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How Can Suppliers and Retailers Create Lasting Value?

Find out how to better engage, what relationship strengths and weaknesses are and learn practical steps to create an even better environment that builds strong and resilient partnerships to support growth.



AFGC Perspective

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Resetting the foundations of value creation in the Australian Grocery industry

The Australian grocery sector relies upon the quality of engagement between suppliers and retailers to support business objectives and increase growth. The industry's ability to deliver growth depends upon strong and aligned partnerships across the value chain

In facing the industry's various challenges – commercial and operational pressures, market and channel transformation, and capability and innovation gaps, it remains essential to consider the way business gets done and not just what business gets done. The “how” is critical, and this report highlights five critical pillars of engagement:

1. Trust
2. Organisation and people
3. Brand and category development
4. Supply
5. Commercial partnerships.

The Australian Food and Grocery Council is proud to support the work of the Advantage Group in bringing together the collective feedback of all retailers (via the Voice of the Customer) and all suppliers (via the Voice of the Supplier) with this unique industry-wide lens.

This report identifies an inflection point for the industry. While there are encouraging signs of improvement in areas such as trust, supply chain execution and organisational capability, these gains remain fragile and uneven. At the same time, pressures are growing in commercial partnerships and category development, where short-term, transactional behaviours are displacing long-term, growth-oriented collaboration.

The pillars for effective retailer-supplier engagement are clear. All industry participants have a role to play in responding to identified trends and opportunities to drive higher growth.

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Introduction

Understand the context, the impact and the opportunity presented through the paper

Introduction

Idea in Brief

THE CONTEXT

The Australian grocery sector is experiencing rising complexity and shifting engagement dynamics between retailers and suppliers.

WHAT'S HAPPENING

Trust, leadership, and innovation are under pressure, with transactional relationships and administrative burden impacting long-term value creation.

THE ROLE OF LEADERS

Industry professionals must focus on developing core competencies and collaborative tools to drive high-performing engagement and secure future opportunities.

Success in the Australian grocery sector increasingly depends on the quality of engagement between retailers and suppliers. As complexity grows, long-term value is shaped not just by commercial outcomes, but by the behaviours, capabilities and disciplines that underpin how organisations work together.

This report provides a **whole-of-industry view of engagement across the Australian grocery landscape**, bringing together feedback from all major retailers and suppliers. It exists above individual organisational results, offering context on how engagement is evolving and setting the tone for how the industry collectively approaches collaboration and performance.

The Advantage Group Voice of the Supplier and Voice of the Customer programs show that value is created - and eroded - through the interaction of five critical engagement pillars: **trust, organisation and people, brand and category development, supply chain performance, and commercial partnership**. While retailers' perceptions of suppliers have improved steadily, suppliers' views of retailers have been more volatile in recent years, reflecting rising complexity, administrative burden, personnel churn and an increasingly transactional approach to many elements of the relationship.

Across both local and global research, one insight is unequivocal: **trust is the cornerstone of effective engagement**. Reliability, clear communication and consistent follow-through enable deeper collaboration and sustainable growth. Conversely, lapses in execution or responsiveness quickly undermine confidence, driving risk-averse behaviours and short-term decision-making on both sides of the relationship.

This paper tracks sentiment across key competencies to provide a clear-eyed assessment of strengths, weaknesses and emerging risks in today's grocery retail environment. It highlights why targeted investment in the right engagement pillars is essential to unlock mutual value and safeguard future commercial opportunities.

Introduction

How to Read This Report

A macro view of industry engagement

This report brings together insights from all major retailers and suppliers to provide a whole-of-industry perspective. It is designed to complement; not replace individual organisational feedback.

Context before comparison

The findings sit above company-level results, helping leaders understand broader engagement trends, pressures and opportunities shaping the grocery sector.

Five engagement pillars

Insights are organised around five core pillars that consistently drive performance and value creation:

**Trust, Organisation & People, Brand & Category
Development, Supply, Commercial Partnership**

Two perspectives, one landscape

The report reflects both:

- Retailers' views of suppliers (Voice of the Customer)
 - Suppliers' views of retailers (Voice of the Supplier)
- Highlighting where perceptions align and where they diverge.

Focus on behaviours, not scores

The emphasis is on identifying patterns, risks and capability gaps, rather than ranking individual organisations.

Designed to inform action

The intent is to support industry leaders in:

- Strengthening engagement quality
- Reducing friction and transactional behaviour
- Building more resilient, sustainable partnerships over time

Research Details

The Advantage Report Voice of the Supplier and Voice of the Customer are annual programs that seek to measure and understand the engagement between suppliers and retailers in the Australian Grocery market.

Engagement through the Advantage Report is a two-way process, with Retailers and Suppliers providing feedback on each other across more than 25 competencies.

In 2025, the Voice of the Supplier (VOS) survey was launched in February with 1,639 respondents, representing 428 companies completing surveys about a range of retailers that they engaged with over the past 12 months. Respondents covered the full range of roles that interact with retailers, from Commercial roles like Sales Directors, National Account Manager, Channel Managers, through marketing, retail media, ecommerce and supply chain. This was complemented by 255 interviews with participants to deeper understand their scores and develop a strong understanding of what was driving engagement from their perspective.

Starting in May, the Voice of the Customer (VOC) survey was launched across 10 retailers. With 1,010 respondents providing feedback on over 300 different businesses across 12 macro categories, covering fresh, chilled, frozen, ambient, health & beauty, general merchandise and pet. 569 interviews were completed as part of the program across a variety of roles including; Category managers, Merch Managers, ACM's, BCM's, Buyers, Head of Supply Chain, Head of Trade, General Managers, Range & Space planners, Demand Planners, Commercial Directors, Head of Environment, Head of Quality & Technical and Client Partnership managers.

All competencies are scored on a 1 to 5 star rating scale, with 1 equalling -100 points, 2 equalling -50, 3 equalling 0 (zero), 4 equalling +50 and 5 equal to +100 points. These points are then added up and divided by the number of respondents. This gives us our Advantage Score, which will be the numbers referenced in the document today.

