



Global Forum 2016

*The power of GS1 to transform
the way we work and live*

22-26 February | Brussels, Belgium



Event Executive Summary

22-26 February, 2016, Brussels, Belgium

At the GS1 Forum this year we celebrated *the power of standards and how they transform the way we work and live*. The 2016 attendance was the highest to date, with **760 delegates** from **89 countries** (an increase of 15% from last year) and highlights the ever growing passion and excitement for the event.

With **45 meetings, training and workshops**, the four-day forum offered numerous opportunities for attendees to learn from leading innovators, to share best practices and to drive the implementation of GS1 global standards.

The **6 plenary sessions** included speakers from industry, government and academia, offering invaluable insight into how GS1 is meeting the unique needs of retail, healthcare, foodservice, transport & logistics and emerging sectors. Attendees heard case studies on omni-channel retail, data quality, patient safety, traceability & product safety, innovation and much more.

One of this year's innovations included a new, professional venue for the plenary sessions to comfortably fit the larger audience. We also introduced **GS1 TV – *What happened yesterday at the Global Forum?*** which created an opportunity for those who could not attend in person to learn and experience the passion of the Global Forum through daily video highlights.

Once again the GS1 Global Forum created a unique experience for attendees, combining plenary sessions with innovative speakers, interactive workshops, and endless networking opportunities. We hope they leave with all the tools they need to transform business through the power of standards!

Opening Plenary

On Tuesday, we started the day with the **Opening Plenary** in the fantastic new venue, which comfortably held the attendees from all corners of the World. **Miguel Lopera, GS1, President & CEO** thanked the audience for achieving such incredible progress in 2015 and spoke about the challenges that lay ahead for 2016. He then introduced the first speaker, the GS1 Chairman.

Thanking GS1 for the remarkable progress in 2015 **Mike McNamara, Target, Chief Information Officer & GS1 Chairman** discussed how a few short years ago it was only about supply-chain, but today the world of retail is focused more and more on digital and omni-channel.

Mr. McNamara reviewed the three initiatives that GS1 has made great progress in:

1. Accurate data – enabling transparency to consumers: GDSN Major Release 3.
2. Consumer driven – extending from GS1's core business of product identification into the world of digital and omni-channel.
3. Healthcare strategy - GS1 has done tremendous work over the past ten years and the next step **Project Imagine**, the continued extension of GS1 standards to hospitals everywhere.

Mike also discussed requests that are coming from the user community. These include:

- Strengthen business leadership
- Speed-to-market
- Interdependency

"In my capacity as CIO of a major retailer I can tell you just how important it is that we are able to provide our customers with accurate data." - Mike McNamara

We then heard from **Miguel Lopera** who provided a **Business Update**.

Mr. Lopera reviewed the GS1 Global Strategy:

1. Mission and Values
2. Execution Quality
3. Sector Focus
4. Digital
5. Innovation
6. Organisation

The key achievements of 2015 include:

- GS1 Data – GDSN, Data Quality and GS1 Source creating transparency to consumers.
- Omni-channel retail – UniqueID, GS1 SmartSearch and GS1 Key Authentication.
- Healthcare – Unique Device Identification and Project Imagine.
- Interdependency – Acting as one organisation which is highly interconnected.

Mr. Lopera also spoke about the major achievement in China, through the hard work of GS1 China and several MOs. Emerging priorities for GS1 include humanitarian initiatives and the UN Blue Numbers.

In conclusion, Mr. Lopera once again stressed the importance of GS1 to be an interconnected organisation and congratulated the audience on the great work in interdependency over the past few years, including the roll out of the GS1 Global Brand.

"Our number one priority is to continue driving the GS1 system in our core sectors, however there is now a complete change from B2B to B2C in the sectors where GS1 operates." - Miguel Lopera

GS1 Chairman Emeritus Tim Smucker, J.M. Smucker Co., then brought the plenary session to a close by offering the audience both an assignment and an opportunity for the upcoming year. The assignment has three parts:

1. Keep it simple – Do the right thing for yourself and those around you. Live by the rule “Do unto others as you would have them do unto you”.
2. Stay grounded – A commitment to simplicity can keep you grounded. When in doubt go back to your GS1 Strategy Book.
3. Stay with what inspires you – Inspiration can turn our thoughts in a more positive direction and create passion for delivering the best results.

