:00am – 12:00pm</td>
<td>GMA Industry Affairs Council Meeting</td>
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<tr>
<td>12:00pm – 5:00pm</td>
<td>Partner Power Connect</td>
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Returning in 2016 due to its continued success, GMA member companies have the chance to meet one-on-one with various Principal and Partner-level Associate Members during a 45-minute exchange session. This is a phenomenal opportunity for both participants to understand respective goals and resources to better align capabilities with innovation. For more information on how you can be a part of this unique feature session, please contact Andrew Coffey at acoffey@gmaonline.org and let him know that your organization would like to participate in the Partner Power Connect sessions.

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<th>Time</th>
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<tbody>
<tr>
<td>12:45pm – 2:45pm</td>
<td>GMA Finance and Audit Committee Meeting</td>
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<tr>
<td>2:00pm – 5:00pm</td>
<td>GMA Sales/Industry Development Advisory Council Meeting</td>
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<tr>
<td>3:00pm – 5:00pm</td>
<td>GMA Executive Committee Meeting</td>
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### Friday, July 29

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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>7:00am - 5:00pm</td>
<td>Conference Registration and Dinner Desk</td>
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<tr>
<td>8:00am - 2:00pm</td>
<td>GMA BOARD OF DIRECTORS MEETINGS</td>
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<tr>
<td>8:00am – 9:00am</td>
<td>Board Committee on Health &amp; Wellbeing Meeting &amp; Breakfast</td>
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<tr>
<td>8:00am – 10:00am</td>
<td>Board of Directors Meeting: Personal Care and Household Products Issues</td>
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<tr>
<td>9:30am – 11:30am</td>
<td>Board of Directors Meeting: Food and Beverage Issues</td>
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<tr>
<td>12:00pm – 2:00pm</td>
<td>Board of Directors Meeting &amp; Lunch</td>
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<tr>
<td>8:00am – 4:00pm</td>
<td>Partner Power Connect</td>
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<tr>
<td>8:30pm – 2:00pm</td>
<td>Emerging Leaders Program</td>
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<td>11:00am – 4:00pm</td>
<td>GMA Human Resources Share Group Meeting</td>
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11:30am – 1:30pm  GMA Advisory Council Meeting
1:00pm – 4:00pm  CFO Committee Meeting
2:00pm – 6:00pm  Marketplace Forum
3:00pm – 6:00pm  CEO Leadership Forum
6:15pm – 7:00pm  Opening Reception
7:15pm – 9:00pm  CEO Leadership Forum & Emerging Leaders Dinner

Saturday, July 30

6:30am – 5:00pm  Conference Registration
7:00am- 1:00pm  Dinner Desk
7:30am – 8:45am  Breakfast & Keynote Signature Series
Featuring: General Colin L. Powell, USA (Ret.)
Sponsored by: PwC

One of the most admired men in America, General Colin Powell has been a leader for most of his life, having led troops as a military leader, chairman of the Joint Chiefs of Staff and secretary of state. But Powell believes a leader is more than just his or her title. Drawing on examples garnered from experience as both a leader on the world stage and as eyewitness to leadership in action, Powell will illustrate for the audience precisely what it takes to be a leader, providing strategies for “taking charge” during times of great change and great crises. Powell will demonstrate how to remain focused, take responsibility and work towards improving processes, organizations and people.

9:00am – 10:00am  Executive Leadership Tracks

- Charting a Recovery for Big Food
  In an era of instant communication – and miscommunication – fueled by the growth of social networks, consumers are increasingly organizing into “food tribes.” But, who should manufacturers listen to: mass growers and producers who see industrial farming of homogeneous crops as the solution to potential looming global starvation; or consumers who demand their food be gluten-free, organic, free-range, ethically processed, and/or locally raised from heirloom seeds?

Understanding how the current food revolution may play out – and what’s on the horizon in terms of the next generation drivers of consumer purchase behavior – will allow major food manufacturers to chart effective and sustainable strategies to retake lost ground and return to above-market growth trajectories. This panel, made up of futurists and food executives, will discuss what’s on the horizon, consider potential future scenarios, and provide insight into how large food manufacturers can retake their future.
Be the disruption: Creating packaging that wins in eCommerce

ECommerce has the potential to revolutionize the CPG industry as it has in many durables categories, though the winning model for both manufacturers and retailers is still being developed. Many companies are fundamentally rethinking their supply chain model, packaging included, to tap into and gain an early advantage in this channel. When you move from a shelf-centric retail environment to a digital one, with a completely different fulfillment chain, you need to throw out historical assumptions about packaging that works, and packaging that does not. Who would design the current bag in box cereal format in an environment where consumers have endless choice (putting a premium to building engagement and loyalty), and without a retail shelf display requirements?