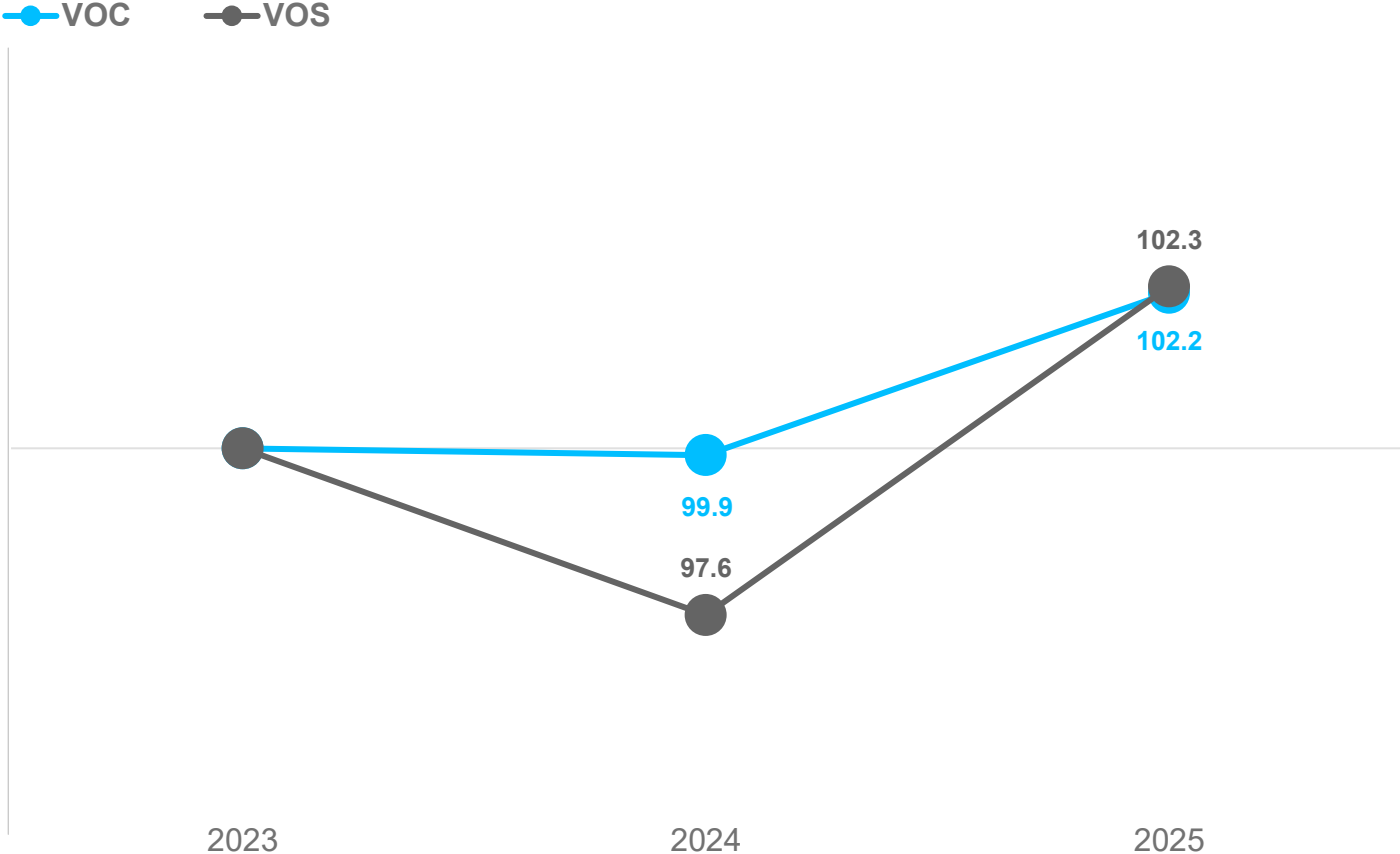


Comparative Performance

The trend over time highlights differing engagement dynamics between suppliers and retailers. Suppliers' perceptions of retailers (Voice of the Supplier) declined in 2024 before showing a strong improvement in the most recent year. Retailers' perceptions of suppliers (Voice of the Customer), by contrast, show limited movement in 2024 and reflect overall positive change when viewed across the three-year period.

Importantly, this shape is inconsistent across the Voice of the Customer and the key pillars. Some areas of engagement are strengthening, while others remain under pressure, reinforcing the need to look beyond headline scores and focus on where capability gaps and opportunities persist.

Overall Performance over Time
Indexed to 2023 Performance



VOC: The Voice of the Customer; asking Retailers and Wholesalers about suppliers
VOS: The Voice of the Supplier; asking Suppliers about Retailers and Wholesalers

Understanding Engagement Across the Grocery Industry

Defining the pillars of engagement and the major themes driving performance and change for retailers and suppliers

Engagement Pillars

The Advantage Grocery Program's Competency Framework organises all key supplier and retailer capabilities into five engagement pillars:

1. Trust
2. Organisation & People
3. Brand & Category Development
4. Supply
5. Commercial Partnership

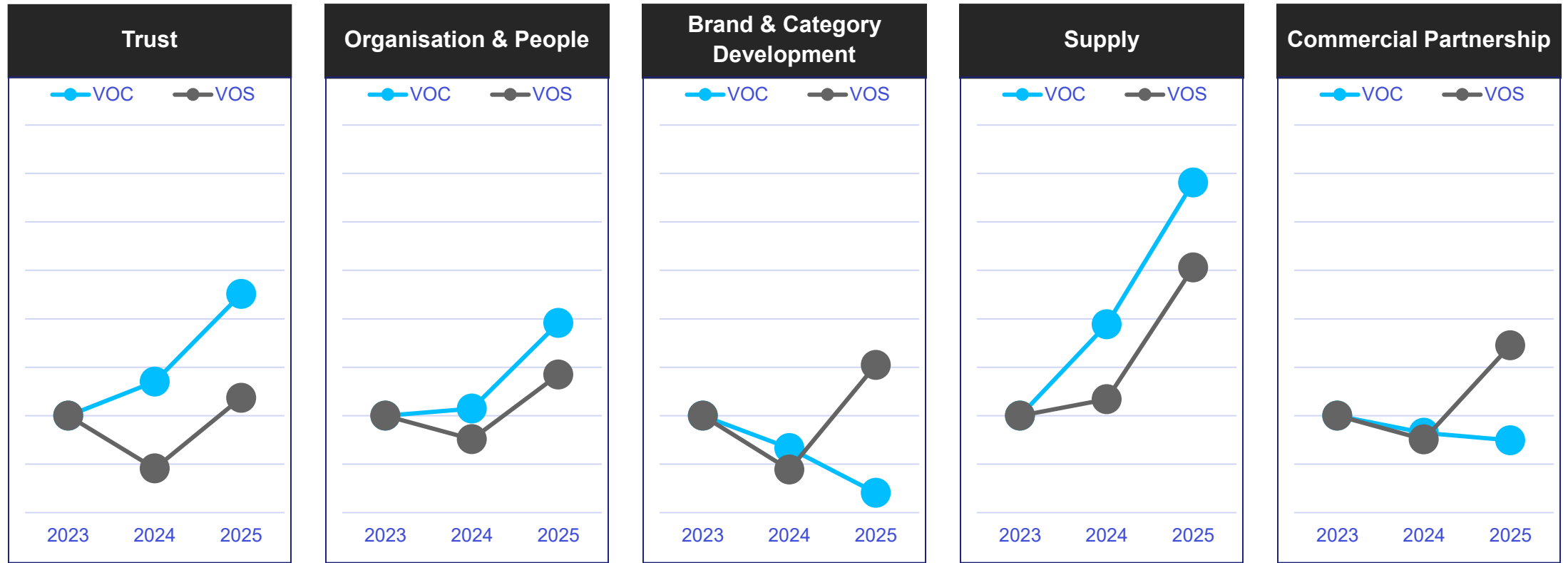
Competencies can be mapped to the pillar where it most directly drives value, based on industry feedback and respondent language. This structure enables clear alignment between what matters most to suppliers and retailers and the behaviours that deliver results; ensuring every action is focused, measurable, and relevant to real-world expectations.

