



Driving Growth Among Disruption

Capitalizing on the Shifting Consumer Food Value Equation

GMA Executive Forum

DuPont | Elanco | Land O' Lakes | Target | FMI | Deloitte



Please welcome our panel...



Tom Phillips

Deloitte Consulting, Introduction



Jim Borel

DuPont, Panelist



Mark Baum

Food Manufacturers Institute, Moderator



Beth Ford

Land O' Lakes, Panelist



Rob Aukerman

Elanco, Panelist



Carolyn Sakstrup

Target, Panelist

The world is changing in terms of...



**What People
Are Buying**



**What People
Are Saying**



**What People
Are Thinking**

Our study aimed to understand value



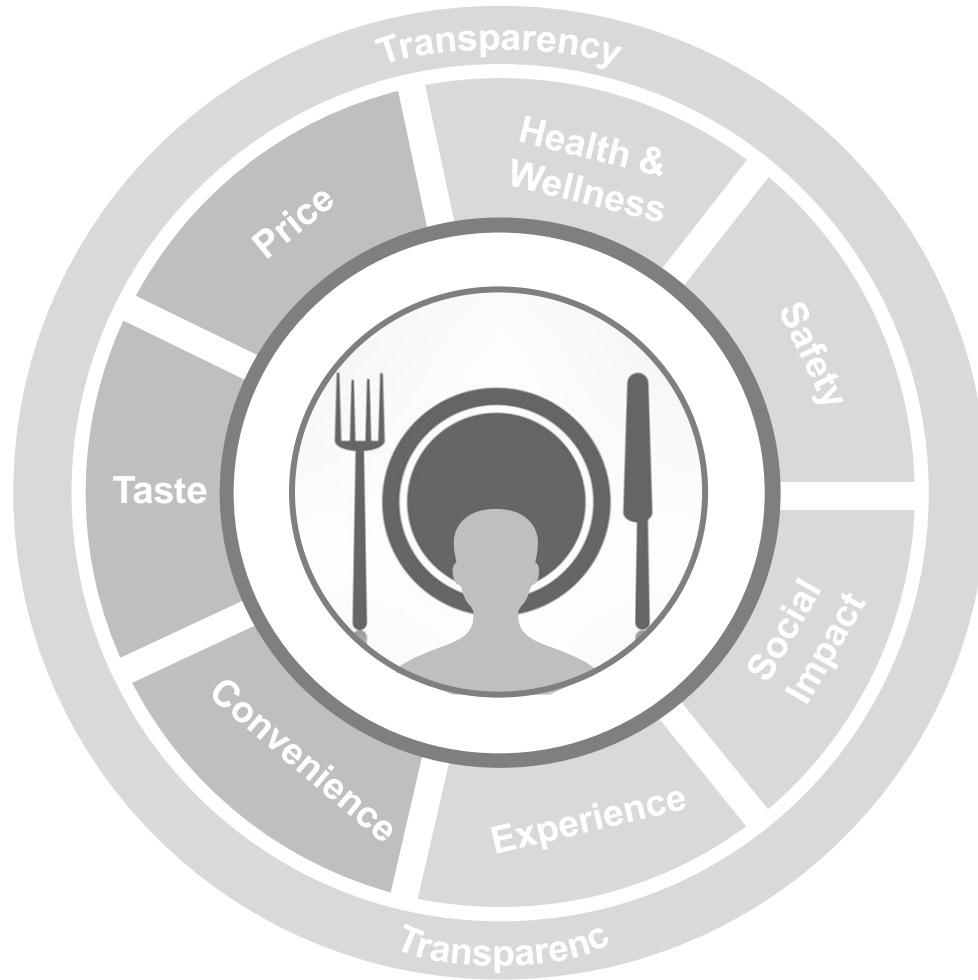
Deloitte collaborated with FMI and GMA to conduct the study

