

Nicholas Haus's

New Paradigms Executive Platform

A Strategic Narrative for Consumer Healthcare's
next phase of growth



The need for New Paradigms: The Consumer Healthcare market is at a genuine turning point and many of the assumptions that informed strategic decisions a few years ago no longer hold

Weak market fundamentals forcing difficult trade-offs

Following the post-pandemic surge growth has slowed and competition has intensified. Most major Consumer Healthcare companies have spent the past three years restructuring, changing ownership and/or improving profitability, with many organisations focused on short-term performance at the expense of long-term growth.

Here is the challenge

In a largely static volume market success increasingly comes from winning share from competitors, yet many of the largest multinational players are struggling in this zero-sum environment.

The next upturn will come but not for everyone

We expect an upturn within the next 1-2 years. The critical question is what will drive that recovery, where organisations should invest first and when to accelerate.

Growth agenda fundamentally changed, new thinking needed

GLP-1s are creating entirely new opportunities for Consumer Healthcare, while Rx-to-OTC Switch, Emerging Markets and even long-established categories such as Cough & Cold require a fundamental strategic rethink. M&A has become a private equity battleground where differentiation sometimes matters more than scale.

The new rules of competition

Rapid advances in artificial intelligence, empowered consumers and new retail models are redefining how Consumer Healthcare companies operate, create value and maintain competitive advantage.

And where to place your next strategic bets

After years of restructuring, cost reduction and ownership change leadership teams need to know when to shift from defence to growth and where to place their next strategic bets.



"For more than 40 years, I have watched the Consumer Healthcare industry reinvent itself time and again. I believe our industry has reached a genuine turning point and is approaching a new era of opportunity. The moment for change is NOW. That is why I have been inspired to write New Paradigms 2027."

Nicholas Han.

The winners in the New Paradigm will be those who can look beyond today's uncertainties, recognise where the next opportunities will come from and invest early in the capabilities needed to secure a lasting competitive advantage

The **New Paradigms 5-Dimension Pathway** identifies the most compelling growth opportunities, explains why the window is open now and outlines what it will take to capture them

New Market Reality

Uncover the changing market dynamics, evolving consumer realities and new value models that are redefining growth and value creation in Consumer Healthcare.

The Next Wave of Growth

Consumer Healthcare's next biggest opportunities lie beyond established categories. Future growth will be driven by the ability to seize opportunities emerging from new platforms, changing consumer needs and shifting industry boundaries.



How to Win
in the
New Paradigm

The New Competitive Playbook

The path to purchase is being rewritten by AI, new retail ecosystems and changing consumer behaviours. To sustain competitive advantage brands must develop new capabilities, adapt to emerging channels and regain control of the consumer relationship.

Successful Innovation

How to build products consumers choose and trust. Successful innovation is becoming less about launching more products and more about meeting genuine consumer needs through trusted science and meaningful differentiation. But what must innovation become when incremental product development is no longer enough? And what role will Rx-to-OTC switch play in driving new growth?

New Paradigms is much more than a report, it's now an Executive Platform

New Paradigms 2027

is the strategic foundation for the Executive Platform

Quarterly Strategic Briefings

throughout 2027 will enable leadership teams to maintain an up-to-date view of key developments, reassess strategic priorities and to act early



**Foundation Report
due Jan 2027**

Organisations that commit by 31 October will receive exclusive benefits:

- Opportunity to submit 3 strategic questions and receive personalised responses from Nicholas Hall
- Advance access to Foundation Report before publication
- An invitation to a private executive roundtable with senior Consumer Healthcare leaders
- Pre-publication rate - 20% off list price

Drawing on more than 40 years of Consumer Healthcare expertise, Nicholas Hall connects the industry's most significant strategic shifts into a single, integrated narrative to clearly show where the next sources of competitive advantage will come from. He doesn't simply describe change, but challenges traditional thinking and provokes debate so that industry leaders and executives can make bolder, more adaptive strategic decisions.