A definition of each engagement pillar

Trust	Builds confidence through transparency, reliability and consistent follow-through ensuring partners can depend on clear communication and delivery of commitments, making it easy to do business together.
Organisation & People	Drives results through strong leadership, agile teams, effective collaboration and a culture of continuous improvement enabling seamless execution and alignment with strategic goals.
Brand & Category Development	Accelerates growth by leveraging insights, innovation, and targeted marketing ensuring the right products, differentiation, and value reach the shared customer.
Supply	Delivers operational excellence through robust planning processes, proactive communication and efficient supply chain management ensuring products are available, on time and in full.
Commercial Partnership	Maximises value creation through disciplined profit management, investment in growth levers and strategic use of commercial levers to drive sustainable profitability and competitive advantage.

Engagement Pillars

Advantage Score over Time
Indexed to 2023 Performance



Trust, Organisation & People and Supply are all moving in a similar fashion between 2024 and 2025; demonstrating improvement; and to some degree; recovery; to engagement in these critical areas. Commercial Partnership and Brand & Category development are diverging, suggesting strained and inconsistent relationships regarding profitability and how best to drive categories into the future.

VOC: The Voice of the Customer; asking Retailers and Wholesalers about suppliers | VOS: The Voice of the Supplier; asking Suppliers about Retailers and Wholesalers

Trust

Turning Promises and Conversations into Competitive Advantage

Trust; as defined previously, is the foundation of effective retailer–supplier relationships, as consistently demonstrated by feedback from both sides. Rather than being an abstract value, trust is built on two practical behaviours: delivering on commitments and maintaining clear, timely communication.

Retailers and suppliers often define trust through a lens of reliability; “doing what you say you will do” earns deeper engagement and long-term business. This reliability extends across a range of areas, from simply hitting supply chain metrics to following through on promotional agreements, innovation launch and problem-solving. Suppliers note that when retailers follow through on agreements, it not only builds confidence but also enables more ambitious, long-term collaboration.

However, the evidence also shows that lapses in this space; e.g. missing agreed timelines, delayed range reviews, lack of follow up, execution standards; will quickly erode trust across teams and individuals.



Trust

Turning Promises and Conversations into Competitive Advantage

Retailers are particularly frustrated when suppliers fail to acknowledge or address these lapses, leading to perceptions of unreliability and a shift to short-term, risk-averse behaviours. In such cases, relationships become transactional, with both sides minimising risk rather than investing in joint growth.

Communication is not merely an adjunct to trust; it is its primary enabler. Suppliers highlight that clear, timely and two-way communication is essential for aligning expectations, resolving issues and adapting to change.

How you deal with issues and challenges is critical to building Trust. The most trusted retailer relationships are characterised by regular, proactive engagement through joint planning, collaborative problem-solving, and open feedback loops. Trust is strengthened when retailers are open about their strategies, challenges, and decision-making criteria. The most trusted relationships are those where both parties are “in the loop,” with rapid, candid, and action-oriented feedback.

“They are trustworthy because they do what they say they will do. They are open, and if there are things they cannot do, they are upfront about it. What we see is what we get, we can trust them to follow through on their commitments.”

The Right Frequency For Communication

Effective communication is the cornerstone of high-performing supplier–retailer partnerships. Defined as clarity and purpose that fosters understanding and collaboration, communication also signals strategic intent and business direction. Across the verbatim data, several themes emerge that illuminate both best practices and persistent frustrations.

What Good Looks Like

Suppliers and retailers agree that proactive, transparent, and frequent communication drives trust and operational excellence.

Joint planning and regular engagement sessions are repeatedly cited as enablers of strategic alignment and mutual growth. Retailers value suppliers who speak to them about actionable insights, clear objectives and provide advance notice of supply chain risks.

Similarly, suppliers praise retailers that articulate category strategies and maintain open dialogue across commercial, supply chain, and digital teams. When communication is structured and consistent, it accelerates decision-making, strengthens cross-functional alignment, and supports innovation.

Where Frustrations Arise

Despite these aspirations, gaps persist. Common pain points include reactive updates, vague messaging and inconsistent cadence particularly during supply disruptions (e.g. derailments, industrial action, natural disasters) or promotional planning.

Personnel churn and siloed teams exacerbate misalignment, leaving partners unclear on priorities. There is evidence in the verbatims that margin pressure can contribute to communication becoming transactional rather than strategic.

Implications for the Industry

The evidence strongly suggests that a strong culture of clear and purposeful communication is essential for driving collaboration, strategic alignment and trust. Whilst it may seem simple on the surface, the gap between aspiration and execution remains significant.

