

## Better Together

### Recap of our SOLD-OUT Supply Chain Symposium 2025

Supply chains are changing faster than ever—what were once long-term planning cycles now demand real-time decisions. Siloed operations are giving way to interconnected networks, and the organizations leading the way aren't just reacting to disruption—they're redefining resilience, agility, and leadership.

On April 16, we proudly hosted our SOLD-OUT Supply Chain Symposium at the Mississauga Convention Centre, where leaders from across Canada's consumer goods sector gathered for a day of strategy, insight, and connection.

Developed with FHCP's Supply Chain Advisory Committee and emceed with humour and precision by James Cunningham, the program explored what it takes to future-proof supply chains and move the industry forward—with fresh ideas, stronger relationships, and a shared commitment to leading through change.



### Mastering negotiation in a high-stakes environment

The day began with opening remarks from Frank Scali, FHCP's VP of Industry Affairs, before diving into a dynamic session on negotiation strategies led by Graham Kaufmann (SVP, Coaching & Facilitation, Gallagher).

As supply chains face rising costs, tightening margins, and increasing pressure to deliver, Kaufmann reframed negotiation as a key driver of value creation and partnership-building—not just a tactical skill, but a strategic advantage.

Designed to help leaders navigate high-stakes conversations with greater confidence and impact, the session equipped attendees with a proven dialogue technique for addressing resistance, handling objections, and driving mutually beneficial outcomes.

## From case studies to capabilities: How automation is reshaping operations

Two case-based panels explored how leading companies are driving operational efficiency and reducing costs through strategic automation.

Moderated by Bryce Tonner (VP, Supply Chain, Kruger Products), the first panel featured Angie Arvanitis (Director, Customer Supply Chain, Kruger Products) and Guillaume Jolicoeur (Manager, Supply Chain & Manufacturing Strategy, Deloitte) detailed how a direct shipment initiative—born from a strategic network study—resulted in improved service levels and measurable cost savings. In the second panel, Ron Clark (Sr Director, Go to Market & Transformation, PepsiCo Canada) and Justin Jacob (Director of Operations, Ryder) offered an inside look at their journey to implement warehouse automation at a Canadian facility, covering everything from the initial business case to execution and outcomes.

These real-world examples offered practical strategies and lessons learned, reinforcing that automation is about enabling smarter, faster, and more adaptive operations that strengthen supply chain performance.



## Economic insight for uncertain times

Dawn Desjardins (Chief Economist, Deloitte) delivered a timely macroeconomic outlook shaped by rising global protectionism and domestic political uncertainty. With the U.S. Administration reviving aggressive trade measures and Canada's policy environment in flux, Desjardins underscored the growing difficulty businesses face in making confident investment decisions.

Attendees received valuable forecasts on growth, inflation, and monetary policy—alongside a clear call to look beyond short-term disruption and prepare for deeper structural shifts shaping the 2025 economic landscape and beyond.







## Unpacking the Grocery Code of Conduct for industry

Errol Cerit, FHCP's EVP of Industry, Public Affairs & Membership Development, delivered a timely, practical update on the Grocery Sector Code of Conduct as it enters the critical implementation phase.

Cerit unpacked the Code's full framework—clarifying stakeholder roles, the adjudicator's responsibilities, and broader implications for retailer-manufacturer dynamics. The session offered valuable guidance on navigating this evolving landscape, engaging proactively, and supporting a more balanced, transparent supply chain.

## Building resilience—at work and in life

Dr. Robyne Hanley-Dafoe, expert on resiliency and workplace wellness, guided attendees through the five pillars of everyday resilience, blending evidence-based strategies with a deeply moving account of her own journey through adversity.

Against the backdrop of constant change and rising workplace demands, Dr. Robyne equipped leaders with practical tools to enhance both personal well-being and professional effectiveness.

Her message was clear: resilience is not just a mindset—it's a learned skill that can become a leader's greatest asset in helping teams thrive through challenge, change, and uncertainty.



## Transforming supply chains through AI

A closing panel moderated by Andrew Viola (Co-Founder & Partner, ForwardPath AI) brought together leaders in artificial intelligence, digital transformation, and data privacy to explore how AI is reshaping supply chain operations.

Gary Bogdani (Head of Horizon 3 AI Innovation Labs, Unilever), Heather Scott (Vice President, Digital, Kruger Products), and Patricia Thaine (Co-Founder & CEO, Private AI) shared insights on preparing teams, identifying key talent, navigating data governance, and unlocking AI-driven efficiencies. Their discussion underscored that AI is not just a technology initiative—it's a strategic imperative touching every aspect of organizational culture and capability.

Attendees gained practical strategies to start or accelerate their AI journey, with a clear message: future-ready supply chains will be built on intelligence, integration, and human-centered innovation.



## Driving sustainability forward: EV shunt truck demo

As part of FHCP's commitment to providing a well-rounded and engaging learning experience, attendees were invited to take part in an electric shunt truck demonstration during the morning networking break.

Hosted by Nestlé Canada in collaboration with Sequence Shuttle & Yard Services Inc. (a division of Hopewell Logistics) and Orange EV, the demo offered a close-up look at zero-emission yard technology in action. Experts were on-site to answer questions and discuss how electric shunt trucks are helping companies reduce emissions, lower operating costs, and advance their sustainability goals.





## In conclusion: Advancing the future of supply chain leadership

Supply Chain Symposium 2025 was a testament to the resilience, innovation, and collaboration that continue to drive our industry forward. Through thought-provoking panels, practical case studies, and future-focused keynotes, attendees left with new insights, stronger connections, and actionable strategies to navigate today's challenges and tomorrow's opportunities.

Thank you to our outstanding speakers, generous sponsors ([Canadian National Railway](#), [Canadian Pacific Kansas City Ltd](#), [GLS](#), [Hopewell Logistics](#), [NowPac Inc.](#), [PECO Pallet, Inc.](#), [Ryder Supply Chain Solutions](#), and [Thomas, Large & Singer Inc.](#)), and our engaged attendees for making this event another resounding success.

Together, we are redefining what's possible in supply chain management—and shaping a more efficient, connected, and resilient future for our sector.

