Kaustubh Rajnish

I wanted to bring Nevine a bit in here, in terms of Nevine, what are the big trends that you’re seeing that is driving all of what Oliver was talking about.

Nevine El-Warraky

The biggest change we have seen is the emergence of commerce as a real driver of how consumers and customers, engage with brands and services. I think what we know now is that over 94% of all purchases globally, are done digitally. And even for small businesses, B2B, 85% of transactions are done on some sort of digital channel. So fundamentally, this is an area that will continue to grow, and although post-pandemic, we have seen people go back to store, that doesn’t mean they have come off digital channels. We are just seeing a much more complex environment, with people and when I say people, I mean consumers and customers, interacting both digitally and physically, in a very fluid way. And I think therefore consumer goods companies need to think about how to set up for that in a meaningful way going forward.