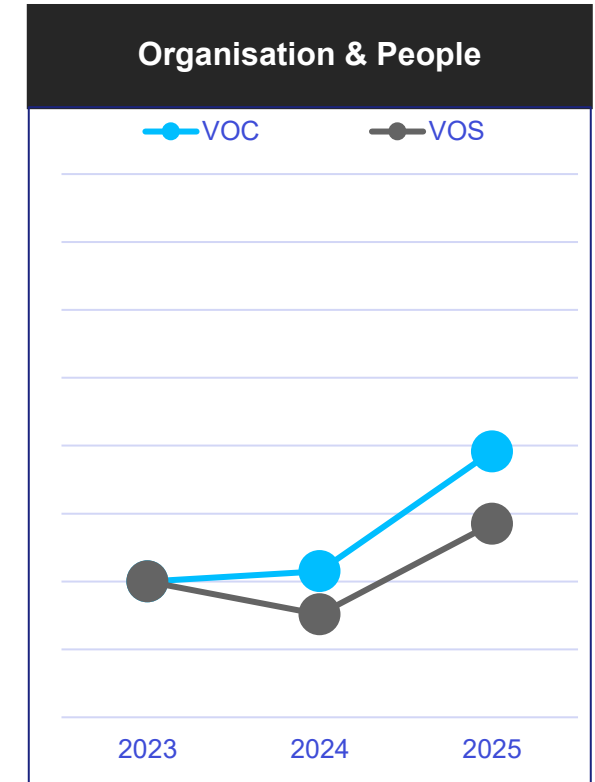
To bridge this, the best organisations commit to structured communication protocols, empower decision-makers and invest in tools that enable greater transparency. Ultimately, communication is not a soft skill but a hard driver of profitability and resilience in a volatile retail landscape.

Organisation & People

How leadership and culture distinguish high-performing organisations

Analysis of verbatim retailer and partner feedback in the grocery sector reveals that organisational success is closely tied to strong leadership, agile teams, effective collaboration, and a culture of continuous improvement. Businesses that excel in these areas consistently outperform peers in both execution and strategic alignment.

High-performing organisations are marked by visible, decisive leadership that sets clear direction and fosters trust. Respondents value partners who are “data-led,” “forward-thinking,” and proactive in addressing challenges. However, gaps often emerge between strategic intent and operational execution, with misalignment between senior management and frontline teams leading to missed opportunities and diluted accountability.



Organisation & People

How leadership and culture distinguish high-performing organisations

A culture that embraces feedback, learns from setbacks and iterates on processes is strongly correlated with business resilience and growth. Suppliers that consistently seek new ways of working, innovate and can pivot quickly are seen as partners for growth. However, a “set and forget” mentality persists in parts of the industry, limiting adaptability and responsiveness to changing market needs.

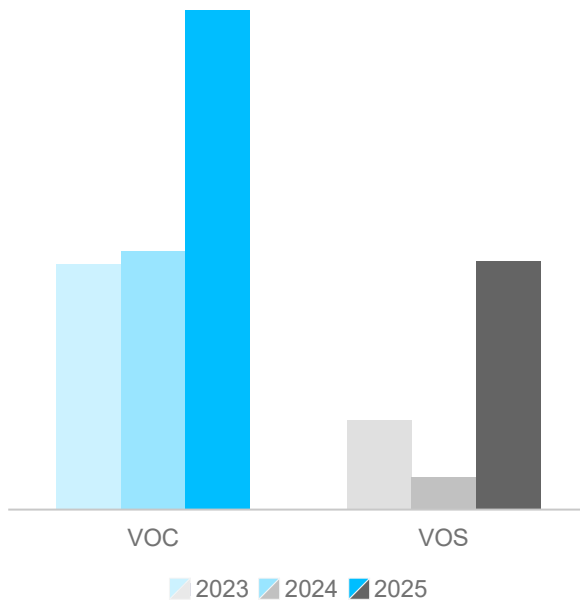
While the evidence robustly supports these themes, it also highlights their fragility. Success requires deliberate investment in people, systems and processes that enable alignment and consistent execution. Complacency and the absence of structured improvement mechanisms remain risks. **Building leadership; expressed through clear direction, accountability and role-modelled behaviours, alongside agility, collaboration and continuous improvement into everyday ways of working,** positions both suppliers and retailers to develop more resilient, high-performing partnerships.

“They have built a really good team, from their leadership team down through their various departments and levels. Everyone in their organisation has a really good understanding of what needs to be done and how to do it.”

Speed Meets Strategy

The Art of Agility

Agility | Score Trend over Time
VOC & VOS



Agility; the ability to respond well to changing requirements, emerges as both a differentiator and a persistent challenge in grocery industry partnerships.

Once considered the domain of small businesses, Agility has seen a big spike in scores in 2025 for both Suppliers and Retailers. We now see suppliers of all sizes demonstrating a new-found flexibility and nimbleness in their ways of working with each other. Agility is not merely speed; it is a composite of responsiveness, flexibility, and proactive problem-solving. When executed well, agility fosters trust, accelerates innovation, and strengthens category growth. When absent, it erodes collaboration and profitability.

What Good Looks Like

Retailers and suppliers agree that agility manifests through proactive communication, joint planning, and cross-functional alignment. Suppliers who anticipate disruptions, adapt promotional plans swiftly and engage in transparent forecasting are seen as best in class. This is often unlocked when retailers provide clarity in their strategies and communicate the detail and rationale in a timely manner.

Where Frustrations Arise

The evidence underscores recurring pain points: slow decision-making, rigid processes and reactive engagement. Suppliers often cite retailer bureaucracy and short planning horizons as barriers to agility, while retailers lament suppliers' delays to innovation pipelines and lack of follow through on ideas. Personnel churn and siloed structures can compound these issues, leading to inconsistent communication and missed opportunities. Margin pressures and opaque ROI on retail media further strain relationships making it hard for businesses to quickly analyse details and make decisions, signalling that agility must extend beyond operations into strategic and financial transparency.

Critical Assessment

The data supports agility as a key driver of positive sentiment, yet its' absence dominates frustration themes. Agility is not uniformly distributed; some players excel in supply chain responsiveness but falter in digital integration or innovation. This asymmetry suggests that agility must be institutionalised, not episodic, through empowered teams, integrated systems, and a culture of collaboration.

Brand & Category Development

From category maintenance to category leadership

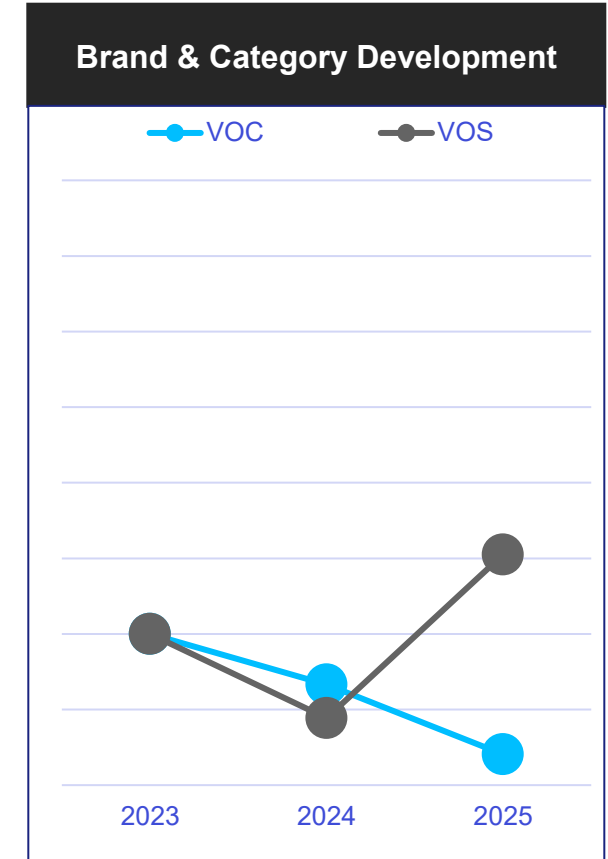
There is a sobering reality in the data for brand and category development. While suppliers continue to invest in retail media and shopper marketing, foundational competencies such as insights and innovation are under significant strain.

