

THAT MAKES CENTS



Season 3 Episode 16

The future of Grocery Retail ft. Giant Eagle

Hosts: Bobby Stephens, principal, Deloitte Consulting LLP

Guests: Kirk Ball, EVP and CIO, Giant Eagle,

Danny Edsall, Principal, Deloitte Consulting LLP

Bobby: Hi, everyone, I'm Bobby Stephens. Welcome or welcome back to That Makes Cents. This is the podcast where we break down consumer industry trends and explore their impact on both businesses and on us as consumers. You're in for a real treat today as you've tuned into another of our special series focused on the future of the consumer industry.

So far, our series has discussed a wide variety of interesting topics, from digital disruption to the reconfiguration of the industry, and most recently, a notable shift toward a demand-driven market. So if you haven't already, make sure you

check out some of those episodes, of course after you listen to this one first.

But in today's, uh, installment of the series, we're gonna get a bit more granular and dive into a specific sub sector within retail: grocery. And we're really gonna look at what it looks like in the future of consumer context.

And I think it goes without saying that grocery is highly competitive and in today's world, increasingly complex. You know, local and regional stores that were built to meet the needs of, uh, of a community have evolved into mega

chains, serving millions of households with lots of diversity across both physical and digital channels.

So, what will the future of grocery look like? To answer that question, we have two amazing guests. First, please welcome Kirk Ball, EVP and chief information officer at Giant Eagle. He's a seasoned executive with over 20 years of experience in grocery retail. For instance, prior to Giant Eagle, he served as the CTO at the Kroger Company. Kirk, thanks for joining us.

Kirk Ball:

Thanks for having me. I'm looking forward to this discussion.

Bobby Stephens:

Awesome. And to join him, who these two guys clearly know each other already, is my colleague, Danny Edsall, who's Deloitte's grocery sector leader, and the author of multiple pieces, including The Future of Grocery Retail that we'll talk about a little bit today that launched earlier this month. Danny, welcome.

Danny Edsall:

Hey, Bobby. Thanks, man. And, uh, Kirk, again, welcome, and, uh, thanks for giving us the opportunity to talk about something we, uh, we're passionate about.

Bobby:

I love it. All right. So it's great to have you both here, uh, to be able to tackle this from a, from different perspectives. So let's dive right in. To start, Danny, given the Future of Grocery Retail piece is really an extension of the broader future of consumer industry research, can you just speak about what grocery industry shifts drove you to dive into this research?

Danny:

Yeah. I mean, y- you got that right, Bobby. Um, you know, uh, I think podcast listeners will probably have already heard about the changes in the consumer industries and the way the world is changing, the way society's changing, the way technology is accelerating those changes and big global trends like climate change and economics, policy, and power are kind of reshaping our world. In, our little corner of the world, we've been trying to take those big themes and, um, understand the impact on the specific sub sector, which is grocery retail.

So if you take all those big trends and you boil them down to our industry, we've spent the last, you know, year and a half really going deep on how is that affecting the way consumers want to buy their groceries, where to buy their groceries, who to buy their groceries from, and how to buy them, most effectively and

efficiently, um, so that we can basically advise our clients on kind of how to kind of skate where the puck's going and, uh, you know, make the best of those trends.

Kirk:

Danny, I thought you did a really nice job of, classification of the multiple sets of forces that are really changing the shape of, uh, the retail grocery industry. You- you highlighted the, uh, changing society and culture, certainly exponential change, uh, and, uh, disruption of technology. Um, there's a lot of, shifting, uh, demand, uh, economics, policy impact. Just look at the food disruption coming from Ukraine and various parts of the world, and then certainly the changing consumer.

And as our country, at least in the US, and this is applicable for around the world, becomes more diverse and, uh, countries' population and mix of ethnicities continues to change and evolve, it certainly has a, has an impact on how grocers, uh, serve their consumers and their markets. So, um, it's a really salient point. It's an incredibly dynamic industry.

Bobby:

I think it's really interesting that you guys hit on a lot of kind of macro trends that then apply themselves uniquely in the grocery space. And one other thing that I think is pretty interesting is just how frequently, uh, us as consumers interact with the grocery store.