Deloitte. | **FMI** THE VOICE OF FOOD RETAIL | **GMA**

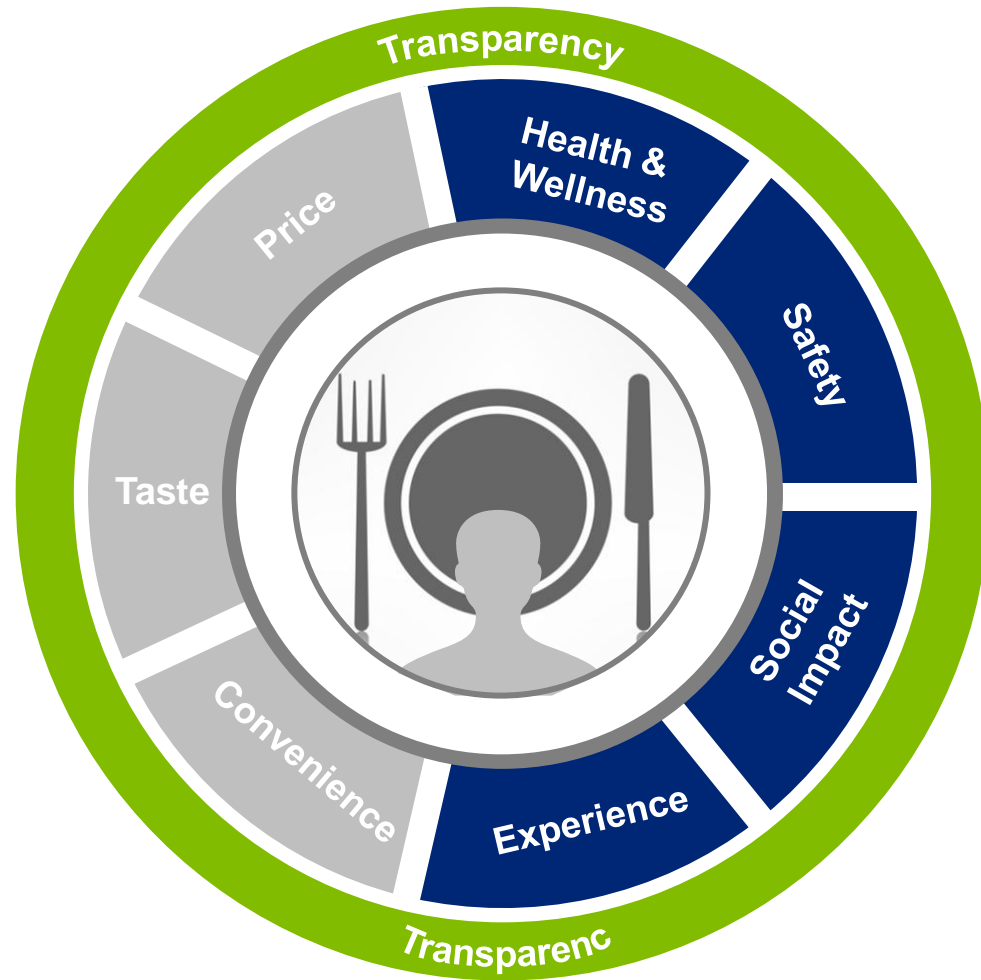
We conducted and analyzed a proprietary quantitative survey of 5,000+ U.S. consumers

We interviewed 40+ executives from leading manufacturers, distributors, retailers, and industry experts

More consumers...