Mr. Smucker then concluded the session by announcing the ***Everyone Makes a Difference Award***. To celebrate the mission of GS1 to *see with one vision, speak with one voice and act as one organisation*, Mr. and Mrs. Smucker have created an award for those at GS1 who truly embrace the GS1 vision and beliefs. Each GS1 MO CEO can nominate one staff member and each year up to ten award recipients will be recognised at the next year’s Global Forum.

“I want to celebrate all GS1 has enabled: global trade, efficient supply chains, patient safety, safe food, billions of beeps at the check out.” - Tim Smucker

Plenary: The Consumer Journey in the Omni-channel World

Following the opening plenary, the Omni-channel Plenary began. Headlined as the ***Consumer Journey in the Omni-channel World Plenary***, industry speakers shared their ideas of where the future of retail is heading at a time when online paths to purchase are transforming the world and dramatically changing consumer expectations. Five inspiring speakers discussed the transformations they have seen in their companies over the past few years.

Introducing the Plenary, **Bruno Aceto, Chairman of GS1 in Europe and CEO GS1 Italy** explained how the retail industry is evolving, driven by the changing habits of today’s consumers who move between traditional stores and online commerce. He shared that seamless, consistent shopping experiences are the new norm and that consumers are demanding more accurate and detailed product information.

“Today, every retailer must have an omni-channel strategy or they will not survive”. - Bruno Aceto

Raphael Leiteritz, Lead Product Manager at Google Shopping then shared where Google sees commerce going in the future. With 100 billion searches every month, Google has seen a significant increase in shopping searches coming from smartphones. The shift from desktop to mobile was quick and intense. For Google, better data - leading to better product knowledge - ultimately means a better user experience. The majority of this data is coming from the merchant and Google serves as the bridge from search to purchase. Mr. Leiteritz thanked GS1, for their role in helping ensure unique identity for products online.

“We would like the GTIN to be more prevalent everywhere and in more industries, as identity is a key enabler for Google Shopping.” - Raphael Leiteritz

Next we heard a retailer’s perspective from **Ram Rampalli, Global Head of Acquisition, Walmart** on why content matters. Mr. Rampalli explained that product content includes the attributes intrinsic to that product like brand, colour, type, material, dimensions and identifiers. These attributes have evolved over time and new ones are becoming relevant all the time (e.g. gluten free). High quality data is necessary for advanced technology to function effectively, enabling both a better store experience and an exceptional digital experience. Additionally, the availability of high quality product content ultimately

accelerates the item set up process, helping to make items available to the consumer more quickly.

"Walmart would like GS1 to move at the speed of business and we need to provide the consumers what they want... and the attributes play a critical role in creating this omni-channel experience." - Ram Rampalli

Up next, **Barron Witherspoon, Global VP for Industry Affairs, P&G** spoke about the importance of unique product identification to P&G, their trading partners and consumers. Barron explained how the consumer is always at the heart of what P&G does, and that they follow the consumer's needs. Today the consumer wants a more customised experience and Mr. Witherspoon explained that it is up to us to exceed their expectations. Consumers are expecting more and more information about the products they are purchasing – often with out a physical package to examine.

"Let us be the change agents and lead the industry to win and to delight the consumer. And let us in this room commit to deliver a new and necessary industry capability." - Barron Witherspoon

Giving a case history of their omni-channel evolution as a retailer, **Peter Longo, President Logistics & Operations at Macy's Inc.** explained how they merged their online and in-store shopping into one coherent experience for their customers. Mr. Longo explained that Macy's strives to operate with a single view of their customer inventory and business – no matter how, when or where the customer is shopping. Macy's customers can now shop at the physical store or online, and Macy's is able to fulfil orders using its 600 stores, each serving as small fulfilment centres. This model helps to create a unified network with a single agile inventory and flexible options for fulfilment.