Retailers highlight a lack of fresh, actionable insights and a retreat from bold innovation. Many suppliers are seen as reactive, with pipelines limited to minor product tweaks. Retailers lament the sameness of offerings and the absence of exclusive ranges or tailored solutions. This lack of differentiation is a strategic vulnerability.

Suppliers also perceive execution as falling short, with compliance issues, inconsistent planogram implementation, and poor follow-through on agreements. A disconnect between commercial and digital teams further exacerbates these challenges.

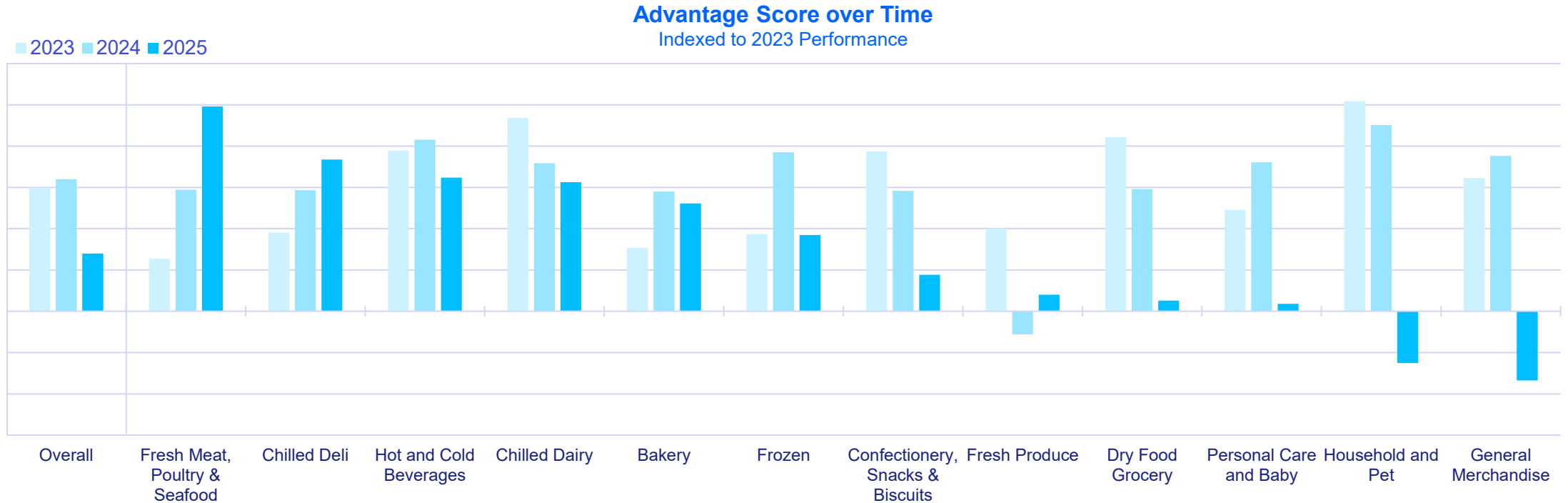
Although there is some progress in collaboration and operational basics, the sector is not fully leveraging insights or driving bold innovation. Suppliers point to a risk-averse culture, slow adoption of new products, and a focus on margin and process over shopper-centric growth. Short-term, transactional thinking threatens long-term category value.

Most concerning is the shift from category leadership to maintenance. Rather than accelerating growth through insight-led, innovative, and targeted marketing, many suppliers are now focused on defending share and cycling promotions. This tactical approach erodes retailer trust and undermines the strategic partnership needed for sustainable category growth.



Measuring the Retailers view of Product Innovation across categories

Retailers responding to the question: how well does *Supplier X* collaborate with you to develop products that are highly valued



Only Fresh Meat, Poultry & Seafood and Chilled Deli saw year on year improvements in their innovation scores. While every category has high performing businesses, overall **we can see that in the eyes of the customer, developing products that are highly valued is getting more challenging regardless of the category.**

Supply

Turning forecasting into a competitive advantage



Forecast and demand planning sits at the heart of supply chain efficiency, yet the feedback reveals a persistent disconnect between retailers and suppliers. Suppliers define success as timely updates and collaborative forecasting, while retailers emphasize avoiding out-of-stocks and maintaining inventory levels. Both perspectives are valid, but execution falters due to systemic and behavioural gaps.

Suppliers express frustration with rigid, system-driven processes, limited access to demand planners, and short-term planning horizons. Retailers, conversely, criticise suppliers for reactive communication, missed forecasts, and insufficient alignment between promotional plans and supply capacity. This divergence creates volatility in order volumes, erodes trust, and amplifies inefficiencies across the value chain.

“They ensure they have the right people from their supply team and ours to discuss matters. They introduced quarterly sessions to review supply from the past three months, identify improvement opportunities, and provide a forward looking view. This approach helps align everyone in the business with upcoming developments and addresses issues early.”

Supply

Turning forecasting into a competitive advantage

What High-Performers Do Differently:

Proactive Communication

Exceptional suppliers and retailers don't wait for updates; they create a rhythm of transparent, collaborative and timely dialogue. This agility ensures promotional readiness and minimises surprises.

Data as a Shared Asset

Best-in-class teams embrace real-time data sharing and clarity on assumptions. Retailers provide granular insights, while suppliers share forecast logic across teams; creating trust and reducing uncertainty.

