The Intelligent Label Revolution
What if the best experience also is the most efficient?

RFID Forum 2025

Rusty Redecker
VP Sales, Global Logistics,
Avery Dennison Identification Solutions


JUST
WALK
OUT
SHOPPING
PREPARED FRUIT
FRUIT & VEG
MEAT &
AVERY DENNISON
ZEBRA

The Intelligent Label Revolution

What if the best experience also is the most efficient?



Rusty Redecker

VP Avery Dennison – Logistics

Who we are

Our journey began with one bright idea — Stan Avery's invention of the first self-adhesive label.

Today we are a technology solutions company who ***connects the physical with the digital for actionable insights***.

Making Possible.



Founded	Headquarters	Number Of Employees	Operations In More Than	Sales In 2024
1935	Mentor	~35,000	50	$8.8
California, USA	Ohio, USA	Worldwide	Countries	Billion



1.0 Observations

My market observations and consumer paradigm shift

1.1 What about tomorrow

MARKET TRENDS

RISING CONSUMER EXPECTATIONS



Consumer demand more predictable, faster and more transparent delivery, pushing supply chains to be more responsive and tech-enabled

THE FUTURE IS DATA DRIVEN



Real-time data and analytics are driving smarter, more agile decisions across the supply chain. Our operations are data hungry

LABOR DEPENDENCY/COST



Labor shortages and rising cost are pressuring our operations to be effective and efficient to fulfil the consumer expectations

SUSTAINABILITY



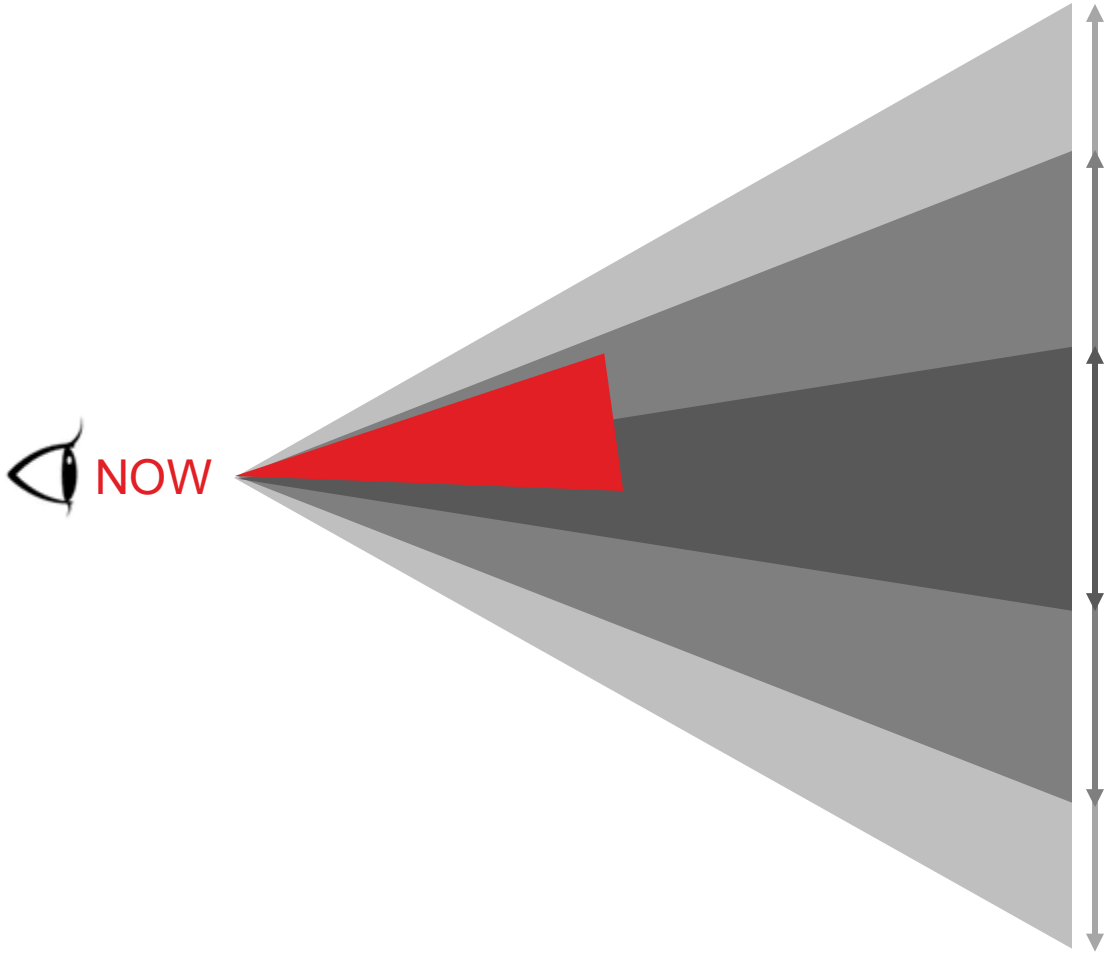
Sustainability is now a key performance metric, driving greener logistics to be better for the planet, but also provide a wealth of efficiency opportunities