"Omni-channel success with any fulfilment method is driven by the accuracy of our inventory – and this is where GS1 plays a role. The imperative today is for the EPC-enabled RFID to become as ubiquitous and prevalent as the barcode is today." - Peter Longo

The final speaker in the Omni-channel Plenary was **Taha Hussein, CEO IT Senior Advisor, at Carrefour**. Like other retailers, Carrefour strives to create a seamless experience for the consumer no matter how they shop. Today, digital commerce is changing the game and the rules. At the same time, new regulations mean more product attributes need to be displayed. All views of the future suggest that there will be an increase in the number of attributes that are expected and required. Online products offerings must display information which is printed on the packages – and this information must match across the physical and digital worlds.

"Now we are in a consumer oriented world and we need more and more product information. GS1 should be the unique entity to give an attribute and define it. GS1 has to have the customer as its target and from that you can see what has to be done to build the standards and the organisation." - Taha Hussein.

Plenary Key Takeaway

- The value of accurate data online.
 - A single view of inventory and the value of inventory accuracy to consumer fulfilment.
 - The importance of unique identification to trading partners, the industry and to the consumer.
 - GS1's responsibility to extend the GS1 system to the digital space.
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The Market Place

The day ended in the **Market Place**, where attendees had the opportunity to taste local favourites from around the globe while learning about the innovative work being done by MOs. From answering questions on camera about GS1 (and yourself), to learning more about sake traceability, there was something for everyone at the Market Place.

"I am amazed always when I come here how well we exchange new ideas, new purpose and you can come away from here with at least a dozen different ways of making your organisation even better." - Gary Lynch, GS1 UK

The Winner of Best Market Place Stand 2016 went to GS1 in Europe.

Please see the full Market Place report for more details on each stand.

Plenary: Imagine One World, One Standard, One Vision: Improving Patient Safety

Wednesday began with the plenary **Imagine One World, One Standard, One Vision: Improving Patient Safety**. Healthcare professionals worldwide have always been united in one goal: to give patients the best possible care at all times. This plenary session focused on the benefits GS1 standards bring to healthcare providers in the delivery of care, and ultimately to patients.

Feargal Mc Groarty, Project Manager, St James' Hospital opened by explaining that GS1 Healthcare envisions a future where the healthcare sector integrates GS1 standards into supply chain processes for all relevant items, locations and people to drive patient safety and supply chain efficiency improvements. The Global Healthcare User Group brings together all related healthcare stakeholders, to lead the successful development and implementation of global standards in healthcare.

The first case study was presented by **Jackie Pomroy, Head of Supply Chain, Portsmouth Hospitals NHS Trust**, who spoke about GS1 Standards implementation at Portsmouth Hospital which reduced costs by 20% and achieved so much more. With 6,500 staff, three organisations came into one bringing three different systems, various barcodes and no standards. GS1 UK helped them to educate the suppliers to understand the uniqueness of the GTIN, which was key to enable the ease of scanning. The benefits were huge, and included less waste, easier recall and stock reduction.

"This needs not to be the exception, but to be the rule. In the future to do business with the NHS we need to have everyone on board." - Jackie Pomroy

The next speaker was **Godelieve Nijs, Bedside Scanning Practical Nurse, UZ Leuven Hospital** in Belgium, who discussed how they are using bedside scanning to improve patient safety and prevent medication errors, which are the main cause of adverse events in hospitals. These errors include:

- Prescription: wrong patient, dosage, type, way of administering, and time.
- Drug: contraindication, allergy, interaction and incompatibility.
- Communication: oral orders and no/too little information.

The old way of labelling was with the number of the hospital room and the number of the bed. Today, from manual prescribing to Computerised Physician Order Entry (CPOE), the patient ID is visible to everyone controlling drug interaction. Bedside scanning is the final check of the Five Patient Rights: Right Drug, Right Patient, Right Dose, Right Route and Right Time.

"The introduction of Bedside Scanning allows us to map the whole medication flow and to improve patient safety." - Godelieve Nijs

The final speaker was **Peter Carter, CEO, ISQua** who spoke about the importance of innovation, and the work of his organisation to accredit national and regional healthcare accreditation organisations like the Joint Commission International (JCI), who then work with hospitals worldwide to improve processes. Mr. Carter also outlined the increasing collaboration between GS1 and ISQua.

