



FMCG, RETAIL & AGRIBUSINESS ARENA 2014

## Times Are Challenging - How To Manage Challenges And How To Seize The Opportunities

16<sup>th</sup> - 18<sup>th</sup> November 2014, Dubrovnik

**FMCG & RETAIL** industries are looking for a deeper understanding of the fast changing business environment and are still dealing with the financial crisis. What will be the FMCG & Retail priorities in the next few years? What are the main concerns?

**FMCG & RETAIL BUSINESS ARENA** contributes to the better understanding of the key topics in this field for the next period. It provides the benchmark for those who want to know if their company is on the right track. Our intention is to bring inspiration and insights allowing to react on the opportunities that lie ahead.

### TRENDS:

- the increased unemployment in many European countries results in a low con-

sumer confidence (down trading effects within FMCG & Retail area)

- national brands tend to focus more on the short term elements of the marketing mix; retailers compete for the loyalty of their shoppers and adopt a multi - tier private label strategy
  - a growing trend of e - commerce channel influence on retailers business; the "new shoppers" want to manage their time and budget more effectively; new pure click players enter FMCG & Retail market and national brands are experimenting how to manage the digital path to purchase
- All of these trends force all stakeholders into more collaboration to create value and category growth, there is a need for developing more effective and more innovative consumer/shopper marketing strategies.

### TOPICS OF THE CONFERENCE WOULD COVER:

- FMCG & RETAIL market consolidation in the CEE region
- Consumer centricity - "consumer marketing"
- Product brand offering - is innovation a key for growing the categories?! - PL trends
- Economy and consumer demand
- Industry distribution relations
- Competitive landscape
- Technology and supply chain
- Consumer health and nutrition
- Corporate responsibility is important to all stakeholders (consumers; long - term investors)
- Regulations



<p.02> INTERVIEW  
Vedrana Jelušić  
Kašić, Director of  
EBRD, Croatia



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Miodrag Kostić,  
CEO of MK Group



<p.10> HUMANITARIAN  
Support to  
mandarins from  
Croatia's Neretva  
Valley

VEDRANA JELUŠIĆ KAŠIĆ, DIRECTOR OF EBRD, CROATIA

# I believe that the local food brands and tourism sector will be **attractive to investors**

**T**he European Bank for Reconstruction and Development is an international financial institution owned by 64 countries and 2 inter-governmental institutions, and founded in 1991. Its founders aimed to promote market-oriented economies and private entrepreneurship initiatives, and have to date invested €85 billion in 3,980 projects in 34 countries. Infoarena Business Journal talked with Vedrana Jelušić Kašić, EBRD Director, Croatia, on the development of the relationship between the Bank and local and international business communities in an area spanning Central Europe to Central Asia.

## What is the strategy of the European Bank for Reconstruction and Development?

Three-year strategy of the EBRD approved by the Croatian Government in June 2013, has three main strategic orientations. The first relates to mitigate the impact of the crisis through the promotion of sustainable growth, support to the corporate sector, both domestic and foreign investors. In line with this, we have supported the restructuring ABS Sisak (former Sisak Ironworks) and Zadar Aluflexpack and provide credit lines to commercial banks to finance small and medium-sized enterprises and energy efficiency projects. The second goal is to contribute to the development of projects and the best use of EU funds. Effective use of EU funds could support growth because it launches a series of side industries related to the project holder, such as construction and manufacturing machinery. The mere preparation of projects is extremely important and it is necessary to take multilaterally advantage of all sources. The third strategic guidance refers to supporting further restructuring of public enterprises in order to increase competitiveness. One such positive example is the support to the modernization and restructuring of Croatian Railways Infra-



structure, whose funding was completed at the end of 2013. With this investment it is encouraged the improvement of the efficiency and sustainability of the railway network, which are important elements of the current railway reforms. Rationalization of the business of the company will strengthen the position of Croatian Railways infrastructure, allowing successful integration with other railway networks in Europe.

## What are the trends that characterize global agriculture?

Trend of growth in food prices prevails, which, unfortunately, is not a short-term because it is affected by population growth (it is projected to be 8 billion of us by 2030), by bio-fuels, but also by reduced global agricultural production. On this trend it is attempting to answer with more efficient processing of land in order to increase production / yields per

hectare. Also, the world is investing a lot in logistics: in storage capacities, as well as terminals for receiving grains and oilseeds. These are trends which are present with us, and larger firms are opting management on such investments. Wherever possible, it is necessary to put the land in use, and use it in order to create additional value. In the food industry, the emphasis is on "healthy" and local "product. Customer preference for healthy food has launched a new kind of communication with the customer. Now food ingredients are clearly stand out, which makes relevant product traceability, underlining the "healthy" components. Social networks are increasingly being used as a medium of communication with customers. Loyalty cards are increasingly becoming databases for studying the habits of consumers. Awareness on the conservation of wildlife increases and the demand for quality products emphasizes. Innovation

is present in all segments of FMCG, and we have mentioned only a few.