1.1 What about tomorrow

MARKET TRENDS

RISING CONSUMER EXPECTATIONS	THE FUTURE IS DATA DRIVEN	LABOR DEPENDENCY/COST	SUSTAINABILITY	UNCERTAINTY
				
Consumer demand more predictable, faster and more transparent delivery, pushing supply chains to be more responsive and tech-enabled	Real-time data and analytics are driving smarter, more agile decisions across the supply chain. Our operations are data hungry	Labor shortages and rising cost are pressuring our operations to be effective and efficient to fulfil the consumer expectations	Sustainability is now a key performance metric, driving greener logistics to be better for the planet, but also provide a wealth of efficiency opportunities	Geopolitical tensions, demand volatility, and supply chain disruptions highlight the need for resilient and flexible supply chains

1.2 Exploring future Scenarios



Possible Future scenarios

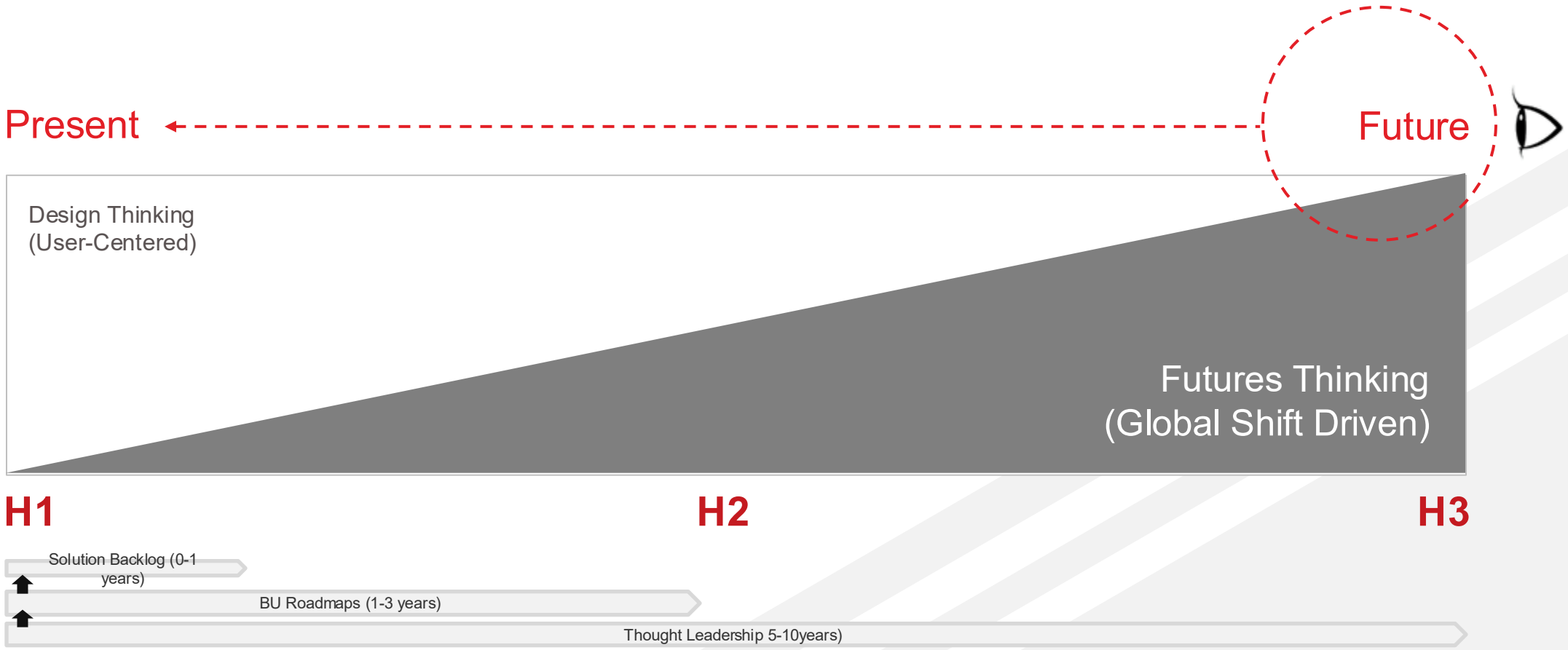
Plausible → might happen

Preferable → could happen

Probable → likely to happen

Cone of preferable futures based on Stuart Candy's depiction Dunne & Raby, "speculative everything" MIT Press 2014