When we compare it to most other types of retail, you're there every week, every couple days. And there might not be physically there, but you gotta eat (laughs). And so- I think that's pretty important.

Danny:

Yeah, and Bobby, if you really, I mean, if you really kind of like, summarize it, um, the grocery trade was basically, um, the whole business model was developed after the war, largely in the US, and- and, you know, as m- most things do, they start in California and spread across the world, right? Uh, and if you think about the forces that shaped the way we do business in grocery, um, a massively growing middle

class. That middle class was getting wealthier, was basically living in suburbs and driving, uh, cars. And they wanted a convenient and, um, you know, kind of, uh, high value place to shop.

And so grocery stores started to grow up, you know, in those suburbs and the- the whole big box model supermarkets and big box model is sort of built around that kind of sense of convenience. They were there to serve, uh, largely kind of a, um, homogenous society, uh, you know, w- y- with a, with a largely nuclear family, you know? Well, fast-forward, you know, to the, um, post Cold War, uh, kind of community, and- and mass migration has happened across the world. The consumers changed dramatically. Where we live, how we live, the units in which we live, you know, h- have changed. And really, you know, what the future of grocery about, is about is kind of readapting that business model that served us so well for 40 or 50 years, you know, in the, in the last century to that new, to that new consumer. Um, I was, I was looking at something yesterday. The, uh, 20- 2003, uh, 10 of the top 15 sellers of grocery were traditional supermarkets in t- 2003. Right now, five of the, uh, top sellers of groceries are, uh, supermarkets. So you can also buy your supermarket in a club, in a big box retailer, in a, uh, you know, in a- a pharmacy or, um, in a, uh, dollar store. And that mix has- has really spread. And so it would be naïve to think that, if you're selling groceries, you should be doing it the same way that, you know, was enshrined in, you know, 1950s, right?

Bobby:

Yeah. Uh, that's a really good segue to my next question to Kirk, which you know, Kirk, my understanding, and I live in a market that has some- some Giant Eagles and some of your other brands, um, that Giant Eagle has indeed tapped into sort of this mass to micro shift that- that I think Danny was talking about, a lot of the pressures that have forced that to some extent. And particular with the dedication that you put on keeping the customer at the center of any of your efforts there at Giant Eagle. Can you just expand a little bit and share with us how the Giant

Eagle team is keeping up with changing consumer preferences?

Kirk:

Yeah. The beautiful thing about the grocery industry is we have a frequency of touch with our customer that's probably unparalleled. Uh, we have interaction with our customers probably two to three times a week across various, uh, formats.

..., versus various types of shopping trips. There are fill-in trips, there are convenience trips, there is the big shop, uh, you know, to stock up on groceries for a longer period of time. That frequency of touch gives us the great opportunity to, uh, introspect and understand what our, our consumer is doing.

The other thing, uh, that I'll talk a little bit about is also our desire... You mentioned this, Bobby, and it's really to put our consumer at the heart of everything that we do. Um, and as consumers' lives have changed from that nuclear family of the '40s and '50s to where we are today and you see the pace of, uh, people's lives, the complexity of people's... of people's lives, the things that they're involved in, um, it certainly drives a, a preference for consumers to have little friction when interacting with grocery retailer. So that causes us to deliver experience, uh, in s-... in many cases in different ways. So the ability to buy online and pick up in store, the ability to buy online and have delivered to home. Uh, the ability, in some instances, to have, uh, the structure of our store would be structured to accommodate, you know, a fill-in trip, uh, where you'll see things like milk and, and bread kind of at the front of the store for, uh, that, that quick fill-in shop in a... in a larger footprint store. So our... A- a- and also that translates to, uh, you know, our digital interaction with our consumers. Um, and I think there's a ton of opportunity for grocery retailers to still drive the elimination of friction.

But, you know, I think there's this next generation, if you think about what mom goes through to plan meals... m- mom or dad for their household, um, i- it's a...

it's a challenge, right? You're trying to accommodate the taste preferences of your household, the health preferences of your household. Somebody trying to diet. Is somebody diabetic? Um, and then you have to sit down and you have to plan out your meals for the week.

