



The **Retail Cities** European Commercial **Leadership** Series

Managing the **complexities** of retailer alliances and **new platforms**

Europe's leading grocery retailers are decentralizing when it comes to retail execution, but centralizing when it comes to annual purchasing, promotion, and media investments.

In partnership with the Total Negotiation Group, the European Commercial Leadership series will help commercial leaders make sense of buying alliances, retail media networks, best practices in RGM, and key customer planning.

Europe's Leading Grocers & Buying Alliances – 2024/2025 Outlook

Retail Cities has built a Top 25 report on Europe's largest buying alliances and multinational retail groups. We will review their financial health, key investments, and approaches to suppliers as of Q1-2024.

FREE Introductory Webinar to the Series

MARCH 21

Watch Replay

[HERE](#)

France's Multinationals – Times of Dramatic Change

Cora & Casino, two of France's iconic grocers, restructured in 2023, providing opportunities and new approaches for Intermarche, Carrefour, and Auchan. How will these French Internationals manage growth in 2024/2025?

JUNE 5

[Register HERE](#)

Retail Media Networks – Resourcing for 2025/26

Leading drug and grocery retailers in Europe are building Retail Media Networks with the hope that revenues will significantly change the financial fundamentals of their P&L. How will this evolve? How do you build a Retail Media team for 2025?

SEPTEMBER 5

[Register HERE](#)

RGM 2025/2026

Revenue Growth Management (RGM) has become an essential function in European Commercial Leadership, but it is rapidly changing and poorly understood. We will unveil our annual best practice survey results and case studies on aligning RGM and Go-to-Market strategies.

DECEMBER 10

[Register HERE](#)

To purchase the full series, and for enterprise (company-wide) access and/or special rates for member companies, please contact your **Retail Cities representative** or email info@retailcities.com

The **Retail Cities** Commercial **Leadership** Series

Date: 21 March 2024; 12:00 CET / 11:00 GMT – Free Access

Europe’s Leading Grocers & Buying Alliances – 2024/2025 Outlook

Retail Cities will reveal our annual ranking of the largest retailers in Europe across our “Five E’s” classification framework:

1. **Essentials Retailers** (mass/club/drug/value/grocery retail)
2. **Eating Out Retailers** (restaurants & catering franchises)
3. **Elegance Retailers** (department stores, beauty specialists, and accessory specialists)
4. **Expert Retailers** (DIY, electronics sporting goods, furniture and home decoration)
5. **e-Com Retailers** (eCommerce and quick delivery specialists)

More importantly, we will provide guidance on how these retailers will reposition in 2024/25, give all attendees a self-assessment tool for ‘winning with the winners in 2024/25’; which includes sortable and filterable forecast data, and updates on buying alliances.

All of our data is “final” for the calendar year 2023 including M&A and new alliances. Get a head start on winning with the winners. Our economist, Boris Planer, will also give pointers on what to expect in 2024/25 from a consumer demand and pricing perspective.

Date: 5 June 2024; 13:00 CET/12:00 GMT

“France’s Multinational Grocery Retailers – Times of Dramatic Change”

In 2023, two of France’s four multinational supermarket groups collapsed – Cora/Louis Delhaize and Casino Groupe. Once there were four, now there are two: Carrefour and Auchan. The result is that Carrefour and Auchan are rethinking their approaches to international negotiations with key suppliers and reshaping their investment strategies.

We will outline the future steps at both companies in terms of financial objectives, approaches to merchandising and channel growth, as well as best practices in managing multimarket engagements with these two groups who still have powerful share positions outside of France, particularly in Spain, Poland, and Romania where both companies operate. We will give our views on the macro-economic changes taking place in France and how those will impact both Carrefour and Auchan’s strategies.

Date: 5 September 2024; 14:00 CET/13:00 GMT

“European Retail Media Networks – How to Resource and Align for Success”

When Carrefour and Publicis announced a jointly managed Retail Media Network named ‘Unlimitail’, all major retailers in Europe sat up and took notice. Since then, just like in the US and China, all major retail groups have explored ways to build Retail Media business units and then approach suppliers to participate.

The result is that manufacturers are resourcing new roles which all report to the job of ‘Director of Retail Media.’ The question soon becomes: What does this new role do? How does it fit into key customer planning? How can marketing and sales collaborate to make the most of these new ways of engaging consumers as they shop, when they’re open to suggestions? How should the role be KPI’d? What’s the right level of investment?

We will bring in European and North American experts to answer these questions and will provide expert perspectives on the most likely future for Retail Media Networks in Europe and crawl-walk-run advice for companies looking to learn from the North American best-practice model.

Date: 10 December 2024; 14:00 CET/13:00 GMT

“RGM 2025/2026: Best Practices in Managing Buying Alliances and Multinational Contracts from the Desk of the RGM Leader”

Retail Cities, in partnership with the Total Negotiation Group, will walk through the latest changes in best practices as relates to Revenue Growth Management and what this means in ways of working for the 2025/2026 period. Our focus will be on Europe’s largest retailers and buying alliances.

We will combine case studies from Total Negotiation Group’s hands-on approach as well as results of our 2024 executive-interviews, where we ask senior leaders across FMCG their views on what works and where to apply discipline when building a RGM function that is embedded in category and promotional strategies. Commercial teams looking to get a head start on 2026 negotiations should attend this session and reflect on what worked and what didn’t in 2025 negotiations. We will provide workshop attendees with a self-assessment tool and an action step checklist to help organize thoughts leading into the New Year and 2026 negotiations.

Our Experts



Ray is a co-founder and CEO of Retail Cities. Over the last 20 years, Ray has focused on understanding the retailer-on-retailer competition and how that changes brand strategies and investments and has become a world-renowned expert on the dynamics of retail competition and the future of the commerce. Ray continuously expands his skills in understanding the current wave of retail reinvention that is disrupting blue-chip companies around the world. Ray is a frequent keynote speaker at trade and private client conferences.

RAY Gaul



Sebastian Rennack is founder of Aletos Retail Advisory, internationally recognized analyst and long-standing contributor to Lebensmittel Zeitung, the leading German weekly business newspaper for the FMCG and food retail sector. He has extensive hands-on industry experience as former member of the international operations teams of Schwarz Group and Metro Group in Germany, Poland, Ukraine and Russia.

SEBASTIAN Rennack



Boris is an analyst and consultant with 25 years of experience in retail, FMGC, consumer trends and the future of the industry. He has worked at Retail Intelligence (now part of Mintel), Planet Retail / Edge by Ascential and WGSN. He is a regular media commentator with views published in Handelsblatt, The Economist, The Financial Times, and the BBC among others, and is public speaker in industry events including the World Retail Congress, Retail Week Live and Eurocis.

BORIS Planer



Bryan is Retail Cities' Managing Director for North America. He is an industry expert, keynote speaker, and advisor, with over 25 years of experience helping retailers, brands and their trading partners adapt to and win in the changing retail world through his expertise on both physical and digital retail, including retail ecommerce. Bryan spent over 20 years as Chief Knowledge Officer for Retail at Kantar and served as SVP of Commerce for Omnicom's retail marketing agencies. He is a frequent speaker at industry conferences, and his perspective has been featured in news outlets such as CNBC, the BBC and Fox Business.

BRYAN Gildenberg