**Is the Croatian food industry's competitive in the European Union?**

It depends on the sector and specific companies. Some companies are present on the markets of the Union for decades. As for brands, Podravka with its placement continues to take first place in the markets of the Union. Viro sugar factory, together with Sladorana, annually exports about half of its production to that market. Atlantic Group has invested directly on the markets of EU, not only in Slovenia, but also in the segment of sports nutrition in the German Haleko even back in 2005. However, most companies are limited by the cost non-competitiveness and insufficient budget to support firstly marketing promotion, and then distribution.

**Which are the reasons why the EBRD has supported introduction of Geographical Indication (GI) status in Croatia?**

It is a joint project of the EBRD and FAO, which was implemented in collaboration with the Ministry of Agriculture, Neretvanian fruit growers association "Tangerine" from Opuzen, the Association of sausage manufacturers "Baranja kulen" from Beli Manastir, and Agrokor; which in October 2013 resulted in protection of mandarins from Croatia's Neretva Valley and sausage from the Baranja region in the east of the country as the Geographical Indication (GI) status. Sign of the geographical indication is used for products that have a certain special quality, reputation or characteristics that are primarily attributable to their origin. Protection of these products, except the fact that it is raising their competitiveness, it also gives an opportunity for local producers that their high quality and protected product to more efficiently access a wider market, by better access to distribution networks.

I believe that the local food brands and tourism sector will be attractive to investors, and that the strategy of success and competitiveness should be built on the added values, specificities, respecting the origin of products, because we have no predisposition to compete in a game of big numbers, but neither the lowest costs.


**One has the impression that the producers often under "pressure" retail chains. Do you affect the relations of production and trade?**

Consumers mostly dictate the direction,

while the EBRD can contribute to the quality of this relationship by improving operations, both producers and retail chains. Atlantic Grupa, as part of our project, has started with Global Resource Initiative, giving importance to quality and sustainability supply chains. Through business network, we are often enabling the exchange of experiences among retail chains, as well as a practical training of small and medium enterprises together with retailers to improve the quality of the products.

In a crisis, consumers have turned to buying larger packaging due to possible savings, discount products, which has stimulated the growth of more economical format retail chains (the so-called. "Discount formats" or "value retailers"), but also the development of brands as a new retail brand which in UK and Switzerland already exceed 40% of the total, while in Croatia are just under 20%. The consolidation of the sector is inevitable due to economy of scale, but not the dominance of one format. Big players are not focused only on large formats, they are spreading on the small formats too which is also the development strategy of the Tesco, Carrefour and Agrokor that are adapting to consumer habits that are changing. The growth of retail sales may encourage, along with the inevitable strengthening of the purchasing power, and strengthening of the quality of service through innovation (such as self scan / Checkout, etc.), and price competitiveness achieved through effective management of working capital and economy of scale.

**Do you think that a strategic link between tourism and agriculture should be made in terms of development?**

Certainly. The connection has started, and through the Horeca channel and at the smaller family farms, especially successful in Istria and Slavonia. Manufacturers offer their products through Horeca, however, on each entity, and by that I mean hotels and restaurants, it is to recognize and to incorporate in their offer domestic, as well as authentic dishes and drinks. Croatia is annually visited by over 9 million foreign tourists, who also represent a huge consumer potential for which development of a strategy is a must. We believe that the synergies should be promoted and that we will in the next year develop a initiatives for strengthening the Croatian as a gastro-tourist destination through a strategic approach to strengthening the tourism and food industry. 



**European Bank**  
for Reconstruction and Development

**Agribusiness**

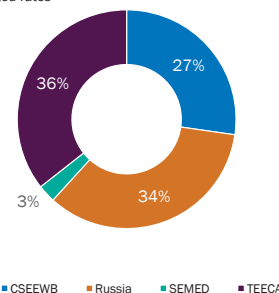
31 August 2014

**At a glance**

Number of operations to date	<b>514</b>
Net cumulative Bank Investment	<b>€8,158.0 million</b>
Cumulative disbursements	<b>€6,904.7 million</b>
Portfolio	<b>€3,294.9 million</b>
Number of active portfolio operations	<b>217</b>
Operating assets	<b>€2,562.7 million</b>
Private share of portfolio	<b>100%</b>
Equity share of portfolio	<b>20%</b>
Number of operations YTD	<b>34</b>
Bank Investment YTD	<b>€578.4 million</b>
Disbursements YTD	<b>€427.0 million</b>