Investing in People and Processes

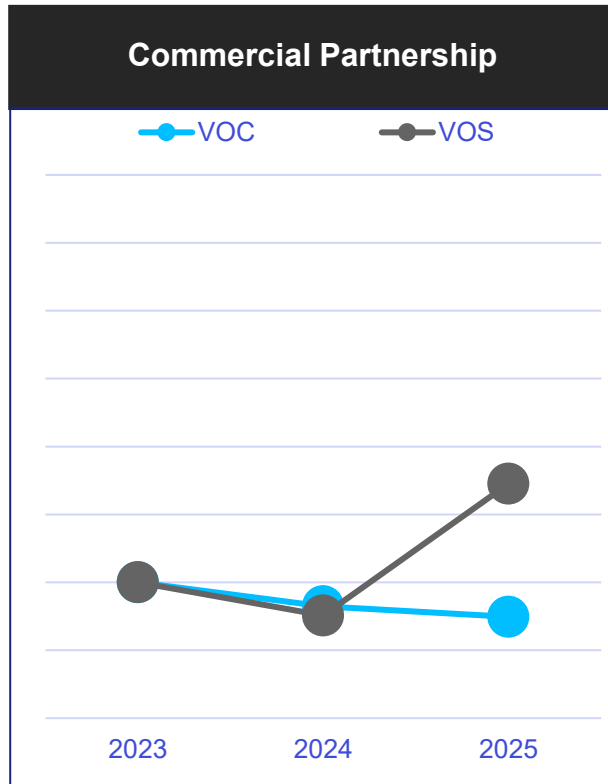
High-performing organisations prioritize stability and capability in planning teams, ensuring decisions are strategic, not reactive and communication is clear and timely.

Commercial Partnership

Leverage to mutually build trust, or run the risk of an increasingly transactional relationship

Historical and current inflationary cost pressure remains a genuine challenge across most categories, forcing suppliers to navigate sustained rising input costs while maintaining competitiveness. This dynamic adds complexity to supplier–retailer relationships, as retailers begin to question what suppliers plan to do when raw material prices eventually decline.

Commercial partnership continues to be a persistent challenge, with both sides citing similar pain points: inconsistent communication, rigid processes and a growing transactional mindset. Retailers express frustration over suppliers’ slow responsiveness, limited innovation and insufficient trade investment, while suppliers criticise retailers’ aggressive margin focus, opaque decision-making, and poor ROI on retail media. These issues hinder the creation of mutually profitable partnerships.



Leading partners are moving beyond transactional negotiations and embracing integrated planning models that prioritise long-term growth and shared accountability.

Commercial Partnership

What Separates the Leading Businesses

Structured Joint Business Planning Processes

Top performers conduct transparent, structured JBPs with clear objectives and category agendas. They avoid fragmented initiatives and instead focus on strategic depth over short-term tactics, incorporating innovation roadmaps and tailored priorities. This applies to both retailers and suppliers.

Sustainability & Efficiency Integration

Forward-thinking businesses integrate sustainability initiatives and operational efficiencies to offset cost pressures, positioning themselves as strategic partners committed to long-term value creation.

Strategic Focus versus Short-Termism

Our research shows that leading partnerships are driven by growth that is supported by sustainable and predictable commercial growth through the mix of investment and execution. When demands are misaligned with category growth ambitions, we see partnerships regress to shorter-term focus and a more transactional approach.

The Voice of the Industry

What competencies are being discussed most through the research

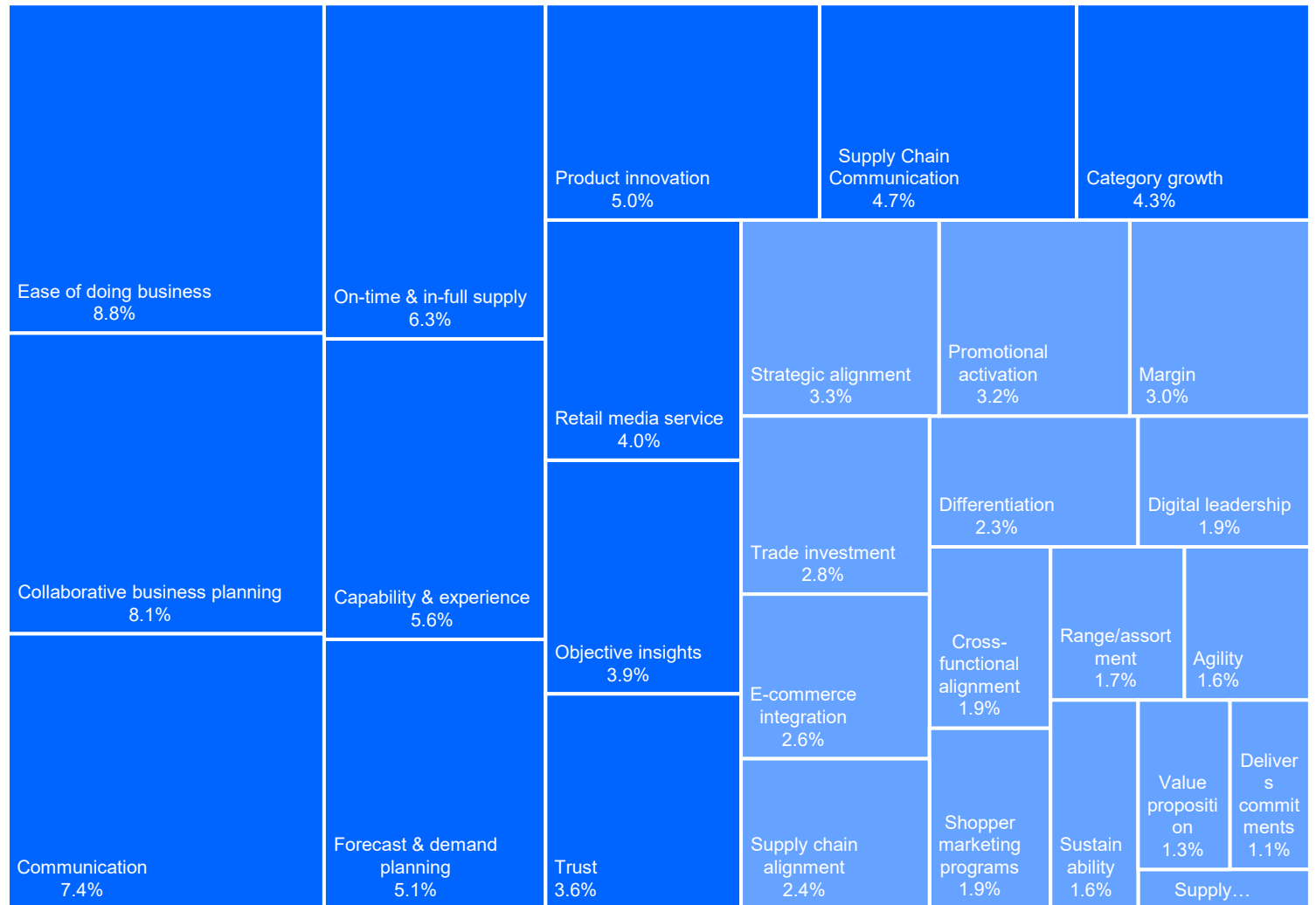
What do retailers speak about?

