

CONFERENCE PRESENTATION

Global Food Futures

Local Roots, Global Reach

Balancing global influence with local identity to build sustainable, authentic and future-ready food strategies.

Food & Drink Trends Conference, London
12 May 2026

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Agenda

01.

Unlocking local sourcing opportunities in a time of volatility and change

02.

Balance innovation with risk management to build a resilient, future-ready product pipeline

03.

Leverage both branded and own-label products to deliver a diverse and compelling customer offering

My background

Category Strategy | Global Sourcing & Own-Label Strategy | Retail Food Innovation



Brand and Own Label Buying



Own-Label Innovation and strategy



Brexit & Trade Policy



Global Trade Routes

Why the model matters in times of instability and turbulence

A volatile food system makes resilience and relevance more valuable.

Geopolitical friction

Trade routes, energy and commodity flows are more exposed to disruption.

Environmental pressure

Weather volatility is reshaping crop risk and product availability.

Supply chain stress

Long-distance sourcing needs more visibility and contingency.

Consumer scrutiny

Shoppers still want value, but provenance and authenticity increasingly matter.

Pressure is no longer just about price. It is about availability, adaptability and trust.

How can we evolve our local sourcing strategies – optimising consistency and reducing complexity is key

Simplify specifications to improve UK manufacturing viability

Opportunities include:

Harmonising pack formats

Rationalising ingredients

Standardising packaging components

Aligning case sizes across ranges

Factory efficiency

Line utilisation

MOQ flexibility

Reducing unnecessary complexity across the product lifecycle is one of the biggest opportunities to improve affordability without compromising quality

Create transparent quality and ethical sourcing standards

Strengthen credibility through:

Clear supplier standards

Farm-to-fork traceability

Independent audits

Animal welfare commitments

Sustainability metrics

Transparent sourcing communication

Consistency is critical to maintaining consumer trust while scaling local supply.

The strategic tension – local sourcing and global trends



Food strategies now need to be globally informed, locally credible and commercially resilient.

What's driving the shift – and why it matters commercially

Customers are becoming increasingly informed and selective. A clear move away from generic “world food” towards:

Micro-regional authenticity (e.g. Sicilian vs Tuscan, regional Indian curries, distinct Mexican states)

Provenance and storytelling (origin, producer, method of production)

Quality perception over price-led decisions

Commercial implications for retailers

Whilst meeting global trends is important, **the majority of volume is through KVI lines and customers need affordable baskets which can present challenging merchandising decisions with limited space to ‘take risks’**

Trade off – provenance vs price and complexity of route to market

Trends don't always last the course leading to high clearance and write off challenges through the supply chain

Local sourcing typically improves shelf life, product stability and less risk in supply chain

Local sourcing doesn't however always meet provenance cues or pricing needs

How can we unlock this opportunity in a high risk environment?

Creating ways to recreate at home

“De-risk” the experience:



Meal kits

Ready-to-cook formats from authentic global cuisines



Bundled solutions (sauce + carb + protein)



Clear “how to use” guidance

Executing with discipline



Test & learn (*pilot stores / online-first*)



Data-led decisions (*velocity, repeat, basket*)



Supplier alignment (*lead times, flexibility*)



Simplified supply chain

How do we execute this in a retail environment? Considered approach to build credibility

Utilise provenance through value tiering = use **own label premium tiers** to recreate authenticity at scale

1

Introduce **micro-regional SKUs** in a controlled way (test & learn)

2

Use **limited-time or seasonal drops** to manage risk

3

Partner with **specialist or challenger brands** for credibility

How do we work with strategic supply partners to unlock this customer opportunity in a profitable way for all

Work together and ask each other the right questions to do differently e.g. how do we get to one touch point, how do we bring forward lead time, what flexibility can we align on to ensure the range considers the end user and the operational complexity of our supply chains

Supply Chain Integration

Full end to end logistics review

Vendor-managed inventory

Consolidated logistics

Faster replenishment models

Scenario Modelling

Seasonal and peak joint demand planning

Strategic buffer stock & Safety stock thresholds

Regional stock positioning

Long-Term Joint Business Commitments

Way of working governance

Force majeure handling – in advance!

Joint risk assessments

Flexibility on production dependencies/bottlenecks

Shared investment models

Capacity planning support

Joint forecasting

Waste reduction programmes

Own Label & Branded Strategy recipe for success

Clear roles. Stronger together. How can brands and own label meet the needs of the customer?

Branded Products

Brands bring:

- Insight led launch plans
- Authenticity and cultural credibility
- Authority in niche and emerging cuisines
- Permission to lead and de-risk innovation
- Consumer trust built over years
- Specialist knowledge of origin and production

Create a Multi-Channel Launch Plan

Coordinate across:

- In-store activation
- Digital
- Social
- PR
- Retail media
- Sampling

Own Label

Own label delivers:

- Retailer identity
- Scalability once trends are established
- Greater margin control and profitability
- Broader price accessibility for all customers
- Faster response to demand signals
- Flexibility to localise and iterate quickly

Build a Strong Quality Story:

- Taste credentials
- Provenance
- Better ingredients
- Ethical sourcing
- Craftsmanship
- Packaging the story

Best-in-class approach

Use brands to **lead, validate and de-risk** emerging trends | Follow with own label to **scale, democratise and optimise margin** once trends are tested and futureproofed

Flexibility and Lifecycle Focus: The Key to Localising Global Trends

Not every global trend translates. Success depends on knowing when to lead, when to scale, and when to exit.

01 → Test & Learn

Use branded partners to pilot

- Introduce micro-regional SKUs in controlled way
- Limited-time / seasonal drops to manage risk
- Online-first pilots to test velocity and repeat
- Partner with challenger brands for credibility

Exit criteria: Low velocity or single-purchase patterns after 12 weeks signal no path to scale

02 → Scale & Grow

Transition to own label at scale

- Once trend validated: develop own-label equivalent
- Joint business planning with supply partners
- Ensure consistency and flexibility are well balanced
- Ensure the proposition hits key quality cues

Scale trigger: Strong repeat rate plus basket attachment signal mainstream readiness

03 → Maintain & Optimise

Stay relevant, manage decline

- Monitor trend velocity and competitive entry
- Range rationalise early to manage clearance risk
- Supply chain optimisation is an ongoing plan do review cycle
- Protect core lines; evolve where customer data supports

Growth signal: Strong repeat purchase and accelerating rate of sale trigger expanded distribution, increased investment and innovation pipeline opportunities.

Thank You

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