ISQua standards provide global benchmarks and give direction to those who develop accreditation standards and ISQua assesses against these standards. GS1 Standards can help hospitals and other facilities to meet necessary accreditation criteria and at the same time manage risk to patients, ensure patient safety and involve patients in their own care.

"The healthcare system that we have now will break under pressure in the years to come... and the work that GS1 is doing has a critical party to play, because it can significantly reduce wastages." - Peter Carter

Feargal Mc Groarty then concluded by presenting the launch of **Project Imagine**, where attendees will hear first-hand what the challenges are for clinical and support staff in hospitals and how GS1 can support them. The event, held 29 June-1 July 2016 at Geneva University Hospital, is an opportunity to discover the best approaches and be trained on the best way to drive implementation of GS1 Standards in local hospitals. In addition, Mr. Mc Groarty invited attendees to attend the 29th Global GS1 Healthcare Conference in Dubai to be held 18-20 April 2016.

"We need to break some barriers to increase the adoption of GS1 in hospitals. Having a standard as part of your process can literally be a matter of life or death." - Feargal McGroarty

Plenary Key Takeaway

- GS1 standards help improve patient care in hospitals.
 - Engage with healthcare providers and attend the training at Geneva University Hospital 29 June – 1 July.
 - Hospital staff having embraced standards will become champions.
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Plenary: Can Consumers Trust the End-to-end Supply Chain?

Consumer trust is fundamental to the good functioning of the economy. Brands work hard to deserve it, to build it and protect it, yet consumer trust can be ruined in a blink in case of fraud or food outbreak. In the Plenary: **Can Consumers Trust the End-to-end Supply Chain?** We heard from policy makers, retail and manufacturers that the need for product transparency and supply chain visibility is growing.

Mario de Agüero, CEO, GS1 Mexico introduced the session with some figures:

- **200 billion** - Annual value in euro of trade in fake goods globally (OECD).
- **3,157** - Recall notifications in the EU in 2014 for dangerous food products (RASFF).
- **3000** - People die each year in the U.S. for foodborne illness (CDC).
- **128,000** - People hospitalised each year in the U.S. for foodborne illness (CDC).

The first speaker was **Tony Nowell, APEC Policy Partnership on Food Security Private**

Sector Co-Chair, who spoke about whether consumers can trust the end-to-end food supply chain and the powerful impact of GS1 standards in food safety. APEC encompasses 21 Economies, 3 billion people, 57% of global GDP and 49% of global trade. Because of this Asia Pacific's "Noodle Bowl" supply chain creates a complexity, which impacts transparency, safety, efficiency and trust - and builds risk into supply chains.

Mr. Nowell highlighted the related government and regulatory activities taking place in Asia Pacific to reduce complexity including more coherent standards and regulations promising more transparency, safety and trust. Global Data Standards adoption offers APEC economies a way forward and on the ground support from the GS1 community is essential to support industry & government agencies.

"If you are not already engaged with border protection and trade agencies in your country, make sure to get engaged and talk about how international supply chains and cross border procedures can be improved." - Tony Nowell

We then heard a food retailer perspective from **Anita Scholte Op Reimer, Senior Director Quality Assurance and Product Sustainability, Ahold and GFSI Board Member**, who revealed why consumer trust is important to Ahold and what they do to protect it, including quality & safety management, traceability and product transparency.

Ahold cannot physically visit each manufacturer, and this is where third party certification is key, such as partnering with the Global Food Safety Initiative (GFSI) to work with their suppliers. Ahold must be able to trust their systems, the data, their employees and their suppliers – and then they must put in place controls to verify this trust.

"We need to work everyday for consumer trust and give the consumer more information about products. The trust they have in food directly links to the trust they have in our brand." - Anita Scholte Op Reimer

Lastly we heard the manufacturers perspective from **Jean-Mark Klopfenstein, Master Data Lead, Nestlé**, who explained why consumer trust is important, what Nestlé does to protect consumer trust and the role of data and how GS1 standards can help.