The image to the right shows the share of verbatim comments about each of the competencies measured. Ease of doing business and collaborative planning clearly the biggest focus.

Communication and capability are high in terms of volume, but we can also see Supply Chain being heavily represented with OTIF, Forecast & Demand Planning and Supply Chain Communication all over indexing in terms of number of comments.

This shows that a balance is required between what you're doing – supply performance, insights, investment, and how you're doing it – transparent, collaborative, clear.

Share of total comments by competency
2025 VOC Program



Over Index Under Index

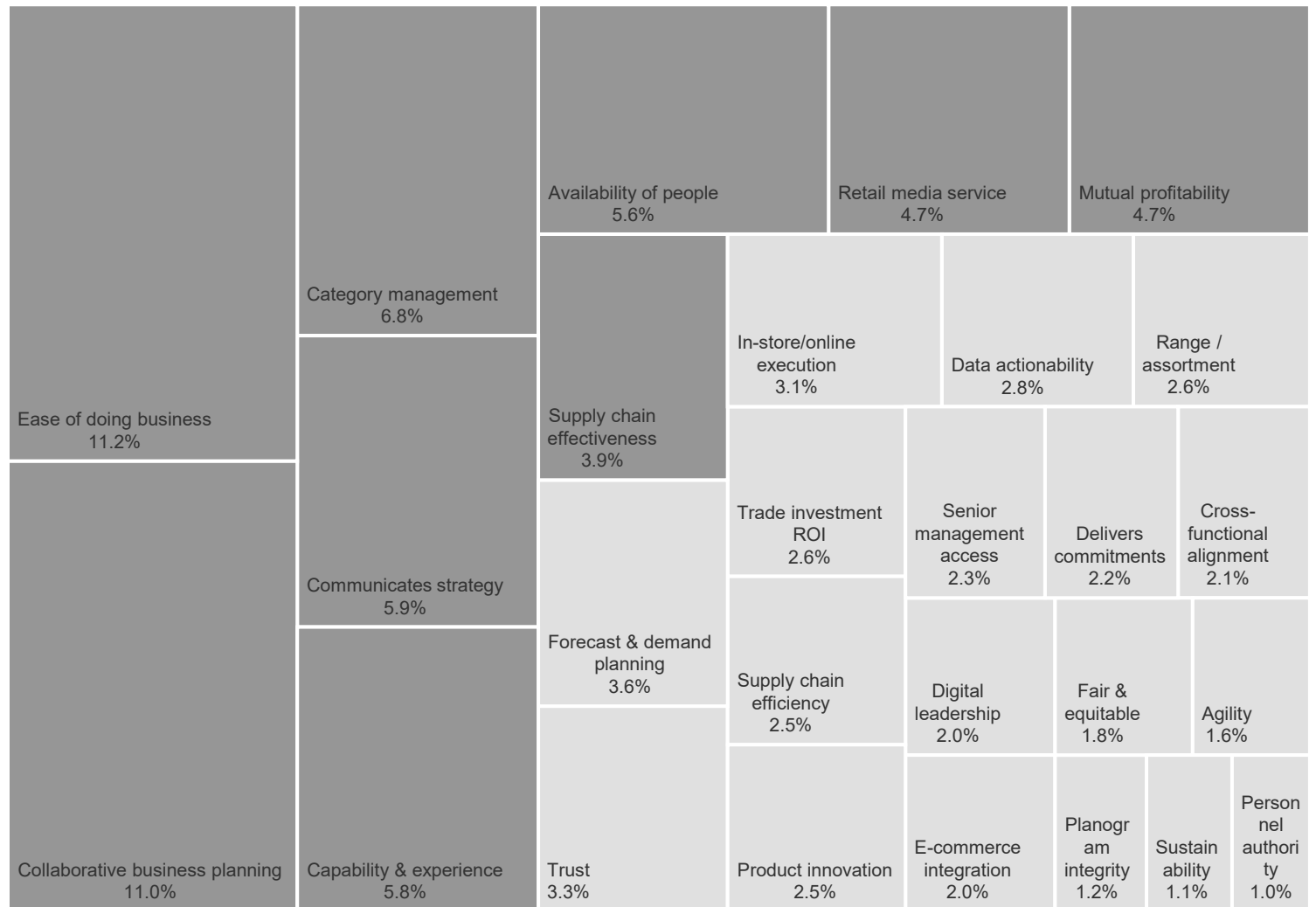
What do suppliers speak about?

Just as we saw with what retailers spoke about, we can see that suppliers are also quite focused on two things; Ease of doing business and collaborative planning.

Category management, communicating strategy, availability of people and capability & experience making up the next big groups of comments.

What this starts to tell us is that the focus is very much on how simple or difficult it is to work together. Suppliers want confidence in how the categories they play in are being managed and they want to understand the strategies that will dictate the longer term. If this is delivered by capable teams who are available, then many of the other areas start to solve themselves.

Share of total comments by competency
2025 VOS Program



Over Index Under Index

Considerations & Opportunities

Considerations and Opportunities

Trust is not merely a relational nicety but a competitive advantage. Organisations must institutionalise reliability and transparent communication, ensuring commitments are consistently met and feedback loops remain open. Lapses in follow-through or responsiveness quickly erode confidence, driving risk-averse, transactional behaviours that stifle innovation and growth.