Selling into eCommerce requires manufacturers to think differently about:

- Packaging that drives consumer ease of use and builds brand loyalty
- The robustness of packaging formats in a supply chain in which product tends to lie sideways and is shipped with any variety of other items in one box
- The fit of their own manufacturing footprint and supply chain to SKUs for eCommerce
- Opportunities to drive supply chain efficiency and cost reduction

In this session, we will review research that the Bemis Company is currently doing with our supply chain partners to identify the specific considerations that CPG companies need to be thinking about to win in this dynamic, emerging channel.

Innovating Beyond Product: Driving Behavioral Change to Build New Businesses

Companies whose innovation extends beyond simple product performance tend to outperform the S&P 500 significantly. In consumer products, breakthrough innovation needs to couple new products with innovation in areas such as consumer experience, channel engagement, brand representation, and profit model. While CPGs are open to innovation beyond product, it proves significantly more difficult to break out of historical innovation patterns in practice. Value chain partners, from consumers to retailers and distributors, have all been conditioned to expect new product innovations and line extensions to hit store shelves in ever increasing frequency. Moreover, consumers can be reticent to embrace fundamentally new offerings in well-established categories. Consumers often exhibit “effort-aversion”, meaning that even a minimum amount of behavior change can derail adoption of the new. Successfully innovating beyond product means increasing consumer willingness to accept and adopt new offerings that challenge industry conventions. This requires companies to think more deeply about behavioral economics and design for consumers in ways that minimize and seamlessly support behavior change, clearly demonstrate significant new value, and make sense within consumers’ existing mental models. When companies pay more attention to the drivers of—and barriers to—behavioral changes, they see greater levels of uptake on new offerings and innovations that go beyond product. This panel will showcase companies with examples of successful new offerings that leveraged behavioral economics to drive consumer adoption and usage.

The Profitability Imperative: How Shopper Insights Help CPG Brands Improve Performance in a Challenging Consumer Market

CPG manufacturers are increasingly embracing zero-based budgeting and are focused on reducing waste in their promotional spending – it has become clear that there is a need for greater accountability and rationalization of that spend. In response, manufacturers must focus greater attention on efficiently delivering more value and engaging and sustaining today’s selective shoppers to achieve profitable growth. This session will look at the challenges facing the industry today, and how shopper data and personalization are playing a growing role in helping brands cope and thrive. From helping brands identify and reverse defection, to increasing the return and measurability on promotions and marketing spend, shopper data is key to addressing today’s profitability imperative.

Attendees will come away from this session with an understanding of:

- The Profitability Imperative facing the industry and how it is affecting product and marketing strategies.
- How shopper data is and can play a significant role in improving profitability and growth
  - How to deliver better returns on promotion
  - The importance of campaign measurability and its impact on profitability

10:00am – 10:30am Networking Break
LeaderShift 2020: Hiring, Developing & Retaining the Next Generation of Talent

In this session we’ll explore the new normal and future state of how People, Process, & Technology come together to help best in class companies Hire, Develop and Retain the Next Generation of Talent.

10,000 Baby Boomers turn 65 every day, and will for the next 20 years. Turnover is up sharply, with 161 million employees changing jobs this year. Harvard Business Review reports that 80 percent of CEOs worry about their companies’ ability to find the talent they need, and Gallup reports that only 30% of American workers are engaged at work. Today any kind of employee can be found, but hiring “A” players is not easy and retaining them is harder still.

The session will feature the wisdom, insights and maybe even some secrets of leadership success from executives at three of the most well respected and accomplished consumer goods organizations today.

This session will:
- Explore how to build an effective recruiting process as a competitive advantage.
- Analyze how the effectiveness of your talent strategy impacts your organization’s growth and profitability.
- Discuss best practices from high-performing companies with innovative and successful strategies around succession, recruiting, engagement and retention.

A Different Approach for Greater Trade Returns in a Challenging Market

Today, many CPG companies are struggling to grow as consumer preferences and their price sensitivities have shifted in developed markets. Meanwhile emerging market growth has slowed further exacerbating the growth challenge. Trade spend is increasingly being used as a lever for growth, and customers are expecting more trade dollars as they face their own difficulties. KPMG will lead a panel discussion of industry thought leaders on three topic areas:
- How big is the trade issue today and what are the factors driving trade performance?
- How can taking the customers perspective drive better results?
- What are specific actions companies should consider taking today in terms of better managing strategic trade investments and putting in place better management systems?