Nestlé views quality through the entire value chain (from farm to fork) through several dimensions:

- Product quality
- Service quality
- Communication quality
- Data quality

The Nestlé supply chain has moved from linear to consumer-centric, requiring standards that are easy to understand, implement and use across all the value chain. At the same time consumers are demanding more information about the products they consume, covering among others things nutrition, environment and society.

"Consumer trust is key for Nestlé and a common and global language is the only way to communicate and build trust." - Jean-Mark Klopfenstein

Mario de Agüero ended with a call to action for GS1 MOs.

- Engage with your industry safety stakeholders, such as GFSI.
- Engage with your local safety authorities.
- Keep on strengthening traceability capabilities with GS1 standards.

"Traceability is fundamental to enable consumer trust... GS1 has a tremendous opportunity here to help the industry and to help the consumers with transparency and with data quality." - Mario de Agüero

Plenary Key Takeaway

- Consumer Trust / safety / product transparency have become key drivers in retail (for the industry, for governments and for consumers).
 - Traceability is key to meet these needs.
 - GS1 can help providing global standards, local implementation support and collaboration between all stakeholders, ultimately enabling interoperability between tools.
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Plenary: Agriculture Plenary the Global Farm Registry

The Wednesday Plenary sessions ended with a look at the GS1 **Global Farm Registry**. We learned how allocating Global Location Numbers (GLNs) to individual farmers worldwide, and creating a global farm registry, will help to address the challenges of food security.

Arancha González, Executive Director, International Trade Centre (ITC) discussed the role of standards to promote sustainable farming practices and GS1's role in *The Global Farm Registry*. She explained why multinationals are seeking sustainability of their agricultural raw materials and setting responsible sourcing goals. At the same time policy makers want to leverage big data on agricultural output in order to tailor decisions to food chain sustainability.

Ms. González went on to explain the role of the ITC Marketplace Platform in supporting farmers to become more sustainable. Today, the consumer is demanding better understanding of the matrix behind the products they consume. Farm to plate is more than a slogan, it is a movement.

"Supply chains will be increasing sustainable or they will not thrive because this is what consumers are demanding more and more all around the world." - Arancha González

Plenary Key Takeaway

- The role of standards to promote sustainable farming practices and GS1's role in The Global Farm Registry.
 - Why multinationals are seeking sustainability of their agricultural raw materials and setting responsible sourcing goals.
 - The role of the ITC Marketplace Platform in supporting farmers to become more sustainable.
 - Why policy makers want to leverage big data on agricultural output in order to tailor decisions to food chain sustainability.
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Closing Plenary

The first closing presentation of the day was by **Dr. Sanjay Sarma, Professor, Dean of Digital Learning, MIT**. Mr. Sarma shared his vision for GS1 to operate in the future as a global platform for product identification and data exchange on which others will build applications upon. Introducing the concept of "Ennovation", or enabling innovation, he explained that innovation is not something you buy, but rather something you enable.

The Old World Order – A new opportunity presents itself, a company responds and a product comes out/goes to market. Even if external parties respond, if you are faster to market you win – this was the way the dominant companies worked.

The New World Order - The innovation cycles are quicker and quicker, with massive parallel innovation taking place. At the same time new functionalities, from the cloud, to access to money and procurement worldwide, enable innovation. At the same time, it is more and more difficult to protect intellectual property.

The Implications to GS1

- Need to expand standards into new sectors.
- Must be open to “Meta Standards”.
- We need to innovate the platform with a long-term view.

What Next

- GS1 has many key advantages at our disposal: penetration and global reach and a dedicated user community.
- We must form a vision and anticipate where we need to serve next (e.g omni-channel, last mile, healthcare, food services, Internet of Things).
- But more than anything else we must have a platform mentality. A clarity of vision, firmness of purpose, clean architecture, and customer centric behaviour.

“Either we join the disruption or we will be disrupted. We are entering a period of radical innovation and we need to act like innovators. GS1 must become the operating system of the new world we are entering.” - Dr. Sanjay Sarma

GS1 Regional Reports

MEMA

Joseph Germanos, CEO of GS1 Lebanon began the reports with his **Regional Report for MEMA**.