1.3 Back-casting to now



Scenarios

How the future might take shape

Prediction

TOMORROW



TECHNOLOGY

How science impact

MARKET

Collective is more important than the individual

TODAY

Shortage of resources e.g. material, energy, people

Scenarios

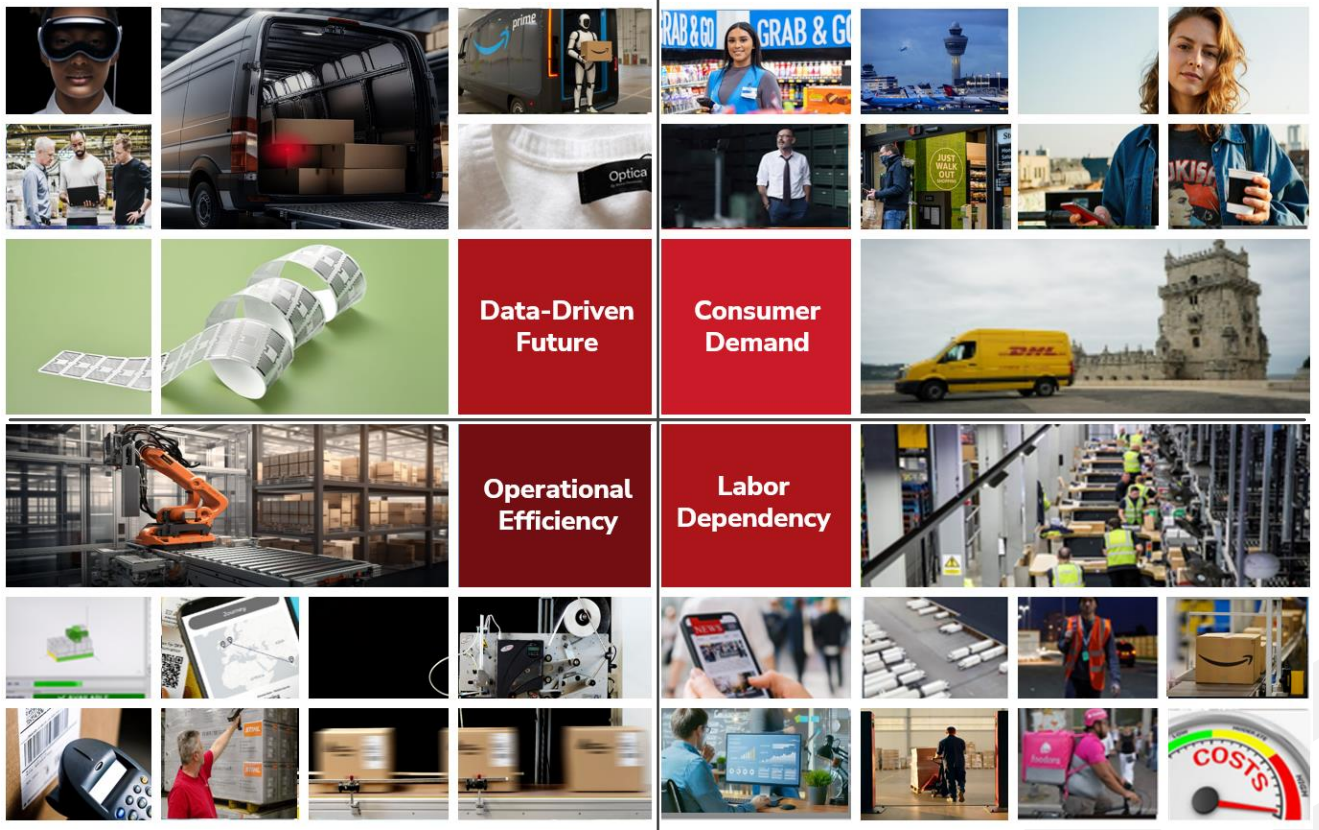
How the future might take shape

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TODAY

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Labor Dependency & Cost

Indicated as the priority #1 challenge



Key Challenges in European Logistics

Growing Talent Shortage in Europe:

- *520,000 unfulfilled jobs in 2023, projected to reach 760,000 by 2028.*

Rising Labor Costs:

- *Worker costs expected to increase by 4-6% annually until 2028.*

The Ultimate Challenge:

- *Meeting rising consumer expectations profitable.*

**Source: EC.Europe: Europe Indicators June 2025*

Labor Dependency & Cost

Indicated as the priority #1 challenge

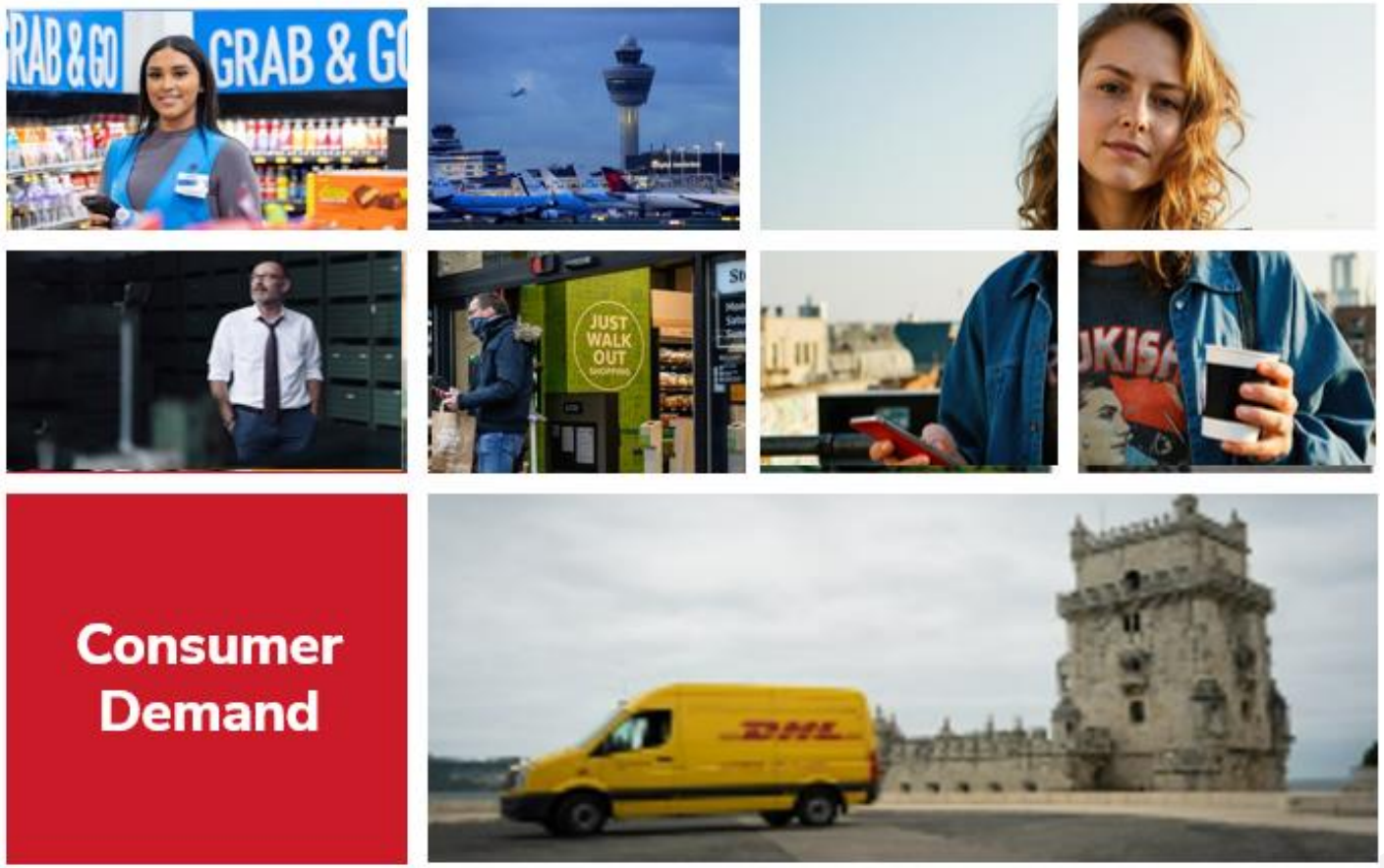


The Ultimate Challenge:

- *Meeting rising consumer expectations profitable.*

Labor Dependency & Cost

Indicated as the priority #1 challenge



The Ultimate Challenge:

- *Meeting rising consumer expectations profitable.*

So, what are those rising consumer expectations?