Collaborating to Create Successful Consumer-Driven In-Store Execution

Last year, Ainsworth Pet Nutrition and Nielsen joined together to share the complex, yet rewarding buyer journey path both companies followed to uncover latent demand for super-premium pet food in mainstream shopping channels. With a clear formula for snapping consumers out of auto-pilot and getting them back into the pet aisle in grocery and mass merchandisers, Ainsworth was then challenged to execute plans in-store. This year, a key retailer joins Ainsworth and Nielsen to share how consumer clarity prompted them to revamp their pet aisles ultimately driving growth for the category. In partnership, the retailer and Ainsworth are a model for the effective collaboration manufacturers and retailers seek to achieve.

During this session we’ll discuss:
- Tactics for attracting consumers to a premium product in a mainstream channel environment
- Creating successful collaboration via outcome-driven research and analysis
- Measuring and improving sales performance

Out with the Bad, in with the Good: How Leaders think about Complexity

While consumers continue to look for new benefits, flavors and packs, each change to the assortment adds significant complexity for manufacturers. Leaders in CPG are taking a new approach to tackling this complexity challenge. This session discusses the cost of complexity to Consumer Product companies, and key principles in the management and mastery of complexity. We will define the current challenge to the industry, discuss historical approaches and beliefs, and discuss new guiding principles for complexity mastery. Supporting this discussion will be an expert panel to discuss sources of complexity and actions they have taken / are taking to master complexity.
Leadership Luncheon & Award Presentation
Sponsored by: Wipro

Keynote Signature Series
Featuring: Greg Foran, President and Chief Executive Officer, Walmart U.S.

Executive Leadership Tracks

- **Digital Marketing Talent Revolution**
  Digital marketing is not only the future, it’s the present. Digital advertising already represents a third of all ad spending in the U.S. today, and many forecasts see digital reaching parity with TV in a few years’ time. But do today’s marketers have the skills they need to operate in a digital world? New BCG research shows that they do not—and that the gaps and shortfalls are bigger than companies assume. The companies that act now to transform their marketing capabilities will be much better positioned to connect with their customers in the years to come.

  But before companies can address the gaps, they need to know where and how large they are. To address this challenge, BCG joined forces with Google and a team of marketing industry experts to form the Talent Revolution Initiative. In this session, we will share key learnings on digital marketing capabilities and future requirements to put the right organization and capabilities in place to win in the digital world.

- **Navigating the Last Mile**
  Nearly two decades ago, just as e-commerce was taking off, a group of players—Webvan, Urbanfetch, HomeGrocer, and Kozmo—emerged to claim their share of the home-delivery market. Within a few years most of the start-ups flamed out in spectacular fashion—something we predicted in a white paper entitled “The Last Mile to Nowhere”.

  The Last Mile continues to present opportunity and challenges—notwithstanding the 18 percent annual growth rate of US Internet sales which now totals over $300 billion. And despite the entry of a new wave of crowdsourcing start-ups such as Instacart, Uber, and Curbside, the Last Mile is increasingly a battle among traditional retailers and, in some cases, CPG companies seeking direct access to their loyal consumers. Today, companies approach the Last Mile making nuanced trade-offs among speed, variety, and convenience. The right combination entails a complex set of compromises that depend on the product type, consumer segment, shopping occasion, and retailer/manufacturer positioning.

  Join Tim Laseter, Managing Director, PwC Strategy& as he hosts a panel of industry experts including Brent Beabout, Walmart, SVP, eCommerce Supply Chain and Derek Mansfield, Chief Revenue Officer, Relay Foods as they discuss how to navigate the Last Mile.

- **Exploiting Store Level Microeconomics To Drive Topline Growth**
  Historically the CPG industry has relied primarily on major macroeconomic trends and major new product launches to continue its growth trajectory. Today these same trends, including population growth, demographic changes, health trends, and shopper habits & practices, are challenging our ability to grow topline sales using the same tactics and strategies we've used in the past.

  While the macroeconomic challenges are substantial, underneath these larger trends exists significant opportunity for growth. This previously hidden opportunity lies in the microeconomics of our industry. In any given store in any given week, there is always growth potential through more efficient supply chain management, improved ROI from promotional trade spend, and better in-store execution for both everyday shelf health and secondary shelf location. The challenge has always been how to see it and then act on it to increase sales both in-cycle and through planning optimization.