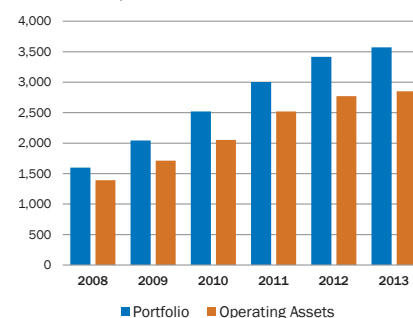
**Portfolio Composition**

Share of current portfolio at reported rates



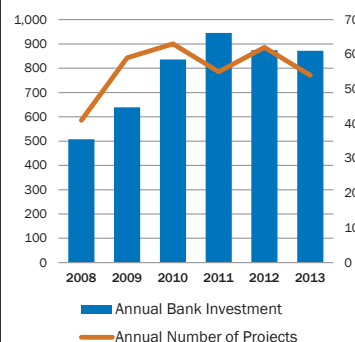
**Portfolio and Operating Assets**

€ million at reported rates



**Annual Bank Investment and number of projects**

€ million at reported rates



For more information visit

[www.ebrd.com/agribusiness](http://www.ebrd.com/agribusiness)

MIODRAG KOSTIĆ, CEO OF MK GROUP

# Alliances of regionally strong companies are necessary



**M**iodrag Kostić, one of the top businessmen in the region, established MK Group in 1983, developed from a small private company specialising in trade, import-export and production, MK Commerce. The MK Group has grown into an organisation that currently consists of 35 companies employing more than 4,500 workers in Serbia and Ukraine. It is one of the companies that form the backbone of the domestic economy. Infoarena Business Journal spoke with him about plans, agribusiness and new investment.

## What is the key to a successful company like MK Group?

The key to successful company development is in being able to adapt to existing conditions and economic situations as well as expanding activities. Considering all factors in the fast changing business environment, and by sharing experiences, there will be greater chances to meet specific consumer demands, improve the supply chain and turn business opportunities into great business results.

## Are you in favor of regional alliances?

I am certainly in favor of regional alliances in agribusiness and food indus-

tries. Alliances represent a necessity. Unless we get together, bigger players will come, and we will watch the game from the stands. To be competitive globally, one needs to have adequate quality, price and volume. The MK Group is planning to negotiate with specific Croatian businesspeople and is considering some projects on its own. Certainly, our company bears in mind the future of Serbia in the EU, as we believe that those who are not big enough will not have the strength to compete with large companies.

## What is your opinion on agribusiness in the region?

I believe that agribusiness is one of the key generators of further economic growth and the best opportunity for the entire region. In my opinion, economies of all the former Yugoslav republics definitely need regionalisation and closer business co-operation. Alliances of regionally strong companies are necessary, particularly bearing in mind the future large market, primarily the EU countries and Russia.


## Why are you coming to the FMCG, Retail & Agribusiness Arena?

As a company that constantly follows trends in order to answer new business

challenges, the MK Group is coming to the 5th FMCG, Retail & Agribusiness Arena 2014, in order to share knowledge and experiences, discuss potential factors that have impact in FMCG, retail and the agribusiness sector, and find the best ways to overcome potential problems. Participating in this event enables maintaining and establishing new contacts and partnerships in order to improve business and industry.

**At this years FMCG, Retail & Agribusiness Arena 2014, you will be moderator of a panel: Black Sea – Danube Supply Area and link with Mediterranean demand side.**

## What can you say about the panel?

Bearing in mind the current economic situation and the decrease in purchasing power of the population, the only way to maintain customer attention and demand is greater competitiveness. The regional market is increasingly open, and healthy competition is always welcome. That's why on this panel we will discuss current trends and possibility of a Black Sea – Danube Supply Area, try to suggest how to minimise costs and maximise sales revenue, as well as business rationalisation and an increase in efficiency as a result of capital consolidation. 

# 8 macro consumer trends affecting retail today

Starts with understanding the consumer

1

## Curated Consumption



**"Make it easy for me to discover what I need"**

- Overwhelmed by breadth of choice
- Looking for a more efficient shopping experience
- Navigated, easily scanned assortment
- Provide tools for product discovery

2

## Play'sumers



**"Let me have an experience"**

- Trial before purchase is a requirement (try, touch and learn)
- Looking for entertaining and exciting environment
- Showcase products in relevant lifestyle setting

3

## Co-creation / Customization



**"I know what's best for me"**

- Strong entitlement for product development
- Customization seen as "status symbol"
- Seek channels to share feedback
- Willingness to become social advocates of brand

4

## Smart Digital Shopper



**"I use technology to be a smart shopper"**

- Constant desire to connect socially with others
- Desire for access to real-time information
- Seeking innovative ways to be engaged
- Technology as a time and money saving tool

5

## Attainable Luxury



**"Give me luxury at the right price"**

- Trading down is default behaviour
- Looking for indulgence, "affordable luxuries" in choice categories
- Definition of "luxury" is segment-based

6

## Lifestyle Reflection



**"Get to know me"**

- Shopping moving beyond transactional
- Desire understanding of underlying motives
- Services & conveniences to support products
- Strong focus on women's lifestyles, new segments emerging

7

## Social Retailing



**"I will pay more for things I believe in"**

- Strong local community connection
- Want sustainable, socially responsible products
- Increasing skepticism of green legitimacy
- Want to be associated with organizations that share passion in same causes

