



**Euromonitor
International**

Competitor Strategies in Innovation

March 2026

Table of Contents

INTRODUCTION

Key findings

FMCG's new reality: Fewer launches, tougher shelves

The forces resetting FMCG innovation

FMCG leaders cut complexity to improve chances of innovation success

THE PRECISION ERA: INNOVATION SHIFTS FROM ACTIVITY TO IMPACT

Precision innovation: Launch volumes fall as companies prioritise value creation

Rebuilding value: From isolated claims to integrated propositions

Three levers leaders use to accelerate precision innovation

Precision innovation in action: Leaders re-engineer portfolios for growth

Precision innovation in action: Private label increases value-led launches

Innovation survivability: Precision is working – but unevenly

Benefits drive growth, but micro-innovations drive relevance

How FMCG leaders are modernising the core through rapid, sensory innovation

AI IS CREATING A NEW INNOVATION ADVANTAGE

The new AI battlegrounds reshaping innovation

AI-accelerated formulation: Where future innovation speed is won

Cargill: AI-enabled ingredient informatics for future-fit, customer-aligned innovation

AI-powered early signals offer a new advantage

L'Oréal uses AI-enabled beauty tech to spot fast-emerging consumer needs

AI-led commerce: An evolving competitive battleground

The dual-audience imperative: Designing innovation for humans and AI

Early leaders are already aligning innovation for AI-led commerce

INNOVATION UNDER CONSTRAINT: HOW FEASIBILITY IS SHAPING FMCG STRATEGY

The feasibility shock: Innovation is now defined by what the system can deliver

Resilience-by-design: The new architecture of FMCG innovation

How feasibility is already reshaping category playbooks

Resilient formulation: Ingredients are being re-engineered for survival

Localisation, reformulation and adaptation: How leaders build resilience

INNOVATION UNDER CONSTRAINT: HOW FEASIBILITY IS SHAPING FMCG STRATEGY

Biotech ingredients: The new insurance policy for innovation

Regenerative sourcing another solution

HOW TO WIN

Winning strategies for future-fit FMCG innovation

About Euromonitor International

Euromonitor International is an independent market intelligence provider. Data, insight and analysis stem from in-the-field research spanning 210 national markets.

Content ranges from the in-depth and country-specific, to key strategic themes with a global range and significance. Products cover a comprehensive range of insights and market data, but can be broadly categorised as:

- **Strategy Briefings:** Global or regional in scope, and focussing on the most important themes shaping consumer demand, the key markets, competitive environment and future outlook across a range of industries.
- **Company Profiles:** Analysis dedicated to the world's most significant companies, with detailed insight into their activities, focus of operations, their competitors, their geographic presence and performance.
- **Country Reports:** For an in-depth understanding of specific countries, whether by industry, economic metrics or consumer

trends and lifestyles. These reports cover current trends, consumer demand, market potential and future prospects, with country-specific local insight and comprehensive data, unavailable elsewhere.

For more information on this report, further enquiries can be directed via this link www.euromonitor.com/competitor-strategies-in-innovation/report.