Healthcare	<ul style="list-style-type: none"> • Regulations in MEMA countries approving use of GS1 Data Matrix on pharmaceutical products & implementation of traceability. • MOs agreed to urge their regulatory bodies & other local healthcare stakeholders to join the GS1 HC conference in Dubai in April 2016. • Continue collaboration among MEMA MOs to push forward the implementation of healthcare standards and share best practices.
Food Traceability	<p>Based on Consumer Safety and Traceability MO survey MEMA MOs agreed to draw a road map in food traceability as follows:</p> <ul style="list-style-type: none"> • Organise training to go through the global strategy and what exists. • Draft regional objectives for MEMA MOs. • To do a SWOT Analysis for the region. • Increase engagement with local regulatory bodies. • Work as a region on implementation plan.
MO Cluster Programme	<ul style="list-style-type: none"> • MOs from Sub-Saharan countries will participate in MO Cluster Program. • A plan is being set up with the cooperation with GO to start working on this programme.
Global Brand	<ul style="list-style-type: none"> • Printed material. • Website. • Social media.

North America

We then heard the **North America Regional Report** from Gerardo Brehm of GS1 Mexico.

Commerce	<p>Rich product content</p> <ul style="list-style-type: none"> • Services to capture and validate. • Community support for cross-border consistency. • Implementation guideline development. <p>Fulfilment</p> <ul style="list-style-type: none"> • Physical product readiness. <p>EPC-enabled RFID</p> <ul style="list-style-type: none"> • Adoption and expansion.
Healthcare	<p>UDI alignment and support</p> <ul style="list-style-type: none"> • Attribute identification. • Implementation guidance for core attributes to power supply chain and clinical functions. <p>Medication management/bedside scanning</p> <ul style="list-style-type: none"> • Implementation guideline. • Item-level content management service. • Product traceability and recall.

Europe

Next we heard the **Regional Report for Europe** presented by Bruno Aceto, Chairman of GS1 in Europe. The GS1 in Europe 2016 strategy includes:

Mission and Vision	GS1 relevance for European users.
Execution Quality	Be successful in Major Release 3 execution.
Sector Focused	Evaluating new opportunities.
Digital	Build relationship with “new” users and evaluate new service opportunities.
Innovation	Support the global network.
Organisation	Revision of our own activities, look at the “big picture” and AC involvement.

Asia Pacific

The **Regional Report for Asia Pacific** was then presented by Pravith Chotiprayanakul, CEO of GS1 Thailand.

B2C	<ul style="list-style-type: none"> • Asia Pacific (AP) has more than 50M GTINs product catalogue. • AP believes eCommerce is important driver for future growth of GTIN. • In order to support B2C consumer data, we would like to explore the feasibility of linking GTIN data from AP national product catalogue or GEPIR.
GS1 Asia-Pacific Regional Forum 2016	Mr. Chotiprayanakul additionally spoke about the GS1 Asia-Pacific Regional Forum 2016 to be held 13-15 September 2016 in Bangkok, Thailand. In 2017 the Asia Pacific Regional Forum will be hosted by GS1 Japan.

Latin America

Closing the Regional Reports, Mary Wong, GS1 Peru presented the **Latin America Regional Report**. Mary summarised that Latam is very committed sectors as healthcare and transport & logistics and new ones as technical industries and digital world.

The GS1 Common Brand	<ul style="list-style-type: none"> • Latam believes in the relevance of having a common GS1 brand system. • The first regional Marketing Workshop was held in Costa Rica, with more than 20 GS1 Latam staff participation from 16 MOs.
Data Quality	<ul style="list-style-type: none"> • Latam MOs recognise the higher relevance of Data Quality. • Challenge for a common methodology and will run a second data quality pilot with a multinational company with Mexico, Peru and Colombia. • For mid-year we have our annual DQ Workshop with GO support and for sharing experiences purposes.
Traceability	<p>Continues being a key focus for Latam, promoting global GS1 GTS/GTC Standards.</p> <ul style="list-style-type: none"> • 41% trained MO Staff. • Latam countries are export countries of mainly agricultural products. • Fully committed with APEC GDS - Global Data Standards Initiative and pilot projects and Global Farm Registry supported by all our MOs.