8

## Balanced Life



**"Give me products that cater to my well being"**

- High priority on health and wellness
- More than accumulating materials goods, valuing experiences, self-improvement, and leisure

TOMISLAV GAVAZZI, FOUNDER AND OWNER OF INFOARENA GROUP

# Our aim is to make the entire region competitive on European and global markets

**T**omislav Gavazzi, Founder of Infoarena will introduce Infoarena Group and FMCG, Retail & Agribusiness Arena 2014 to all readers and give a closer look on the ideas they represent:

## INFOARENA GROUP

Infoarena Group is the leader in the SEE region in supporting companies and governments with business networking, knowledge and intelligence. Our core business is event organisation (conferences, round tables and forums), networking of interest groups and the creation of quality business content. Our objective is the development of a partnership environment that provides a high quality platform to the business segment in order to create a competitive market advantage. So far, we have organised more than 300 business events (conferences, forums, round tables) in the region with more than 30,000 participants.

## FMCG, RETAIL & AGRIBUSINESS ARENA 2014

FMCG, Retail & Agribusiness Arena 2014 will be held this year for the fifth time. Arena serves as a platform to increase investment in the region as well as a platform for potential investment from the region into other markets. Arena aims to encourage trade across the region as well as towards third markets. There are three things of which we are very proud:

### A place for dialogue

The Conference serves as a place for dialogue between public and private sectors, with the aim of making the entire region competitive on European market as well as the global market. It brings all the leaders of industry, both public and private sectors, to one place and gives them the opportunity to exchange their views on the sector. It provides all participants with a chance to gain insights into the full potential of the market and incorporate their business into it.



### The accelerator of socially responsible initiatives

The Conference serves as the accelerator of socially responsible initiatives that we have launched this year. *Youth employment Initiative in the Region*, launched this April in Dubrovnik by the Advisory Board of the **HR BUSINESS ARENA 2014** was the first of those initiatives. The main purpose of the Initiative is helping young people to climb the career ladder. The Initiative has been launched by the Infoarena Group, and is supported by regional companies such as Agrokor, A.T. Kearney, Atlantic group, Bingo, Delta holding, Gorenje, Holding Slovenske elektrarne, IBM Croatia, IEDC-Bled School of Management, MK Group, Nelt grupa, Nestle Adriatic, NIS Gazprom Neft, Nova ljubljanska banka, Podravka, Privredna banka Zagreb, S&T, Styria Croatia, Telenor Montenegro, Telenor Serbia and Vipnet. The main goal of the **HR BUSINESS ARENA** event is to encourage the signing of the Memorandum of *Youth Employment Initiative in the Region* on the joint initiative of youth employment in the region, as well as strengthening knowledge and skills for work through trainings, internships, mentoring etc.

### The mediator of co-operation between companies in the region

Co-operation between companies in the region is essential for the development of business towards third markets – cooperation of more companies offers higher quality and more favourable product and services range. The market is awakening to such ideas, after a significant period of inter-company co-operation being done erratically. The crisis has motivated companies to think about more efficient business models and consider possibilities of co-operation, rather than competition. Sharing quality workforce and experience exchange within the region has become very important as the whole region has top experts. For example, large companies like Agrokor, Atlantic and Podravka are today seeking managers throughout the region and beyond. Today the region is recognised as a natural market of high quality potential employees who are familiar with the specifics of the market.

### THE MAIN TOPICS OF THIS YEAR'S CONFERENCE ARE:

- Agribusiness Strategy until 2020 - Round table of Ministers
- Black Sea – Danube Supply Area and link with Mediterranean demand side
- Consolidation, equity investments, M&A activities and future of FMCG & retail market
- Efficiency growth , internal & external, vertical & horizontal
- SEE and Romania - more connections
- Retail trends
- Brands vs. Private Labels

I would personally like to use this opportunity to thank the EBRD for being our strategic investor and the Ministry of Agriculture for their support in encouraging dialogue between public and private sectors. I wish productive and pleasant stay to all participants! ☺

PROGRAMME

# FMCG, RETAIL & AGRIBUSINESS ARENA 2014

## Times Are Challenging - HOW TO MANAGE CHALLENGES AND HOW TO SEIZE THE OPPORTUNITIES?!

16<sup>th</sup> - 18<sup>th</sup> November 2014, Dubrovnik

Co-organizer:



**European Bank**  
for Reconstruction and Development

### 1<sup>st</sup> Day - 16<sup>th</sup> November

11:30 - 12:30 Registration

12:30 - 13:00 Opening Ceremony

- Welcome Note: Tomislav Gavazzi, Founder & Owner, Infoarena Group, Croatia
- Welcome speech: Vedrana Jelušić Kašić, EBRD Director for Croatia, EBRD, Croatia
- Welcome Speech: Miljan Ždrale, Senior Banker, Head of Agribusiness, South- Eastern Europe, EBRD, United Kingdom
- Welcome speech: Andro Vlahušić, Mayor, City of Dubrovnik, Croatia
- Opening Speech: Tihomir Jakovina, Minister, Ministry of Agriculture, Croatia

