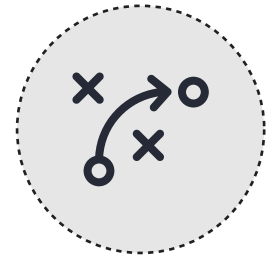


# OUR CONNECTED COMMERCE FRAMEWORK PROVIDES A REFERENCE MODEL FOR BEST PRACTICE ACROSS WHERE TO PLAY, HOW TO WIN, & HOW TO SCALE



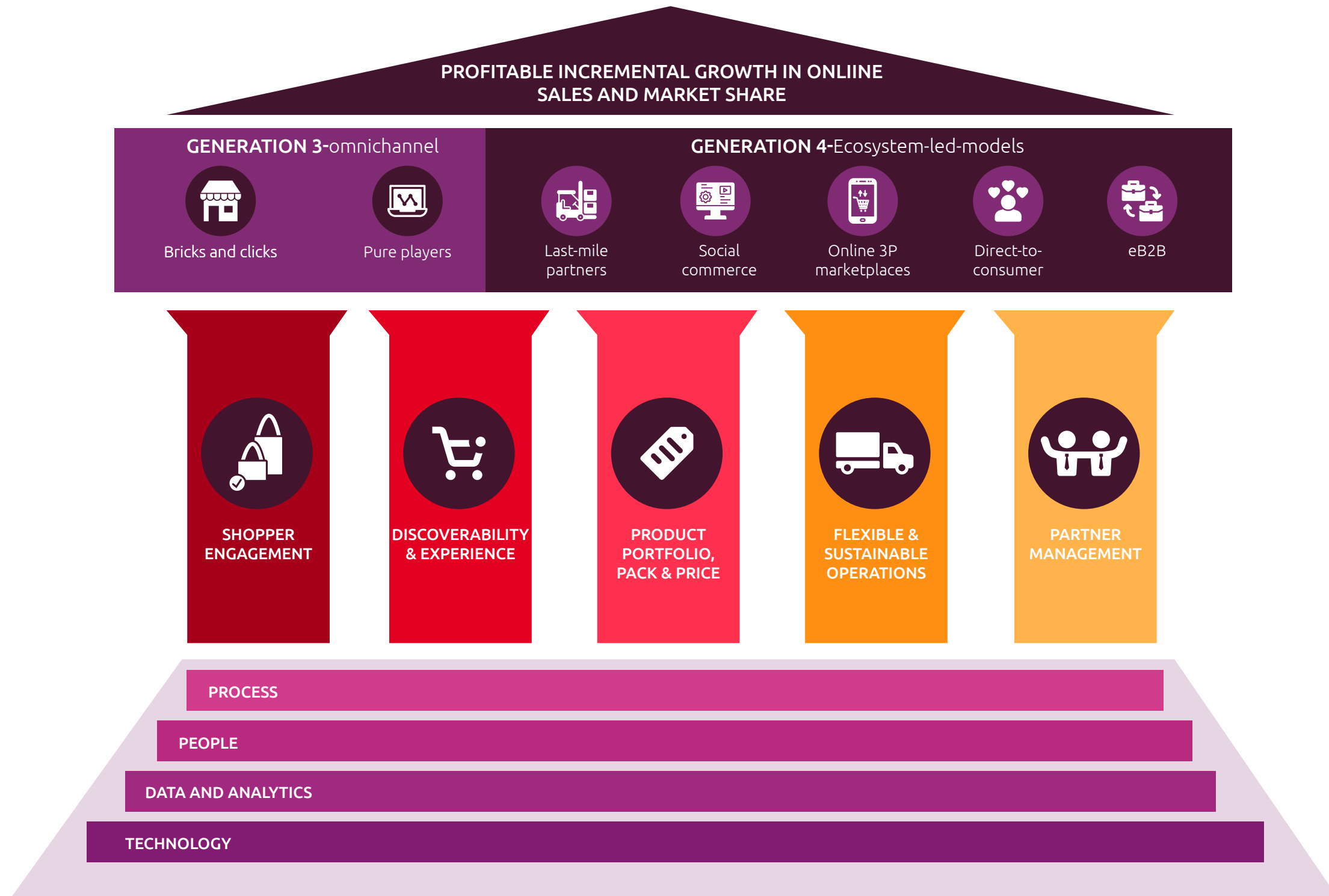
WHERE TO PLAY



HOW TO WIN



HOW TO SCALE



PROFITABLE INCREMENTAL GROWTH IN ONLINE SALES AND MARKET SHARE

GENERATION 3-omnichannel



Bricks and clicks



Pure players



Last-mile partners



Social commerce



Online 3P marketplaces



Direct-to-consumer



eB2B



SHOPPER ENGAGEMENT



DISCOVERABILITY & EXPERIENCE



PRODUCT PORTFOLIO, PACK & PRICE



FLEXIBLE & SUSTAINABLE OPERATIONS



PARTNER MANAGEMENT

PROCESS

PEOPLE

DATA AND ANALYTICS

TECHNOLOGY

AMBITION

CHANNELS

PILLARS

ENABLERS