Uh, you know, why can't we help? And you see... you see a lot of companies, you know, spinning up to help, uh, grocery companies do this. Let's put together a meal planning application. Let's take into account people's taste preferences, health preferences, et cetera. And then let's present... Using, uh, artificial intelligence, let's present meals to them that are geared towards those, um, those factors that they want us to consider that are really personalized, hyper-personalized for their household.

So constant understanding and reflection and introspection into the changing tastes and preferences of our consumers. And understanding the word consumer, uh, is not one homogenous group of people. It's a diverse set and group of people.

Bobby:

Kirk, you teed something up for me. I don't know if you meant to or not. You are wearing a nice golf shirt, so it could've been, um...

You talked a lot about the frequency of touch and how that, for you guys, generates a, a lot of understanding of preferences. And your goal is to discern and understand that, and convert that into something that helps the consumer. And, you know, there's some technology out there that everybody's talking about that could play a roles in that... in... a role in that. And that's, you know, AI and specifically generative AI. And, you know, recently published a paper on gen AI in the grocery industry that, that took a look and talked to 100 grocery executives about the potential for killer applications using gen AI. And that meal planning app might be one of those. Um...

And when we talked to those people, you know, 40% of them, and this early, th-

tha- that's only going up, think that their company will be using gen AI for a specific business application soon. So what are your thoughts on how the grocery industry is adopting AI and/or other surrounding technologies?

Kirk:

Well, I, I think, you know, when we talk about the term AI, we have to understand the different flavors of artificial intelligence. There's generative AI, there's natural language processing, there's, uh, image recognition. And there's machine learning, right? So, uh, grocery retailers are using various forms and, and versions of AI in a number of different ways. So when you get into price and promotion planning, you're probably using some type of machine learning in order to help you understand how to, uh, get down to the micro level, uh, at store level within customer segments within stores to understand what prices and promotions are most effective in what locations and for what, uh, segment of customers that you serve. Uh, certainly image recognition, uh, the ability to, to leverage image recognition in a store to understand and decrease the cycle time from when a product is out of stock on a shelf, to the time where that product gets restocked. That is a situation that frustrates customers quite a bit-

... when they come in the store and they wanna get something and we don't have it in stock. But if you can use image recognition, uh, to quickly understand that something is out of stock and you can send signaling, uh, to have team members in stores restock that product quickly and decrease that cycle time that you're outta, outta stock on a shelf, your customer sat's gonna go up tremendously. So...

A- and then from a generative AI perspective, you know, the ability to leverage generative AI to create recommendations for meals, to create, uh... en- enhance your search, uh, capability on your... on your digital properties. The ability to, to leverage generative AI to decrease the amount of effort and cycle time to put together

a marketing promotion, right? Uh, and to take that cycle time from, you know, whatever it might be, 8 to 10 weeks to put together a major promotion-

... down to, you know, maybe two weeks, uh, leveraging generative AI. Certainly you always have to have a human in the loop. Uh, generative AI's not perfect. But, uh, you know, I think there's... Those are some examples of how you can use generative AI and other forms of AI, uh, to accelerate and improve the, uh, the experience for consumers in your store.

And the other thing I would... I would just add, uh, you know, we're thinking about how do we leverage artificial intelligence capabilities to also assist, uh, how our team members-

... uh, work and how they, uh, navigate through the store? How do they navigate through their job? Uh, so for example, if you can put together, uh, let's say, the capability to systemically monitor the status of cold case, uh... cold cases in stores so you don't have to have team members walk around and manually recording temperatures, but you can do that systematically. And then have the, uh... have those temperatures and have capability to assess when those temperatures are trending up, they're trending down, it's too cold, it's too warm. Uh, and then send signaling, again, to, uh, team members so that you can get that cold case, uh, fixed before you have a major issue. So there's... there are literally hundreds of applications for artificial intelligence, uh, in a store.

I, you know, I think the challenge is figuring out... part of the challenge is figuring out what are all the potential use cases? And then figuring out what are the most impactful ones to go after in the right sequence-based upon what you and your enterprise are trying to accomplish? Danny, I, I don't know, what do you... what do you think about that?

