

FutureBridge

What is

The gap in how legacy-brand investment is directed?

Consumer Health companies often hold valuable established assets but lack a consistent way to decide where renewal will create the greatest return.

- Investment can be spread across too many brands, SKUs and incremental initiatives, limiting the ability to fund the assets with the strongest future potential.
- Portfolio decisions are often triggered by declining sales or competitive pressure, rather than by early evidence of changing consumer needs or whitespace.
- Is LifeCycle Management (LCM) being managed as a calendar of launches and pack changes, or as a disciplined engine for growth, mix and margin?

7 brands.

\$1B

Nestlé's 2026 portfolio reset signals a shift from legacy scale to higher-growth assets.

What if

Legacy brands evolved as fast as consumer needs?

Brands move from reacting to decline to continuously renewing relevance. They continuously interpret shifting needs and renew the value consumers receive from established equity.

- Live consumer, market and science signals identify emerging needs early.
- Better efficacy, formats and access keep trusted propositions relevant.
- Dynamic portfolio choices focus investment on the highest-value opportunities.

↓ 16%

New Products

FMCG launches declined across Western Europe

17%

of FMCG launches achieve both strong trial and repeat

What now?

The BIG questions

Who will make LCM a continuous growth engine?

- Will LCM shift from reacting to decline to identifying the next consumer need before value erodes?
- Can LCM direct investment toward the brands, formats and need states with the strongest growth potential?
- Who will own LCM decisions across brand, R&D, commercial and portfolio teams?
- Will leading companies use LCM to renew high-value assets early and simplify or exit the rest?

About FutureBridge

FutureBridge is a techno-commercial consulting and advisory company. We track and advise on the future of industries from a 1-to-25-year perspective to keep you ahead of the technology curve, propel your growth, identify new opportunities, markets and business models, answer your unknowns, and facilitate best-fit solutions and partnerships using our platforms, programs, and access to global ecosystems and players.