13:00 - 14:30 **Roundtable 1: "Round table of Ministers – Agribusiness Strategy till 2020"**

Moderator: Melanie Seier Larsen, Principal, The Boston Consulting Group, Croatia

Introduction Speaker: 'Charting a new path for Agribusiness in SEE', Melanie Seier Larsen, Principal, The Boston Consulting Group, Croatia

Panelists:

1. Tihomir Jakovina, Minister, Ministry of Agriculture, Croatia
2. Miloš Jovanović, Director, Investment Promotion Agency, Montenegro
3. Dušan Nešković, Minister Assistant, Ministry of Foreign Trade and Economic Relations, Bosnia and Herzegovina
4. Dejan Židan, Minister of Agriculture, Forestry and Food, Slovenia

14:30 - 14:40 Millennium photo of the Conference

14:40 - 15:30 Lunch at the restaurant Elafiti (7th floor of the hotel Dubrovnik Palace)

15:30 - 17:00 **Roundtable 2: "Black Sea – Danube Supply Area and link with Mediterranean demand side"**

- Current trends and possibility of Black Sea – Danube Supply Area
- How to minimize costs and maximize sale revenues
- Business rationalisation and increase of efficiency as a result of capital consolidation

Moderator: Miodrag Kostić, President of the Board and Owner, MK Group, Serbia

Introduction Speaker: Ilija Studen, President of STUDEN & CO Holding, Austria, « Black Sea – Danube Supply Arena and link with Mediterranean demand side - special view at MENA region»

Panelists:

1. Vedran Devčić, President of the Management Board, Port of Rijeka, Croatia
2. Mary Lystad, Principal Investment Officer, International Finance Corporation, The World Bank Group, Poland
3. Spomenka Radivojević, Director of export-import & logistics, Delta Agrar, Serbia
4. Ilija Studen, President of STUDEN & CO Holding, Austria
5. Nikola Vujačić, General Director, Victoria Group, Serbia

17:00 - 20:00 Free time

20:00 - 22:30 Dinner at the restaurant Elafiti with Live music (7th floor of the hotel Dubrovnik Palace)

\*NOTE: All participants of panel discussions are listed in alphabetical order.

\*\* NOTE: Official language of the conference is local (Croatian) with the possibility of simultaneous translation on English.

\*\*\* Programme was printed on the 14.11.2014. at 10:00h.

## 2<sup>nd</sup> Day - 17<sup>th</sup> November

### 09:30 - 10:00 Introduction into the 2nd Day

- Welcome Note: Tomislav Gavazzi, Founder & Owner, Infoarena Group, Croatia
- Welcome Note: Carmen Majetić Pavić, Program Director of the Conference, Founder & Owner, Tagoras, Croatia
- Welcome note: Vedrana Jelušić Kašić, EBRD Director for Croatia, EBRD

### 10:00 - 12:00 **Roundtable 3: “Consolidation, equity investments, m&a activities and future of fmcg & retail market”**

- Investors’ views: Are traditionally unattractive sectors becoming appealing targets for the investors? How is CSEE’ risk perceived?
- Financing instruments and options: What is available? Is there banking appetite to finance the sector and what are major credit concerns?
- Equity investments: What are driving forces? What are exit strategies?

Moderator: Vedrana Jelušić Kašić, EBRD Director for Croatia, EBRD  
Introduction Speaker: Miljan Ždrale, Senior Banker, Head of Agribusiness, South-Eastern Europe, EBRD, United Kingdom

Panelists:

1. Andrej Babache, Director, Mid Europa Partners, United Kingdom
2. Ingo Bleier, CFA, Head of Investment Banking, Erste Group, Austria
3. Diana Gafta, CFA, Associate, DARBY Private Equity, Franklin Templeton Investments, Hungary
4. Mislav Galic, Executive Vice President for the Business Group Food, Agrokor, Croatia
5. Urs Indermuhle, Partner, Transaction Advisory Services, Adriatic region, EY, Serbia
6. Olivia Jakupec, Member of Management Board, Podravka, Croatia
7. Neven Vranković, Group Vice President for Corporate Activities, Atlantic Group, Croatia
8. Miljan Ždrale, Senior Banker, Head of Agribusiness, South-Eastern Europe, EBRD, United Kingdom

### 12:00 - 12:45 Coffee break

### 12:45 - 14:30 **Roundtable 4: “Growth on efficiency, internal & external, vertical & horizontal”**

- Is there potential for organic growth within the West Balkans / ExYU regions within the existing conditions with the assumption that there won’t be a radical change for the better?
- What is the acquisition and consolidation potential in subsectors of FMCG in the region?
- Can the growth be achieved by restructuring or the process has finished for most relevant companies?
- What are the next markets of expansion; south, east, or west / north?