Danny:

Oh, absolutely. I mean, the way I like to think about it, again, is putting the

customer in the... in the, uh, middle of it. And the fun thing about that is we're all customers, right? So if you imagine the journey that you'd like to see. Uh, you know, imagine I'm a, you know... I'm a single dad, but I've got, you know, a kid and I've got my aging mother living with me, right? So I am that kind of a carer and the... and the person that is planning meals for, for my family. Um, and, uh, you know, what do I want? I want somebody to take away the cognitive load of, like, making them healthy, making them happy, and staying within my budget, right? So, Kirk, you described that.

And then when you get to the shopping journey, um, The things that I don't want to actually go and physically pick up, um, magically arrive on my, on my doorstep, right, because you've already figured it out, like, I'm gonna need some new, um, you know, uh, kitchen, kitchen t- uh, roll in the next, uh, week 'cause I've used it all. Um, for the things that I actually do want to go and kind of interact with, um, I'm going to a store that isn't just full of, you know, aisle after aisle of, uh, of can and boxes and, and packages that's full of exciting, interesting, uh, ways to solve my, my meal problems and to, and to, uh, inspire me and to, uh, and to make me happy. I'm a bit of a foodie, so I want to go there for a nice restaurant experience.

Um, when I get there, I want the staff to know me, to treat me well, to treat me as an individual and a person. And if they do, I'm w- I'm, I'm willing pay that a little bit more. I'm not just about value. I'm willing to pay kind of restaurant prices for great quality and food. Um, and then when I get there, you know, um, I also want to be able to, um, pick up the stuff that, uh, and have it already kind of pre-assorted and pre-segmented for me, ready to actually kind of pick it up and, uh, uh, you know, and take it home in, in the most convenient way. That's the winning formula, I think. And, and, and if you can achieve that formula, uh, you know, you're g- get rewarded by loyal, with loyalty, and you're gonna get people to come back, and back, and back.

So that's really the, I think that's the new, the new battleground. It's really about conveniently solving, uh, for my meal occasions. And, you know, grocery needs to evolve from filling my pantry, which is kind of old school, with ingredients to kind of filling my stomach with, you know, wonderful, nutritious food, um, more easily than just ending up in a drive-thru, right?

Kirk:

Yeah. I think, I think if you listen to everything we've talked about, it's all about the customer and the team member, the associate-... in the store that interacts with the customer, leveraging technology to eliminate friction and cognitive overload for both of those audiences, and to create and experience that is incredibly enjoyable, impactful. And Danny touched on it, but allows you to start to recreate that 1920 shopkeeper experience where your sh- your local shopkeeper, he knew, he or she knew you, they knew your family, they knew your kids names, they knew everybody's birthday, they knew your dogs, they knew your taste preferences, they gave you heads up when something new that was coming up in the store that they thought you'd like, right?

And so that's, that's our challenge to figure out how to apply these different, uh, technologies and these different capabilities to eliminate friction and to intimately, uh, display to our customers and our team members that we understand them and what they're about.

Bobby:

So you guys started to talk a little bit about the future, and the, the Back To The Future Marty McFly reference was in there, as well, which I enjoyed. Um, but on your, Danny, on the future of grocery retail piece, it does talk a lot about what the grocery store of the future could look like. You know, maybe not the, the overall enterprise, but the store itself. Could you-

... you know, just give us a 30 se- 30/60 second peed into that? And Kirk, you know, when Danny does, I'd love for you

to chime in, uh, on how you think the grocery store of the future needs to adapt to connect people with their community. Start talking about it a little bit there, but maybe you build on that. I'd love to hear from both of you on that topic.

Danny:

So, so Bobby, we got, like, a, uh, a challenge and opportunity, right? You know, the challenging side is as customers, um, become even more demanding about how they want to be served, and quite rightly so, um, and as we take friction out, that increasingly means that we're gonna up the level of service, and we're gonna take things to their home, we're gonna provide them, um, and put them in, put them in the truck of their car, and we're gonna, you know, we're gonna serve them in that way, which may not even involve either a trip or a, or a, um, journey around the grocery store, right?

Uh, I was at a recent conference, and the prediction was perhaps, you know, grocery digital cells right now are about 11%, and perhaps in the next five years, they'll be up to 30%. Now, think about your local grocery store. You know, it's somewhere either between sort of 30 and 60,000 square feet depending on where you, where you, where you, uh, you shop. Could be up to 100,000 square feet if you're in a super center. Um, imagine 30% of that space is no longer needed for, you know, the humdrum ingredients of life, right? I don't really want, uh, that to be full of, you know, potentially, you know, two liter bottles of coke or, uh, you know, or, uh, huge, great, um, bundles of, uh, kitchen towel, right?

