

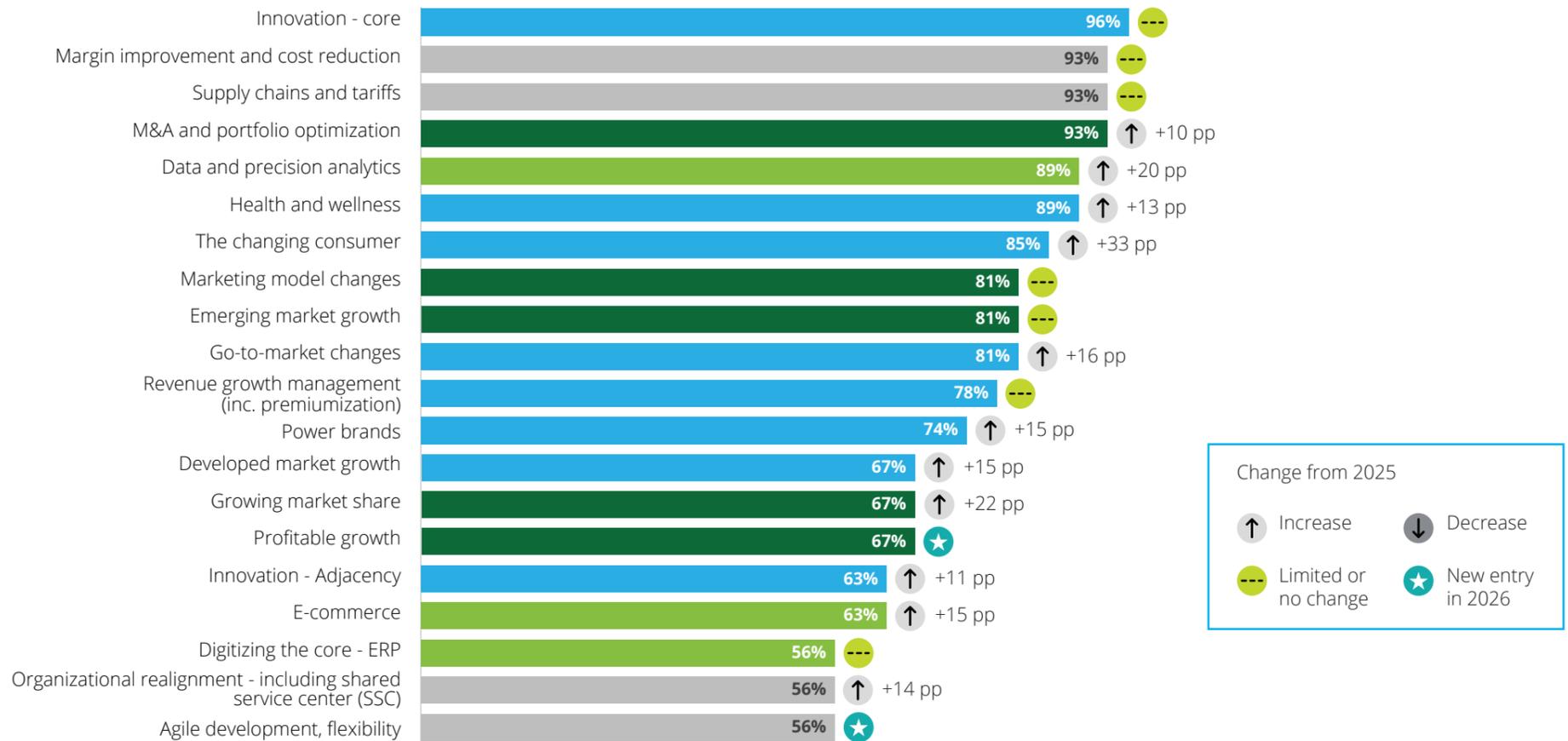
CAGNY 2026 roundup

Several well-known consumer packaged goods (CPG) companies discussed their priorities and strategies during the annual Consumer Analyst Group of New York (CAGNY) conference. Here's what we heard.



Key themes

Coverage by topic (% of companies discussing in 2026 compared to 2025)



Marketing and innovation (Blue circle) Operational excellence and efficiency (Grey circle) Digital and analytics (Light Green circle) Markets and portfolio optimization (Dark Green circle)

Source: Based on Deloitte's analysis of presentations from 27 CPG companies from the CAGNY 2026 conference. pp = percentage point change compared to 2025.

Topics gaining executive attention

Profitable volume

- Inflation-led price increases are no longer expected to boost revenue. CAGNY companies need to deliver more value in a K-shaped consumer economy to help improve volume/mix.
- Benefit density: Science-driven efficacy to premiumize products that appeal to those consumers willing to pay more to get more.
- Precision affordability: Creating lower-priced entry points that keep their brands accessible to the value-seeking part of the market.
- Companies may need to choose which end of the barbell they want to lift if serving both proves problematic.

Healthy value

- Nearly 9 in 10 presenting companies discussed health-focused products.
- GLP-1 drugs and potential DHS guidelines or regulations are further energizing three forms of health offerings provided by CAGNY companies.
- Functional: Products offering protein, fiber, energy, and "biotics."
- Clean: Removing artificial dyes, additives, and seed oils. Also affecting cleaning products and beauty offerings.
- Better for you: Zero-sugar formulations, no/low alcohol, smaller pack sizes.

Focused yet flexible

- Presenting companies discussed bringing more focus to their portfolios through divestitures, SKU rationalization, and acquiring better-fitting brands.
- In Deloitte's industry outlook, 85% of executives surveyed believe more focused, pure-play business models are likely to outcompete those of multicategory conglomerates.
- Companies said they want to simplify their organizations and operations, often with the help of AI.
- A few discussed making their supply chains more nimble and not overoptimizing scale in today's environment.

AI transformation

- Presenting companies say AI is driving hard-dollar savings and reducing the cost of doing business.
- Companies claim AI is helping them generate and test far more new product concepts in far less time.
- Companies also discussed using AI to more cheaply and quickly generate marketing content and deploy more targeted marketing spending to increase ROI.
- As consumers themselves start using AI, how CAGNY companies will reach and influence their agentic shoppers is not yet clear.

Potpourri

- CAGNY companies are looking for new ways to partner with retailers, as factors like retail media networks and private label competition change the nature of their relationships.
- Presenting companies seem to be disproportionately focusing their growth plans on the US and India and managing supply chains to serve those markets domestically.
- Heat, fragrance, and texture are being deployed to make presenting company offerings stand apart.
- How will several leadership changes at CAGNY affect performance and culture in the months and years ahead?

Source: Based on Deloitte's analysis of the presentation content from 27 CPG companies from the CAGNY 2026 conference; all survey statistics on this page are from Deloitte's [2026 Consumer Products Industry Global Outlook](#).

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