Moderator: Luka Orešković, Co-Chair, Emerging Europe Business and Government, Harvard University, USA

Panelists:

1. Marija Desivojević Cvetković, Vice President Strategy & Development, Delta Holding, Serbia

2. Mircea Draja, General manager of Coca-Cola HBC Croatia, Coca-Cola HBC B-H Sarajevo and Coca-Cola HBC Slovenia
3. Miloš Milovanović, Coordinator of FAO/EBRD projects in Serbia, Serbia
4. Peter Rajačić, Management Board Member, Žito, Slovenia
5. Saša Trivić, Director, Krajina klas, Bosnia and Herzegovina

### 14:30 - 15:45 **Lunch at the restaurant Elafiti (7th floor of the hotel Dubrovnik Palace)**

### 15:45 - 16:00 **Presenting of Hot Spot Tables.**

- HOT SPOT Tables - Work in small groups; each participant can choose a topic of his interest. Duration of group discussion is 60 minutes led by (moderated) HOST OF THE TABLE.

### 16:00 - 16:45 **Roundtable 5: “SEE and Romania - more connections”**

Moderator: Miljan Ždrale, Senior Banker, Head of Agribusiness, South-Eastern Europe, EBRD, United Kingdom  
Introduction speech: ‘Presentation of EBRD in Agribusiness of Romania’; Miljan Ždrale, Senior Banker, Head of Agribusiness, South-Eastern Europe, EBRD, United Kingdom

Lecture 1: ‘Review of FMCG sector in Romania’; Mioara Budiana, Manager, Ernst & Young Romania

Lecture 2: ‘SEE macroeconomics with zoom on Romania’; Saenger Christoph, EBRD, Economist, Project and Sector Assessment

### 16:45 - 17:45

Hot Spot Tables will be:

- **Atos & SAP Hot Spot Table: ‘Digital Transformation of Retail’**, Dejan Damjanović, Head of Manufacturing Retail and Services market, Atos, Serbia and Ivan Grujovic, SAP Senior Account Executive for South-East Europe, SAP, Serbia
- **Respons Digitus Hot Spot Table: Managing multichannel operations for sales growth and sustainability**, Damir Plejčić, Managing director, Respons Digitus, Croatia
- **Symphony Hot Spot Table: Meet shopper expectations – the role of in-store replenishment**, Ivan Guzelj, v.p. Sales SE Europe, SymphonyEYC, Slovenia
- **Špica Hot Spot Table: Retail execution methods for retailers and suppliers**, Tone Stanovnik, General manager at Špica, Slovenia
- **Visa Europe Hot Spot Table: Visa Cloud Based Payments**, Gorana Perišić Kranjčec, Country manager, Visa Europe, Croatia

### 19:00 **Transfer to the old town of Dubrovnik (bus will stop at the Hotel Excelsior Dubrovnik)**

### 19:15 - 20:30 **Free time in Dubrovnik, join us for a walk though the old town of Dubrovnik**

### 20:30 - 23:00 **Dinner at restaurant Salin in Hotel Excelsior Dubrovnik** **Address: Ulica Frana Supila 12, Dubrovnik**

### 23:00 **Bus transfer back to the Hotel Dubrovnik Palace**



## 3<sup>rd</sup> Day - 18<sup>th</sup> November

### 09:00 - 09:30 Future speech: Future of Retail

- Melanie Seier Larsen, Principal, THE BOSTON CONSULTING GROUP, Croatia

Melanie Seier Larsen will present in her key note speech Global trends affecting retail. She will present 8 macro trends that are shaping the future of retail and how retailers are responding on them.

Melanie will talk about Simplified consumption, about the Playsumers, Co-creation and customization, Smart digital shoppers, Attainable luxury, Lifestyle reflection, Social retailing and Balanced Life.

She will show different international retail formats responding on all 8 macro trends.

### 09:30 - 13:00 Roundtable 6: "Trends in Retail"

Moderator: Melanie Seier Larsen, Principal, THE BOSTON CONSULTING GROUP, Croatia

Introduction speaker: 'Atos&SAP answers for the key trends in Retail', Ivan Grujovic, Senior CRM and HCM Account Executive, SAP South-East Europe, SAP, Serbia

Introduction Speaker: 'How Adriatics fmcg industry can prepare today for tomorrow's gains?', Andrey Dvoychenkov, Group Managing Director Adriatics Region, Nielsen, Serbia

- Latest trend in industries is focusing on meeting shoppers' needs in order to result in growth. High FMCG market dynamics influences on retailers to make continuous fine tuning of their services to delight shoppers. Therefore let's dive deeper into Retail Trends Ocean and focus on private labels, promotional activities, and shopper behavior in order to define factors for success.
- Future is closer than we think thus let's be prepared together.