So what are we gonna do with that space? Well, the great news is if we can do interesting, exciting, and, um, compelling things with that space, um, customers will come to it.. There're already, there're already retailers out there that basically turn their space into a source of joy, source of passion, and a source of, fulfillment for, for, for us, those of us who love to eat. And guess what. Most of us love to eat, right?

So, um, so, so the store of the future looks much more, much less like a traditional grocery store full of aisles and full of products and full of cans. Looks much more like a compelling place that you would, you'd like to hang out with your family. It's probably got a, you know, it'd maybe have a kids' playground, it's probably got a fantastic, um, you know, uh, café or a, or a, or a, uh, informal restaurant. It's probably got a community space where, you know, you're gonna meet for your, uh, you know, for your, um, local town hall m- meetings. Uh, it might have a church attached to it, right? It might have, uh, it might be close to a cinema. But it's gonna be a lot more, you know, compelling than, um, the drudgery of kind of walking up and down a, an aisle with a cart, throwing cans into a, uh, you know, into a, uh, a cart, and then standing, uh, you know, in a long line at the checkout.

Um, and that's probably the last, last thing I'll kind of throw in there is I don't think the store of the future has a traditional checkout. We certainly don't queue up to, to pass a bunch of cans over a, a laser scanner for 15, you know, 15 minutes, and then, you know, the SKU for the privilege of paying. We'd probably just walk in, and then we'll walk out. And, and then, and the grocery store knows we're there, knows what we want, and arranges itself in effect to be able to serve us better. And Kirk mentioned that, you know, the associates there, the associates in that store are probably gonna spend less of their time doing menial tasks and moving boxes and, and, and cans around the store, and much more, uh, interacting with the customers. So it's an exciting time. Um, it's, uh, I've been doing this for 30 plus years, and, you know, the last five, five years and the next five, gosh, it's such a, you know, such an amazing time to be in grocery.

Bobby:

Sounds like the old, uh, shopping cart dance, you know, the, is gonna be obsolete, so I'm gonna have to pick up a new... move or two for my next wedding that I get invited to. But Kirk, go ahead. Sorry.

Kirk:

Uh, you're fine. Uh, I, I think Danny touched on a number of points. A couple that I'll add onto, um, I do think you're gonna see a much richer experience around perishable items, uh, around items that are custom-created, baked goods, breads, et cetera. I think those items that typically stand in center-of-store, I think you'll still have a spot, but I think you'll have a smaller center-of-store. I think there's gonna be a, uh, an explosion, richness of items that are created in store, and experience around baked goods, uh, around cooked goods, fresh goods. Um, I also think you're gonna see the ability to animate inanimate objects in a store to create an immersive experience. So imagine if I can walk into a store, and I have a hands-free way that I can have the store shelves speak to me, uh, specifically highlighting, uh, through a, maybe some 3D glasses, uh, or some glass technology, uh, once it gets hands-free that helps understand for items that I like and buy, which ones are on, uh, which ones are on promo. And then if I want to click a little bit deeper and understand, uh, where was that item sourced from. But creating that immersive experience where there's inanimate objects in a store actually come to life and give me additional rich information that I want to understand. So, uh, I think that, I think you're gonna see much more immersive experiences, I think you're gonna see, uh, much richer, um, much richer focus on perishables, uh, ... meats, perishables, uh, breads, uh, immersing people in how do those items get created, right. Where do they come from?

Uh, I think you'll see stores, more stores growing, uh, perishables adjacent to or as part of the store's in vertical, uh, vertical, uh, gardens, if you will, uh, for super freshness. I think you'll see some stores that will create experiences like that. So, Danny said it. It is an incredibly exciting time. It's an incredibly exciting space, and I think, uh, you know, all the entities that play a part in- in that grocery experience, um, are gonna be excited about what the future looks like.