General Assembly 2016

Mario de Agüero, GS1 Mexico CEO, introduced the audience to the many delights of Mexico in an opening video. Ranked #1 in the New York Times' *52 Places to Go in 2016*, Mexico City will host the next **GS1 General Assembly on 16-19 May 2016**. The event, to be held at the St. Regis Hotel, will include international speakers and network opportunities. For more information, go to www.gs1.org/events

Inspirational Keynote

Cathy O'Dowd, renowned Mount Everest explorer and inspirational speaker, told her exhilarating story of her adventure to the top of Mt. Everest. This real-world lesson brought to life the reasons for failure as well as the keys to achievement, and how this can be applied to all challenges in teams.

Using the mountain as a dramatic, memorable backdrop, Ms. O'Dowd explained about the behaviour of people who need to work together in small teams in highly stressful conditions. With a 75% failure rate of reaching the top, Ms. O'Dowd discussed that the largest difficulty you will run against climbing Mount Everest is in fact your team. Your team is both your key asset, but also your greatest source of frustration.

So what happens when you take a group of ambitious people and put them under intense pressure. Sometimes when we are unhappy as teams we break into groups and then there can then be a power play. Team members begin to lose confidence or start to blame the person who is not in the room. No one wants to talk about the facts so that space begins to be filled with rumours. However, when a team is on the same side and has a common vision and trust in each other they are able to work together. By refining the vision as a team and sharing a common goal you can successfully work together.

Another motivational tool Ms. O'Dowd used on the long journey setting up basecamps was to look back at what she had accomplished – at the intermediate successes. By looking how far you have come instead of only looking at the goal, it keeps you fully engaged in the challenge.

"Having a group that shares a single vision, speaks with a single voice and works as a single team – that is the most powerful tool you will ever have." - Cathy O'Dowd

Alain Jonis, Chief Marketing Officer, GS1 then introduced us to the new location for the **GS1 Global Forum 2017**. Next year the Forum will be held at **The Square**, a professional venue in the centre of Brussels. With a Plenary room that can hold up to 1,200 people, and endless meeting and workshop rooms, the location will allow for unlimited possibilities. The **GS1 Global Forum 2017** will be held **20-24 February 2017**.

Miguel Lopera, GS1, President & CEO ended the day with a **Summary of the Forum**

This year at the Forum we:

- Strengthened our working relationship as one global organisation.
- Learned and shared our best practices with multiple business cases from MOs and users.
- Received input for General Assembly (GA) proposals.

Mr. Lopera spoke about the importance of the **GDSN Major Release 3** this May, which will further improve product information sharing and data synchronisation by leveraging more trusted data. This will enable us to provide richer product information, adapt to regulatory requirements, support industry-specific functionality, improve data quality and increase speed-to-market.

He then went through the **Key Strategic Initiatives for 2016-2017**.

GS1 Data	<ul style="list-style-type: none"> • GDSN • GS1Source • DQ Strategy • DQ Certification
Retail/Omni Channel	<ul style="list-style-type: none"> • UniqueID • GS1 SmartSearch • GS1 Key Authentication
Healthcare	<ul style="list-style-type: none"> • Unique Device Identification (UDI) • GS1 Healthcare Strategy – Project Imagine
Emerging Priorities	<ul style="list-style-type: none"> • Humanitarian initiatives • U.N. Blue Numbers • Technical industries
GS1 Interdependence	<ul style="list-style-type: none"> • Innovation Network • Trademark Agreement • Global Brand

In conclusion, Mr. Lopera then thanked the GS1 Forum 2016:

- Organisers for your passion.
- Speakers for sharing your knowledge.
- Global Office associates for all the work.
- Sponsors for making this an unforgettable event.
- All of you for your time and dedication.

"Thank you very much for your passion of all of you to make this organisation something very unique." - Miguel Lopera

Thank you for another successful Global Forum!