  Unlocking this growth is increasingly possible, but it requires new data, new technology, and new tactics be adopted based on store level understanding of in-store conditions combined with a stronger link to strategy, planning and post sales analysis. In this session, attendees will hear from CPG executives who are unlocking growth despite the challenges we face with zero-based budgeting and adverse macroeconomic trends by leveraging these store level microeconomic capabilities.
• **Why should CPG Companies go B2C? Learn from industry leaders how to do it right and not upset your channel partners**

Many CPG companies are contemplating whether they should go B2C. We will discuss what the challenges are internally and how to address channel partner conflict. Our expert panel will share how they are addressing the formation of B2C groups and the internal business case to drive this initiative.

In this session we will cover:
- Building consistent omni-channel experiences
- Collecting and acting on the most valuable customer data
- Leveraging your brand sites for consumer conversion
- Bridging the physical/digital divide
- Transforming the internal organization for the future

3:00pm – 3:15pm  
**Networking Break**

3:15pm – 5:15pm  
**Keynote Signature Series**

6:30 pm – 7:15pm  
**Sunset Reception**

7:15pm – 9:00pm  
**Industry Celebration & Concert**

*Featuring: The Beach Boys*

**Sunday, July 31**

6:30am-5:00pm  
**Conference Registration**

8:00am – 9:00am  
**Executive Leadership Tracks**

• **Making Big Data Make Money**

As the cost of data collection and storage has dropped dramatically in recent years, many CPGs are assembling massive quantities of data from retail partners, third-party vendors, and even their own consumers. However, many still wrestle with how to generate maximum value from that data. How can companies gain actionable insights from their stores of Big Data? How can CPGs understand which initiatives work, which ones don’t, and which could work if fine-tuned? Learn how leading CPGs are using scientific in-market testing to inform business decisions across the enterprise and drive value.

• **Trade Promotions in a Digital World**

Change is always difficult. With the ever-increasing costs, trade promotions need to change. Digital Transformation of your trade promotion area is proving to save operational money and also increases sales. Digital methods provides a model to allow for reduction in promotional costs, better promotion tracking, quantifiable return-on-investment, stronger shopper-and-consumer behavioral understanding and improved retailer collaboration.

This lively session will be broken into two segments:
Segment One – Industry insights into the present state of direct-to-consumer promotions including the cost efficiencies associated with digital promotions and quantification of return-on-investment related to digital trade promotions.

Segment Two – Discussion with CxO-level panelists discussing the changing landscape of direct-to-consumer promotions driving cost efficiencies; better collaboration with retailers via digital promotions; quantifying trade promotions; and the requirements to have a 360-degree of the shopper, consumer and household driving top-line growth.
• **Getting Smart About SmartLabel**
At the GMA Leadership Forum in 2015, attendees were introduced to the SmartLabel™ initiative, an effort to bring greater transparency to consumers about the products they use and consume. A year later, we’re updating members on the progress of this initiative, sharing key learnings from early adopters, and introducing best practices for brands considering participation in the initiative.
Jim Flannery, Senior Vice President of the GMA will kick off the session with a SmartLabel update, including adoption rate and key findings around how consumers are accessing, using and sharing the data. A panel discussion led by GMA data partner Label Insight and executives from leading CPG brands will provide best practices for implementation, guidance on common challenges, and case studies highlighting “big wins” to date. Attendees will walk away with an understanding of the tools and resources needed to participate in the SmartLabel initiative, and a better understanding of the value it can create for their business, retail partners and, most importantly, consumers.

• **Mondelez: “Utilizing Supply Chain as a Competitive Advantage”**
In today’s environment with instant communication, viral sharing, data overload, rapid technology changes and people shifting from one organization to another, it is becoming more and more difficult to find, develop and sustain competitive advantage based on a few competencies.

Developing a significant and sustainable competitive advantage in supply chain requires a different way of thinking about supply chain performance and structuring.

With a new and holistic focus on the entire organization as a “value chain” where all participants are fully integrated and share a common vision of goals, processes and information sharing, Mondelez has transformed its entire business by utilizing supply chain as competitive advantage. This has been done in collaboration with EY across a global team.

Daniel Myers, EVP ISC, Mondelez International will exclusively share and speak about the Mondelez’ journey with focus on 3 keys to success:

- Global focus on revenue growth and expanding margins
- Supply chain as a competitive advantage
- Global people strategy

9:30am – 11:30am  State of the Industry, Keynote Signature Series  
**Featuring:** Peyton Manning  
**Sponsored by:** Accenture

12:00pm – 4:15pm  Tennis/Golf Tournaments

6:00pm – 7:30pm  Closing Bar-B-Que  
**Sponsored by:** Hewlett Packard Enterprise