



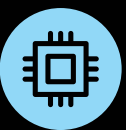
CAGNY 2019 roundup


In February, some of the most preeminent CPG companies gathered for the 48th annual Consumer Analyst Group of New York (CAGNY) conference. We listened and here is what we heard ...


Key themes

Product and service innovation

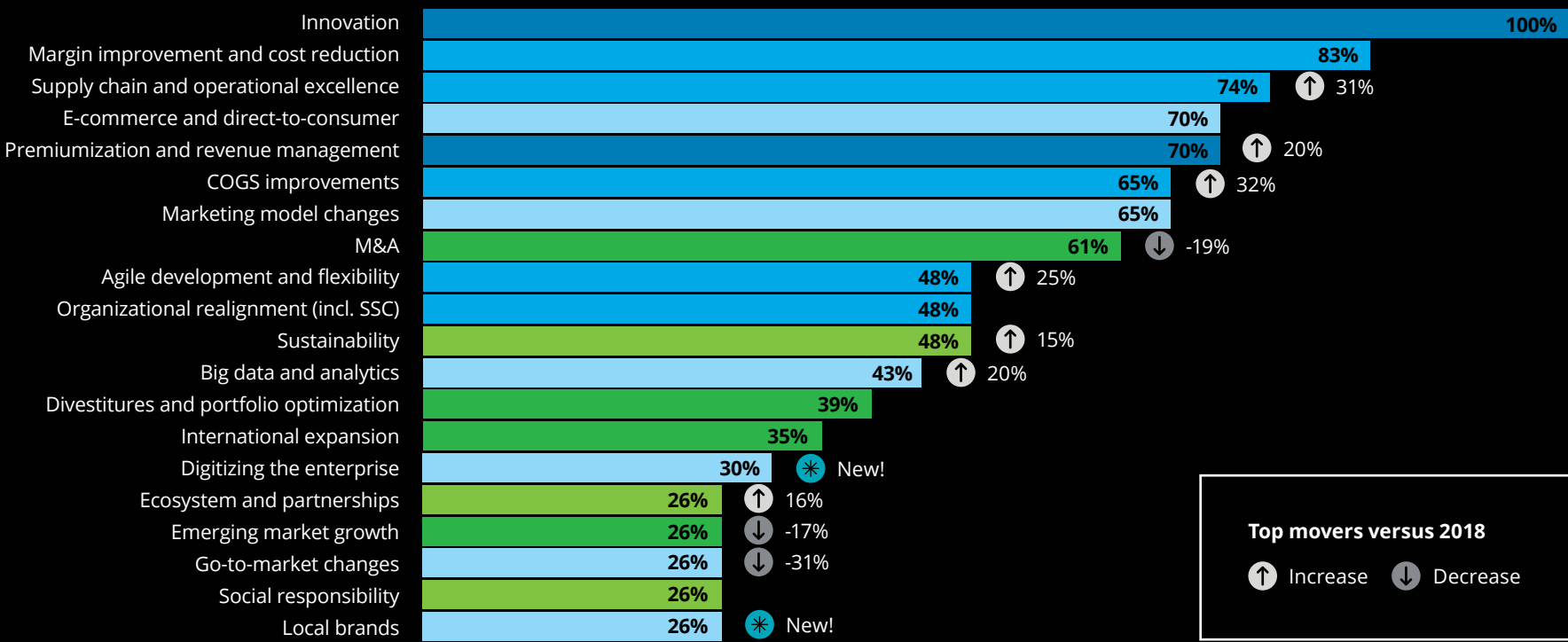
Operational excellence and efficiency

Digitization of the path to purchase and last mile


Business portfolio optimization


Health and wellness, social responsibility, and sustainability


Coverage by topic (% of companies)





Four strategies gaining executive attention

New innovation model


100% of companies talked about core innovation


More focus on adjacency (85%) and transformation innovation (40%)


Move away from Stage-Gate to design thinking, agility, and people-centric innovation methods


Integration of product and technology to develop new solutions


- “Digital nose”
- “3D printables”
- “Flavor Maker”


Next-generation cost improvement


85% of companies talked about next-generation cost improvement


Less ZBB and more operational restructuring (85%) and focus on COGS (75%)


Restructuring and centralization of global procurement and supply chains


Supplier and SKU rationalization, as well as product redesign


Race for consumer intimacy


75% of companies talked about the race for consumer intimacy


Move toward mass one-to-one brand building fueled by big data and analytics (50%) and technology

40–50% of media spend now on digital

Move away from external agencies to internal media content factories

Digitizing the core

35% of companies talked about digitizing the core

Building and scaling next-generation capabilities through digital:

- B2B: E-sourcing and supplier management
- B2C: Digital hubs and data platforms
- Core: Cloud-based ERP systems
- Analytics: Artificial intelligence

* 23 CPG companies presenting at CAGNY 2019.
Source: Deloitte analysis, 2019.

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. Please see www.deloitte.com/about for a detailed description of DTTL and its member firms. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.
Copyright © 2019 Deloitte Development LLC. All rights reserved.