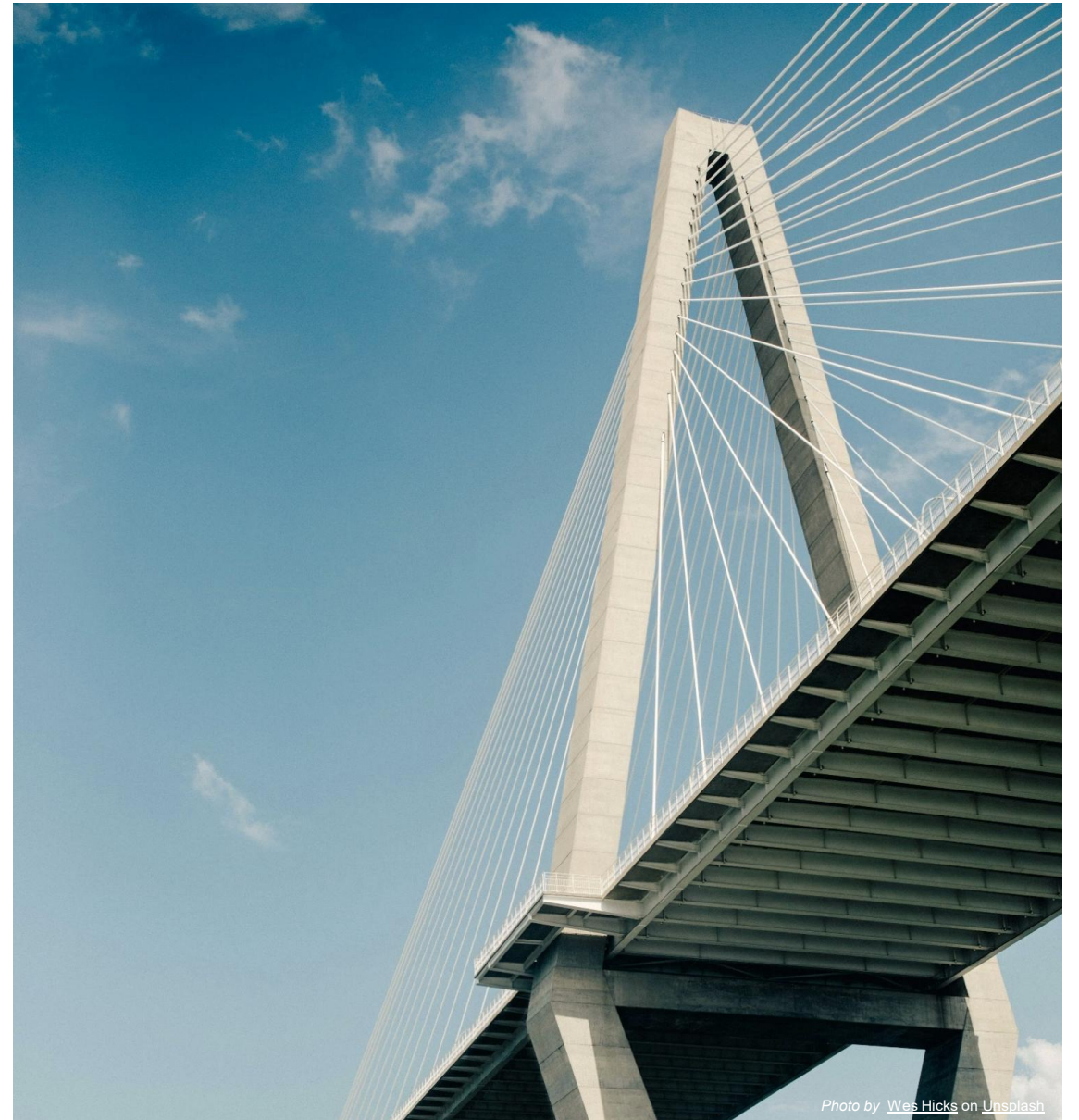


Photo by [Wes Hicks](#) on [Unsplash](#)

Opportunities for Future Growth

Advantage's perspective on areas to grow engagement into the future for retailers and suppliers

Advantages through Agility

Agility is more than speed; it is the ability to anticipate change, adapt quickly, and respond proactively to market disruptions.

Both retailers and suppliers should consider how best to:

- Define decision making across teams to allow decisions to be made closer to their respective partners.
- Invest in flexible systems and processes that enable rapid pivots in strategy, supply chain, and promotional execution.
- Foster a culture of continuous improvement, where feedback is actively sought and acted upon, and experimentation is encouraged.

Elevate Communication

Effective communication is the backbone of strategic alignment and operational excellence.

To maximise its impact:

- Establish structured, regular engagement forums for joint planning, problem-solving, and feedback.
- Promote transparency by sharing strategic priorities, challenges, and decision-making criteria openly with partners.
- Leverage digital collaboration tools to ensure information flows seamlessly across organisational boundaries, reducing silos and misalignment.

Strengthen Commercial Partnership

Our research shows that alignment across factors like joint planning, category strategies, innovation pipelines and promotional tactics, enhances total engagement

Resilient commercial partnerships are generally those that shift away from short-term negotiation to long-term, integrated planning:

- Develop structured joint business plans with clear objectives, spend visibility and category transparency.
- Embed protocols to address both inflationary and deflationary scenarios, maintaining trust and predictability.
- Integrate innovation roadmaps and retailer-centric priorities into commercial discussions, ensuring alignment on growth ambitions and investment strategies.

Build Capability and Talent

Continued investment in people is essential for sustaining high performance.

The industry at large should continue to:

- Develop talent pipelines with expertise in analytics, supply chain management, and category development.
- Provide ongoing training and development to build leadership, collaboration, and digital skills.
- Encourage cross-functional mobility and knowledge sharing to strengthen organisational resilience.

Looking forward

AFGC's perspective on improving engagement in the industry

Rebuild trust where it is needed

Trust is not built through intent, but through transparent, reliable and consistent follow through to achieve execution. When execution breaks down across supply, ranging, promotions or communication, it creates friction and leads to short-term behaviour.

- **Action point 1** Establish clear execution standards across supply, ranging and promotions
- **Action point 2** Implement structured communication cadences (not ad hoc engagement) across all commercial functions
- **Action point 3** Create accountability mechanisms to ensure commitments are delivered on both sides

Shift from transactional to strategic commercial partnerships

Commercial relationships are under strain from cost and margin pressures and short-term decision making leading to tactical and transactional negotiations.

This limits the ability to focus on longer-term gains with a bigger size of prize and stunts investment in category growth, innovation and longer-term value creation.

- **Action point 1** Embed structured joint business planning as standard practice across all major partnerships which is tied to each party's internal business planning processes
- **Action point 2** Have open conversations about cost challenges, category investment opportunities and ROI
- **Action point 3** Align on long-term category growth plans and not just annual or event-based initiatives and tactical negotiations

Reignite category growth through insight and innovation

A decline in differentiated innovation and insight led growth causes an increasing reliance on defensive strategies and tactics such as promotion, undermining long-term value for retailers and suppliers and exacerbates inefficiencies, making it harder to grow.

- **Action point 1** Reinvest in consumer and shopper insights and category strategy capability
- **Action point 2** Prioritise meaningful innovation pipelines not incremental product changes
- **Action point 3** Strengthen cross-functional retailer and supplier engagement to bring together greater expertise to develop and execute bigger, aligned innovations

Thank You!

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