We did a large scale consumer survey in Europe and US

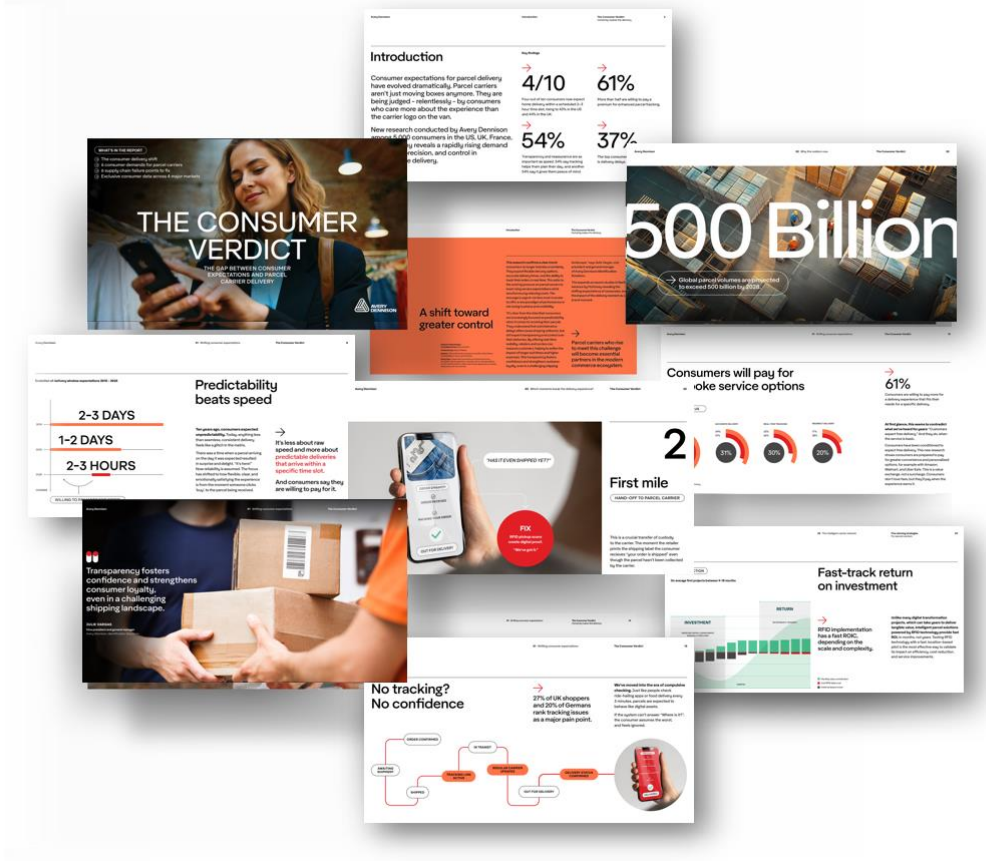
The Consumer Verdict

New research consumer expectations









Consumers no longer tolerate uncertainty

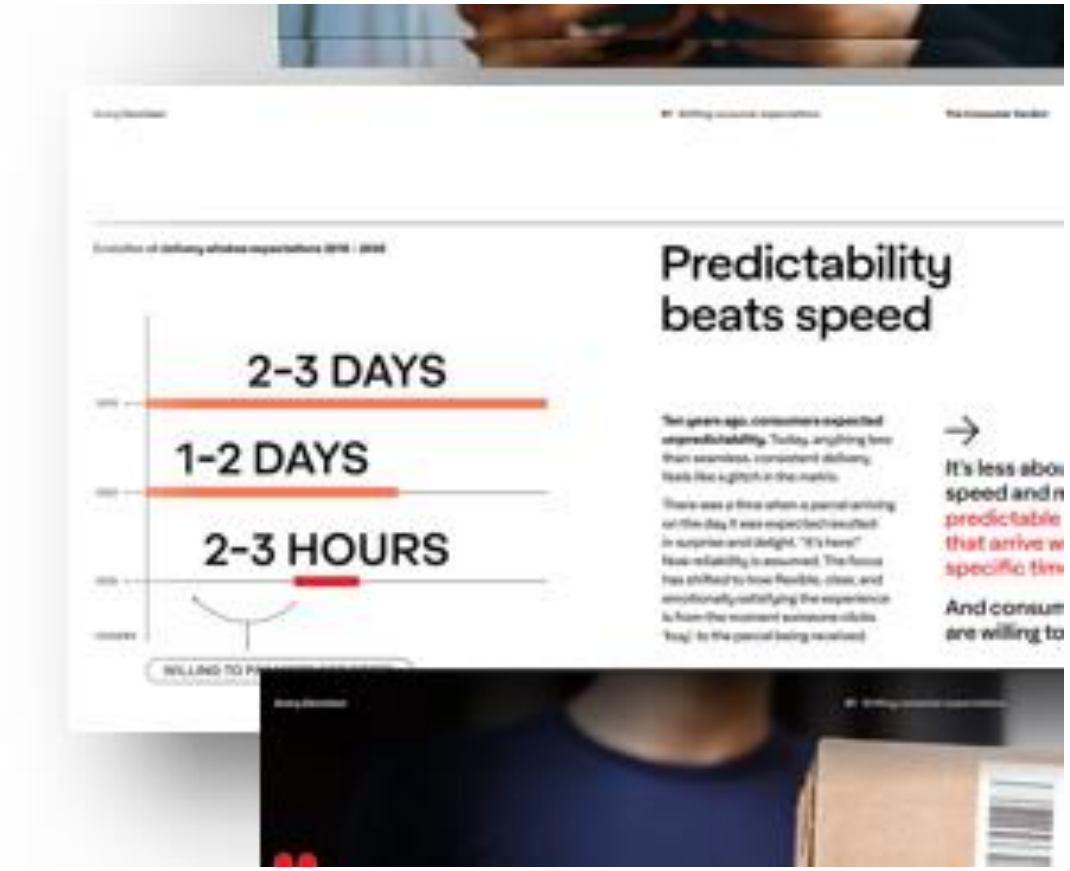
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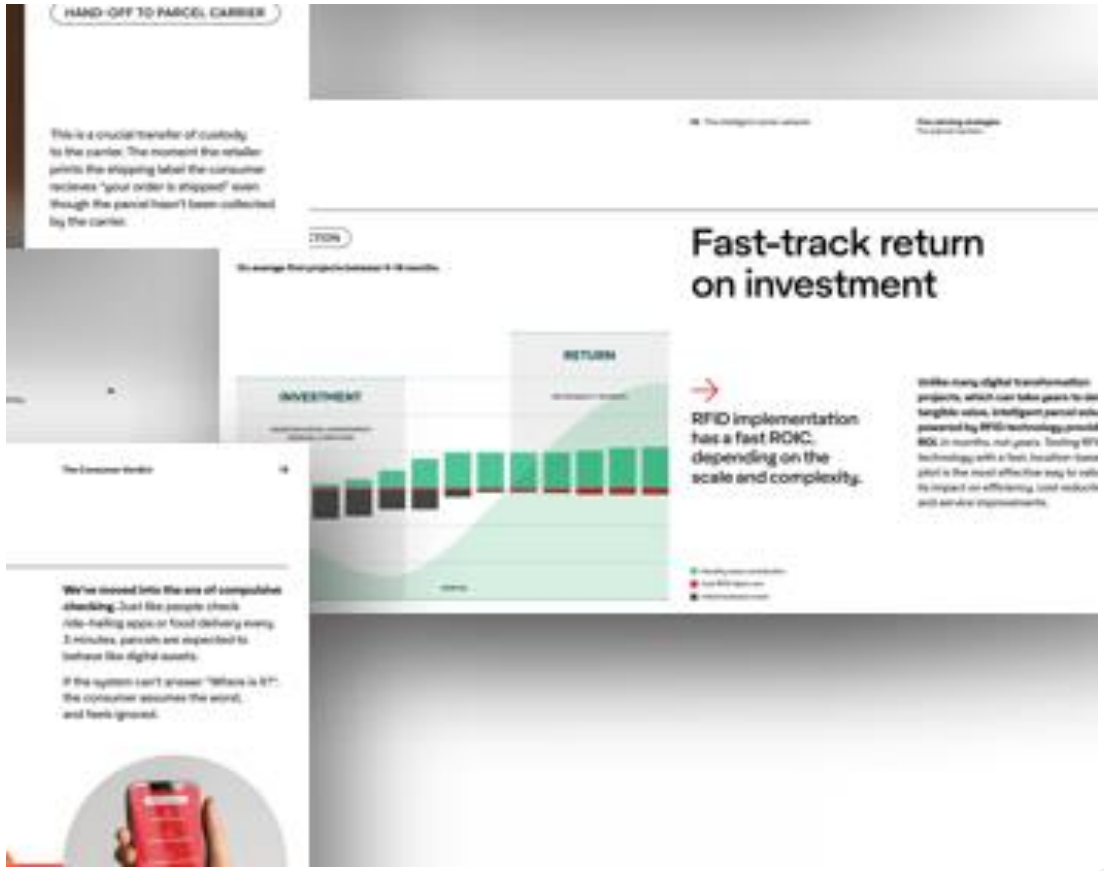
The Consumer Verdict

New research consumer expectations









Analyze first where intelligent labels matters most.

The Consumer Verdict

New research consumer expectations









You are the first. Wednesday marks the release of a comprehensive report commissioned by Avery Dennison on consumer expectations in parcel delivery. A survey of 5,000 consumers across Europe and the US.

You have the first chance to pre-download and to dive into its critical insights already today.