Introduction Lecture: "Adria regia: Brands VS Private Labels"; Katarina Jakšić, Marketing Director, Ipsos Adria, Serbia

### Panelists:

1. Maria Anargyrou Nikolic, Comercial Director, Coca-Cola HBC, Serbia
2. Catalin Cretu, Subregional Manager, Romania, Croatia, Slovenia, at Visa Europe, Romania
3. Dejan Damjanović, Head of Manufacturing Retail and Services market, Atos, Serbia
4. Jelena Doko Cetina, Retailer Services Manager, Nielsen, Serbia
5. Krešimir Dominić, Planning & Development Director, Abrakadabra, Croatia
6. Martin Elling, Director of Lenta and Member of Agribusiness Advice of EBRD, Switzerland
7. Helmut Fenzl, President of the Board, Spar international, Croatia
8. Ivan Guzelj, v.p. Sales SE Europe, SymphonyEYC, Slovenia
9. Katarina Jakšić, Marketing Director, Ipsos Adria, Serbia
10. Darko Knez, President of the Board, Konzum, Croatia
11. Drago Munjiza, Foudner & Owner, Viktor Jakov, Croatia
12. Damir Plejić, Managing Director, Respons Digitus, Croatia
13. Tone Stanovnik, General Manager, Špica international, Slovenia

### 13:00 - 13:15 Closing ceremony

- Closing remark: Tomislav Gavazzi, Founder & Owner, Infoarena Group, Croatia
- Closing remark: Miljan Ždrale, Senior Banker, Head of Agribusiness, South-Eastern Europe, EBRD, United Kingdom

\*NOTE: All participants of panel discussions are listed in alphabetical order.

\*\* NOTE: Official language of the conference is local (Croatian) with the possibility of simultaneous translation on English.

\*\*\* Programme was printed on the 14.11.2014. at 10:00h.

### Infoarena Group

Ulica grada Vukovara 269D, 10000  
Zagreb, Republic of Croatia

Tel: + 385 1 6431 452  
Fax: + 385 1 5571 851  
Email: konferencije@infoarena.hr  
Web: www.infoarena.hr

Tomislav Gavazzi, Founder &  
Owner, Infoarena Group  
Email: tomislav.gavazzi@infoarena.hr

Sales in Croatia  
+385 1 6431 452

Sales in Foreign Countries  
+385 1 6431 453

Fees and Sponsorship  
+385 1 6431 451

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+385 1 6431 452



HUMANITARIAN ACTION

# Infoarena gives support to mandarins from Croatia's Neretva Valley!



**T**he Infoarena team has visited Croatia's Neretva Valley and bought 200 kilos of mandarins from the small family farm owned by Mijodrag Kiridžija, also President of the Association of Fruit Growers Mandarina from the Neretva valley. The Neretva Valley is also widely known as 'mandarin valley' as in the whole Neretva area there are around 1.3 million mandarins trees giving up to 60 tons of fruit annually. All the mandarins will be distributed to participants at the FMCG, Retail & Agribusiness Arena. By so doing, Infoarena has given some small support to the Croatian agribusiness and to introduce foreign participants to this juicy fruit of which Croatia is so proud.

In October 2013 mandarins from Croatia's Neretva Valley won the right to

bear the Geographical Indication (GI) status, a sign used on goods that have a specific geographical origin and possess qualities, reputation or characteristics that are essentially attributable to that origin. GI's are protected in accordance with international treaties and national laws, including trademark laws in the form of collective marks or certification marks, laws against unfair competition, consumer protection laws, and laws or decrees that recognise individual GI's. With new registrations, the Neretva mandarin joins products such as Parmigiano Reggiano, Champagne and Florida Oranges, all of which enjoy global recognition.

"The action of giving mandarins to participants from all across Europe is a good opportunity to support Croatian fruit growers, and encourage the producers to find new export destinations and ways to promote this fruit grown in the most southern part of the Croatia." – said Matea Zubak, Project Manager at Infoarena. ☺



# What participants say about us?



*My team and I are looking forward to sharing best practices with colleagues attending FMCG Arena in Dubrovnik, but also to understand views of other successful companies about trends in retail and consumer industry in near future.*

**Maria Anargyrou-Nikolić,  
Commercial Director for  
Coca-Cola Hellenic in Serbia  
and Montenegro**



*Erste Group Bank AG is currently advising on numerous M&A situations in the consumer industry across the SEE region and attending the FMCG, Retail & Agribusiness Arena is therefore a natural choice for us. We feel a need to keep close to the key regional industry players and exchange our views and experience with regard to the current ongoing regional consumer*

*industry consolidation*

**Ingo Bleier, Head of Erste Group Investment  
Banking**

*We are extremely pleased that this year for the first time we are joining the FMCG, Retail & Agribusiness Arena, the 5<sup>th</sup> consecutive year Arena has proved to be extremely interesting and relevant conference for Croatian economy. We look forward to creating new business opportunities and new partnerships.*



**Barbara Cerinski, General Manager of EOS  
Matrix, Croatia**

*Delta Holding with the full strength supports closer co-operation between businesses in the region. Therefore, FMCG, Retail & Agribusiness Arena is seen as an opportunity to strengthen regional ties, for shared conquer of the market, for business improvement, and for the general benefit of all.*



