



# Competitor Strategies in Consumer Health

June 2025

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## INTRODUCTION

Key takeaways

Scope

The industry remains fragmented, a result of specialisation

## STATE OF PLAY

Conglomerate business model in retreat as companies aim for more focused approach

Optimisation of portfolios dominates industry agendas

Companies attempt to get more focused, seek ways to partner up

Emerging markets remain avenues of growth

Consumer health companies perform in line with the market, for better or worse

Focusing on best-performing brands proves hard

No major changes expected over the next five years

## FOLLOWING THE TRENDS: COMPANIES TAILOR THEIR OFFERINGS

GLP-1 mania affects categories and companies indirectly (1)

GLP-1 mania affects categories and companies indirectly (2)

Beyond just the body: Mental health-related products flourish

Influencer marketing takes off, especially in Asia

Sport and sport-adjacent categories flourish, enticing new entrants

All-encompassing longevity leads to repositioning, repurposing of brands

## FUTURE PROSPECTS

Companies pledge to onshore US production amid disruption and uncertainty

Denmark emerges as a pharma production powerhouse

The rise of omnichannel means companies prioritise improved user experience

Key takeaways

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