2.0 The cavalry is coming…

How technology could help you to address those challenges


amazon

Robot innovations are entering our operations







…the real innovation arrived already



…the real innovation arrived already



3.0 My favourite: Tech turned into solutions

How Avery Dennison & Zebra could help you to shape the future

Scanning to sensing

Future outlook to reality















Operational Efficiency

RFID has made a massive transformation in the past decade.

- Longer read distances
- Better performance across materials
- Proof points: Adoption by one of the largest parcel carriers in the world.
- Worlds Largest retailer starting with W, exceeded all POV's and will be on full speed next year

Scanning to sensing

Future outlook to reality









Operational Efficiency

RFID has made a massive transformation in the past decade.

We are in transition from scanning to sensing. Just ask Carol about the immense savings.

Scanning to sensing

Future outlook to reality









Operational Efficiency

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Future of supply-chains are data-driven

AI promising, but reliable & relevant data is the enabler





Operational Efficiency



Brian Marflak

Vice President at Federal Express Corporation

Sustainability

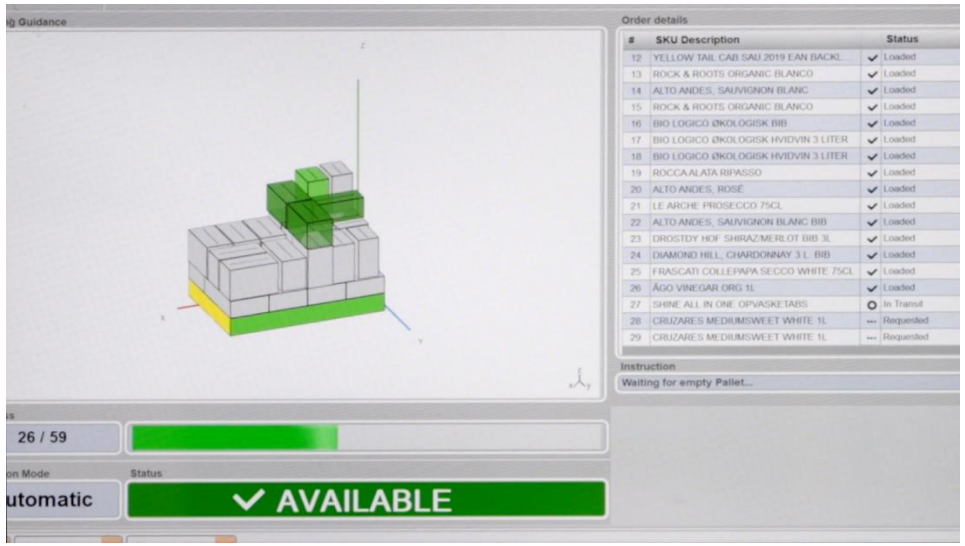
Green Planet and economic prosperity hand in hand