**Marija Desivojević Cvetković,  
Vice President for Strategy and Development of  
Delta Holding**



*We strongly believe that the FMCG, Retail & Agribusiness Arena 2014 is an excellent opportunity for meetings and discussions with existing business partners, with new potential partners from the region and with experts in the field of food industry who use our transport services.*

**Vedran Devčić, President of  
the Management Board  
of Port of Rijeka**



*Due to all the changes and business opportunities FMCG, Retail & Agribusiness Arena 2014 will be a perfect place to be and will bring inspiration and insights on the opportunities that lie ahead to all participants.*

**Martin Elling, Director of  
Lenta and Member of the  
EBRD Agribusiness Advice  
Team**

*FMCG Retail & Agribusiness Arena 2014 combines current issues, insightful international speakers and expert debates to ensure a better understanding of the key trends and news in the food industry and supply chain management as well as modern consumer trends and their effects on the industry.*



**Ivan Guzelj, V.P. Sales SE Europe for Symphony EYC**

*As a successful company, we feel an obligation to our customers and consumers to be in continuous contact with them and through participation in the FMCG, Retail & Agribusiness Arena, we present our most successful brands and products of the new generation.*



**Olivija Jakupec, Member of  
the Board, Podravka, Croatia**

# ... what participants say about us?



*As a company that follows trends in order to answer new business challenges, MK Group is coming to the 5<sup>th</sup> FMCG, Retail & Agribusiness Arena 2014 in order to share knowledge and experiences, discuss potential factors that have impact in this sector and find the best ways to overcome potential problems.*

**Miodrag Kostić, President of MK Group**



*Bingo as one of the leading retail companies in Bosnia and Herzegovina finds that FMCG, Retail & Agribusiness Arena Conference is the perfect place for the exchange opinions and experiences in business. It is an ideal way to analyze current trends and discuss about future trends in businesses with respectable regional representatives of the FMCG industry and Retail.*

**Ljiljana Kunosić, CEO Bingo d.o.o. Tuzla**

*We believe FMCG, Retail and Agribusiness Arena 2014 is a must-be place because of interaction between participants from the region which will provide high-quality knowledge exchange and a pleasant and useful networking.*

**Drago Munjiza, Founder and director of Jakov Viktor Ltd**



*The idea of Arena to organise a conference on integration of agriculture, food and trade seems excellent. This field is of strategic importance for the entire region and may greatly contribute to its growth and development.*

**Peter Rajačić, Management Board Member of Žito Group**



*Conferences like FMCG, Retail & Agribusiness Arena 2014 are the best place for Retail & FMCG market leaders to understand the regional specifics of world trends and find suitable partners with local capabilities.*

**Tone Stanovnik, General Manager of ŠPICA**



*FMCG Arena has been and remains the place that addresses the latest industry trends and gathers well-esteemed professionals, and STUDEN & CO Holding is happy to join the A-league in Dubrovnik.*

**Ilija Studen, President of STUDEN & CO Holding**

*Atlantic Group as one of the leading companies in the region finds FMCG, Retail & Agribusiness Arena conference one of the most appropriate places for discussion of current business trends in the sector – especially in the region*

**Neven Vranković, Group Vice President for Corporate Affairs of Atlantic Grupa**




*Attending the FMCG, Retail & Agribusiness Arena 2014 underlies our goal to identify and collaborate with grower and retailer “apostles” for joint approach, to help them achieve their strategic objectives and to solidify value proposition.*

**Irena Vrcan, Key Account Manager Croatia, IFCO SYSTEMS**



# Infoarena Plan of Events 2015

Please put the  near the Arena that you personally find interesting.

MONTH	DATES	CONFERENCE	VENUE	
March	16.03 - 18.03.	<b>Restructuring Arena</b>	Dubrovnik	<input type="checkbox"/>
March	18.03 - 20.03.	<b>Human Resource Arena</b>	Dubrovnik	<input type="checkbox"/>
April	22.04 - 24.04.	<b>Digital life and Digital business Arena</b>	Dubrovnik	<input type="checkbox"/>
April		<b>Property tourism Arena</b>		<input type="checkbox"/>
April		<b>Municipality Investment &amp; Development Arena</b>	Beograd	<input type="checkbox"/>
May		<b>Aviation Business Arena</b>	Dubrovnik	<input type="checkbox"/>
May		<b>Water management infrastructure seminar</b>	Split	<input type="checkbox"/>
June		<b>Green Economy Arena</b>		<input type="checkbox"/>
June		<b>Electricity Arena</b>		<input type="checkbox"/>
June		<b>Pharma Arena</b>		<input type="checkbox"/>
September	30.09. -03.10.	<b>Investment Arena</b>	Dubrovnik	<input type="checkbox"/>
November	11.11 - 14.11.	<b>FMCG, Retail and Agribusiness Arena</b>	Dubrovnik	<input type="checkbox"/>
December		<b>Infoarena Arena</b>	Zagreb	<input type="checkbox"/>

Your name: .....

Your Company: .....

Your e-mail address: .....

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