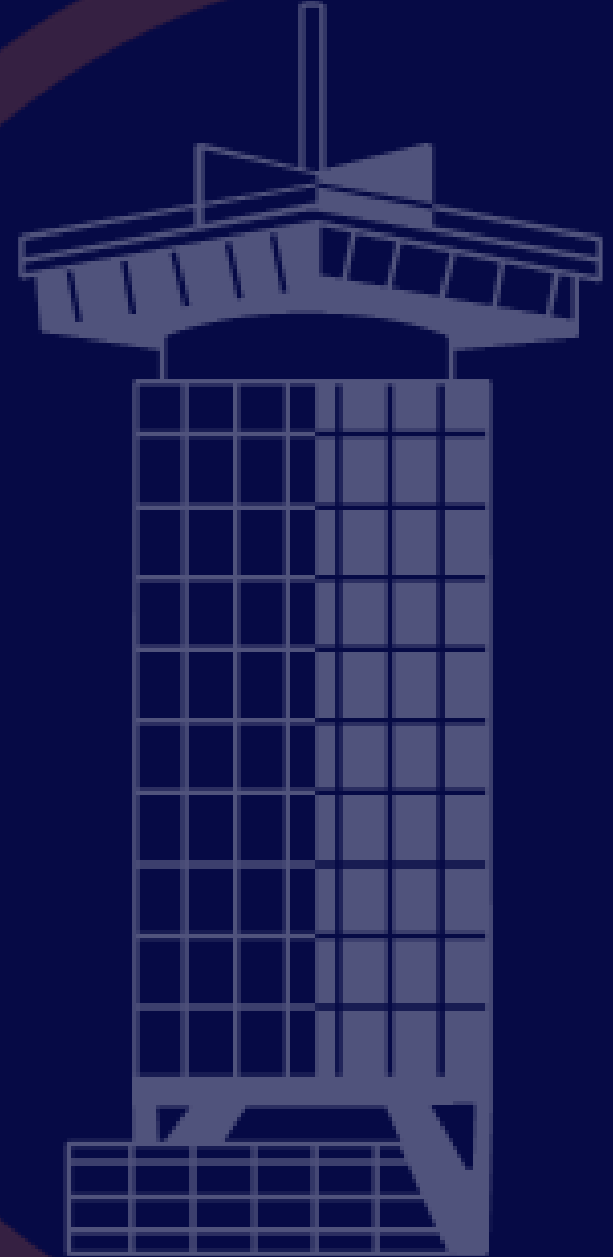


Quest for the Next growth, talent and loyalty..

From complexity to clarity – how FMCG brands can navigate
growth AND build talent



Next Level Leadership & Training



Rena Patel

*Senior Vice President
Commercial Marketing, NIQ*



Mark Cooper

SVP Global Portfolio, Coty



Simon Pollock

*Global Insights and
Analytics Leader, Mars*

NIQ Insider:

Insider breakdown on respondents

Client breakdown:

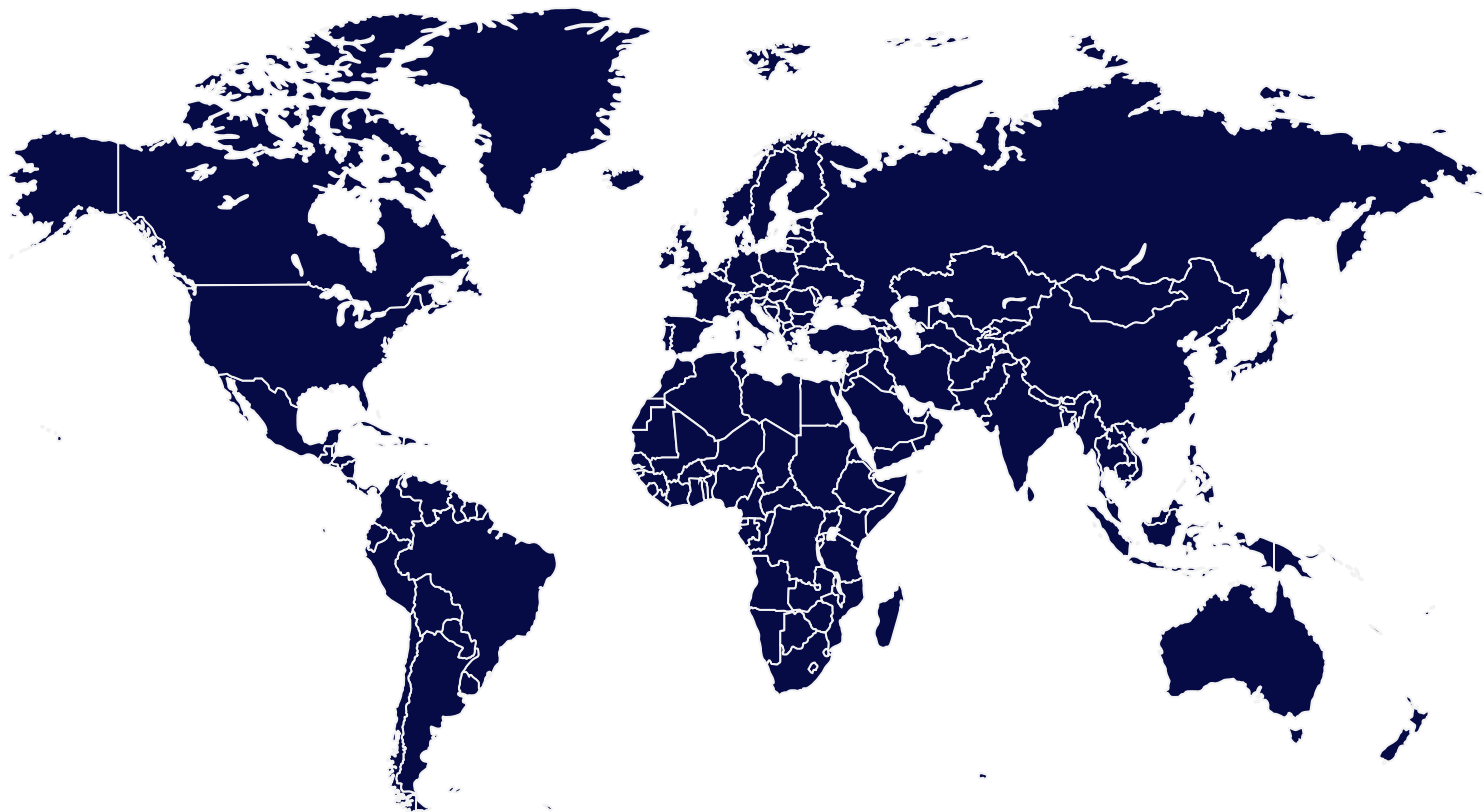
Retail: 52%
Manufacturers: 48%

Industry Breakdown:

Food: 37%
Healthcare: 12%
Beverages: 8%

Seniority/ Function:

Managers: 26%
Founder/Board: 19%
Directors: 13%
C-suite: 13%



* Survey fielded between July – December 2025

Quest for Next: Talent & Growth

Talent & succession are already “top-table” executive agenda items in CPG

- *Leadership development & succession planning: ~56.7% (FMCG subset)*
- *Talent acquisition & retention: ~51.5% (FMCG subset)*

1) Talent pressure is real, but the bigger risk is capability concentration (too few people can “run the business”)

52%

rate labour market changes and workforce availability as extremely important..

Why this matters: In practice, orgs become dependent on a few “insights translators” or power users. When those people move roles or leave, decision speed drops and customer conversations become inconsistent. The strategic fix is not only hiring; it’s codifying how decisions get made (common KPIs, shared measurement, repeatable narratives).

2) The #1 people priority is leadership and succession; the growth lever is turning insight into an organizational skill

#1

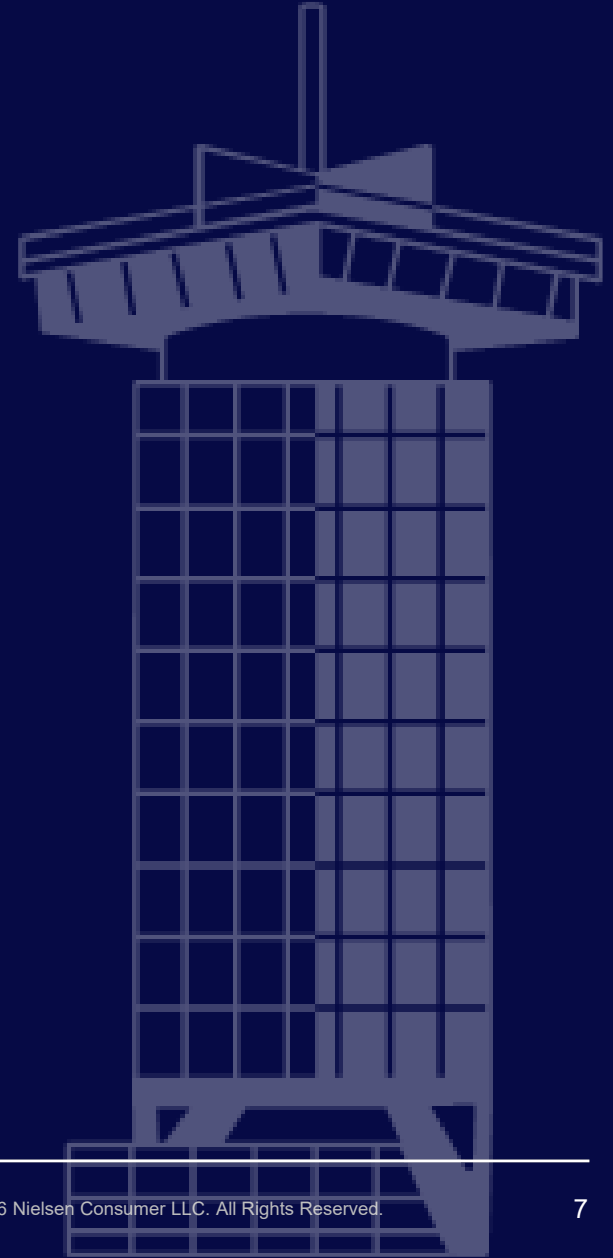
Ranking in the industry for talent: Leadership development and succession planning

Why this matters: Succession isn't just filling role - it's ensuring the next generation can manage complexity (omni, private label pressure, volatility) with confidence. The most scalable way to do that is to embed "how we decide" into tools, training, and governance.

NIQ Insider is NielsenIQ's executive engagement programme for senior FMCG leaders.

Launched in 2023, *NIQ Insider* combines a global CXO study to surface the boardroom issues shaping growth, a flagship in-person event series that brings those insights to life through keynotes, panels and client interviews.

The programme is designed to deepen C-suite relationships, create a trusted community for clients to share perspectives, and showcase how NIQ data and analytics help leaders accelerate competitive advantage and commercial outcomes in key markets.



NielsenIQ *Insider*

Thank you!