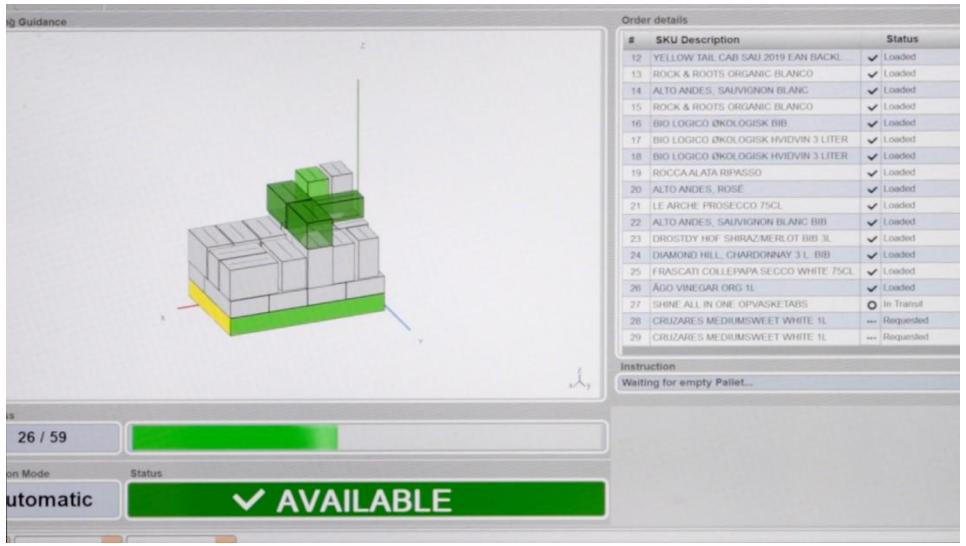


Sustainable Future

Sustainability

Green Planet and economic prosperity hand in hand







Sustainable Future

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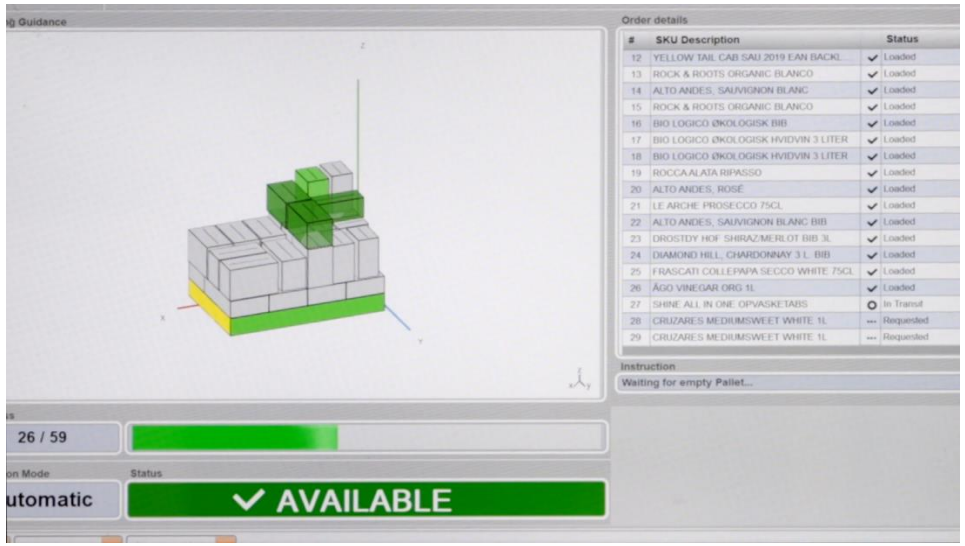
Green Planet and economic prosperity hand in hand











Sustainable Future

What if the package could give an update where ‘she’ is in your operation?

What if no package is wrongly loaded?

Sustainability

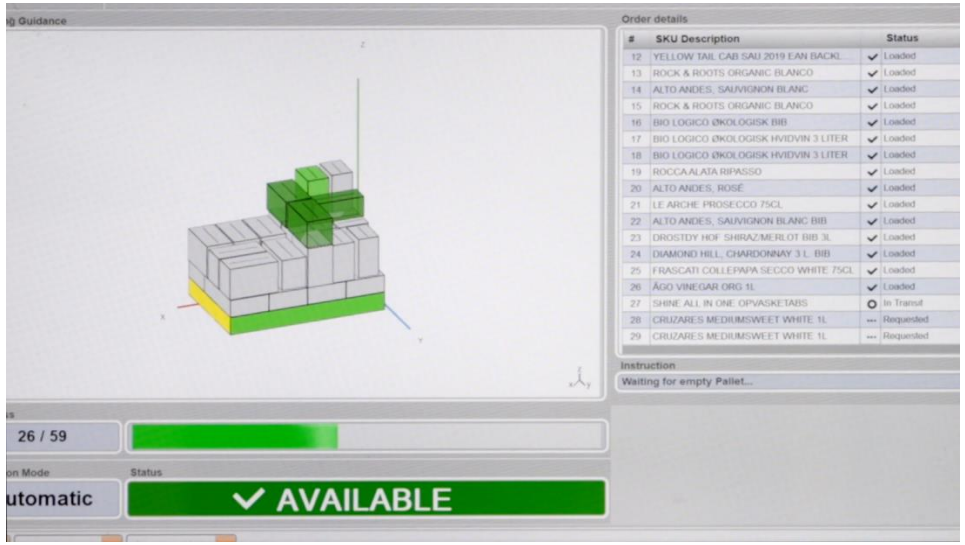
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Sustainable Future



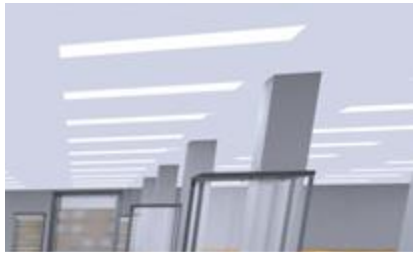
What if the package could give an update where ‘she’ is in your operation?

What if no package is wrongly loaded?

The future is data driven

What if the best delivery experience is also the most efficient?









Brian Marflak
Vice President at Federal Express Corporation

4.0 3 Takeaways

How Avery Dennison & Zebra could help you to shape the future

1 - Always start with the customer in mind

2 – Plan for the unplanned….Flexibility is paramount

3 - ?

AVERY DENNISON

ZEBRA

THE FUTURE BELONGS TO THE LEARNERS-NOT THE KNOWERS

ERIC HOFFER

Thank You

Want a copy of the report?
Let me know or mail me
rusty.redecker@avery.dennison.com



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