Bobby:

That's awesome. I mean, you guys painted like a really nice picture of the future and sort of the balancing act between, you know, still, uh, engaging with that customer on a personal level, but infusing technology, infusing convenience, um, shifting to the demands of things like a different experience for perishables. Um, not only is that right for the consumer, that, you know, drives the frequency that we were talking about earlier, Kirk. And so I think there's all these like symbiosis between the consumer, the team member, and- and ultimately the enterprise value that can be, that can be, uh, delivered there.

And so let's talk about, uh, one more topic. And so we've ... This is our final question, and we always shift gears on all of our Future of Consumer episodes, and we kind of hit on the topic of buying into better. And it, for those who have either read any of our Future of Consumer or seen, or listened to the previous episodes, you'll be familiar, but buying into better is really all around social good, sustainability, climate, equity and how important that is to consumers these days, and how not all, but many now make decisions based on their w- or vote with their wallet, uh, to companies that- that sort of put that at equal footing to, uh, to other things.

And so, Kirk and Danny, maybe to stay on topic, what is one way each of you buy into better, specifically through your grocery shopping habits?

Kirk:

Uh, a couple of ways for, uh, our household. We definitely try to buy organic as much as possible to reduce the use of, you know, pesticides, uh, which ultimately are, you know, have been a great thing, but they y- they, uh, uh, we like much more natural, uh, ways to raise food. Um, we also look to buy things that are recyclable. We've tried to significantly reduce the amount of, uh, plastic, uh, items that we buy. We also try to do a much better job of planning our meals so that we're not over buying-

... and then wasting food. There are, look, there are way too many people, uh, in our country that- that are hungry, and you have a lot of grocers, including Giant Eagle, that are doing magnificent things, uh, in terms of, um, working to help get meals donated, perishable items donated, uh, to places where, uh, people need that- that food. So, those are a few things that we do personally in our household.

Bobby:

Danny, what about you?

Danny:

You know, I don't think I can even begin to compete with that, Kirk, 'cause I think you're hitting all the big ones, right? Um, but I- I think what, uh, I think we both, uh, we're both on a- a mission here, and we have been for a long time, because I think the grocery industry really does care, right. We're obviously, uh, serving our shareholders, but we're actually serving our customers. And our customers, most of these grocery companies have been around, many of these grocery companies have been around 100 years, and basically they've been around for close 100 plus years because they've actually been rewarded with loyalty by the customers around them, and they're an absolutely important part of the community.

And I think as, um, customer awareness grows around the need for- for, you know, diversity, equity, inclusion, uh, sustainability, the grocers are, have actually been on the, uh, leading edge of reshaping their businesses to match, because if they aren't, let's face it, then they lose relevance and they lose loyalty and they lose business, right?

I mean, I think that's the other thing that we're always balancing is not to do kind of, you know, things just for the sake of it because it sounds good, because we're actually balancing, you know, people's economic wellbeing and their physical wellbeing, um, you know, with, uh, you know, with the need to kind of progress. So, but I'm, you know, I'm just proud to have been part of this industry for so long, and, uh, you know, again excited for the

next, you know, the next decade or so.

Bobby:

Yep. Well, thank you guys, for sharing both the personal anecdotes and the broader thoughts around the industry and the sub sector and how, uh, the critical role it plays in customers' everyday lives and the team members' everyday lives and- and your own personal everyday lives. So, um, it was a great conversation, a ton of insights. Discussed the future of grocery. We dove into AI. We talked about the frequency. We talked about the change we've seen in the industry over the last hundred years and how dramatic that's been. The store of the future. So, we covered a ton of ground.

So, thank you, Kirk, thank you, Danny for your time. Uh, for our audience, as we continue to learn how to evolve and stay ahead of the change curve, like to leave you with the worst pun ever, but some food for thought. How can your business evolve and change and adapt to the radical transformation we're seeing, while also committing to buying into better and make some money? It has to financially be viable as well, as- as was mentioned here. Um, so if you want to gain more insights into the future of the consumer industry, simply search the keywords Deloitte Future of Consumer, or feel free to connect with Kirk Ball or Danny Edsall or I on LinkedIn, um, and also make sure to check out our full perspective on the future of consumer industry, including other episodes of this special series. So, thank you all for tuning in, and see you on the next episode of That Makes Cents.



About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States, and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.