...are including a wider set of drivers



Legend: Traditional Driver | Evolving Driver | Overarching Driver

Some aspects may surprise you

1

It's bigger than you think

2

It's not who you think

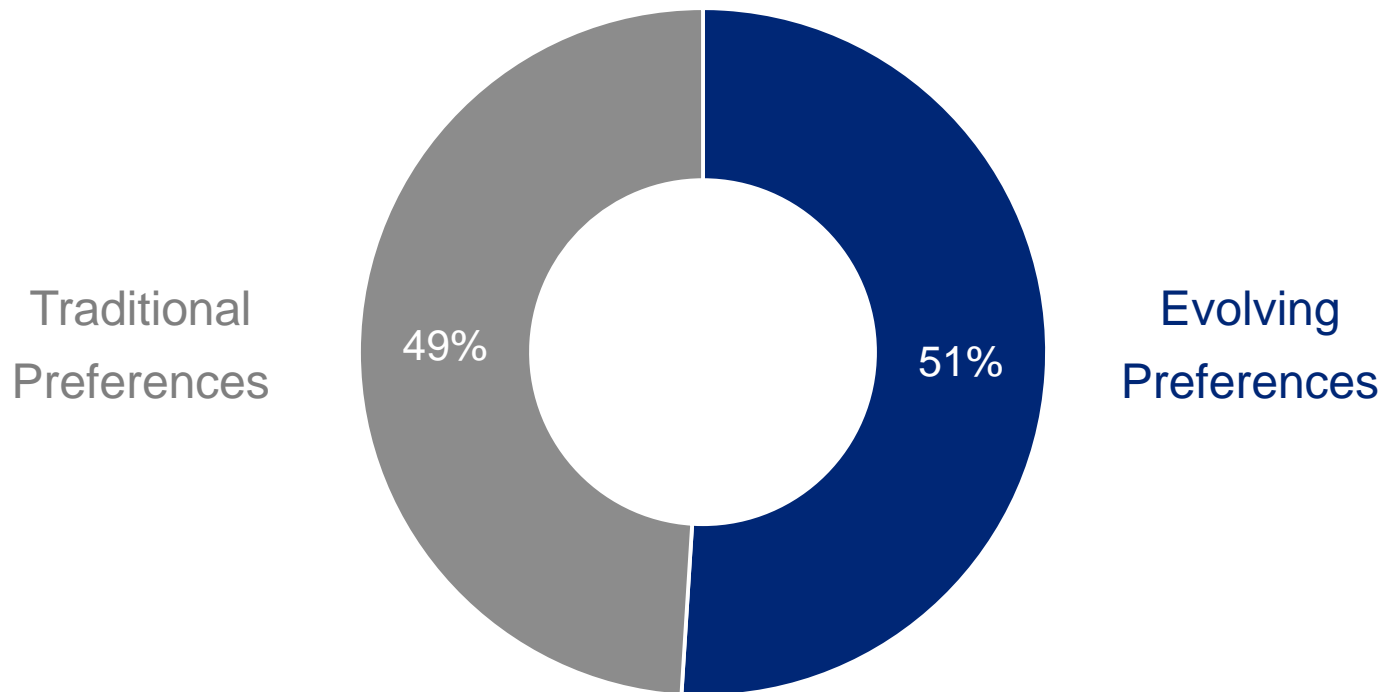
3

It's more nuanced than you think

More consumers emphasize “evolving”

1

It's bigger than you think



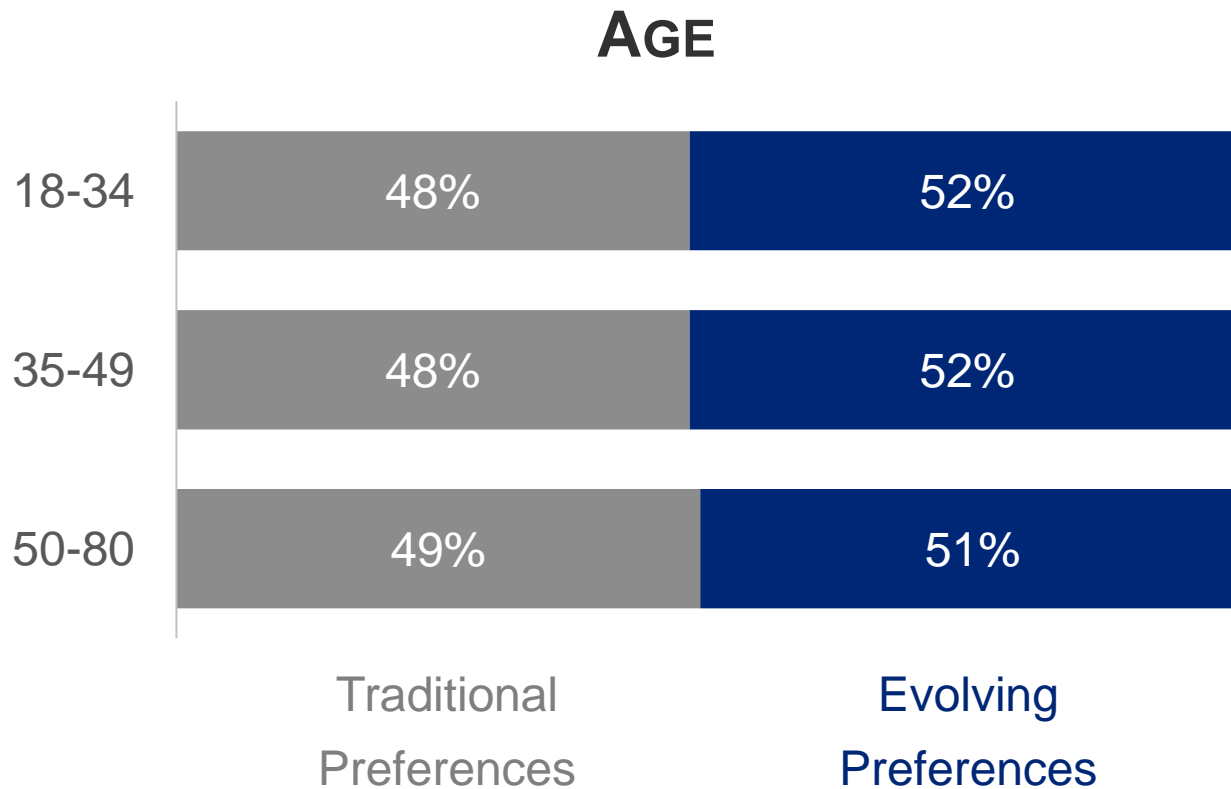
More than half of consumers **weigh evolving drivers more heavily**

Source: Deloitte Consumer Food Value Equation Survey, 2015

“Evolving” preferences are pervasive

2

It's not who you think

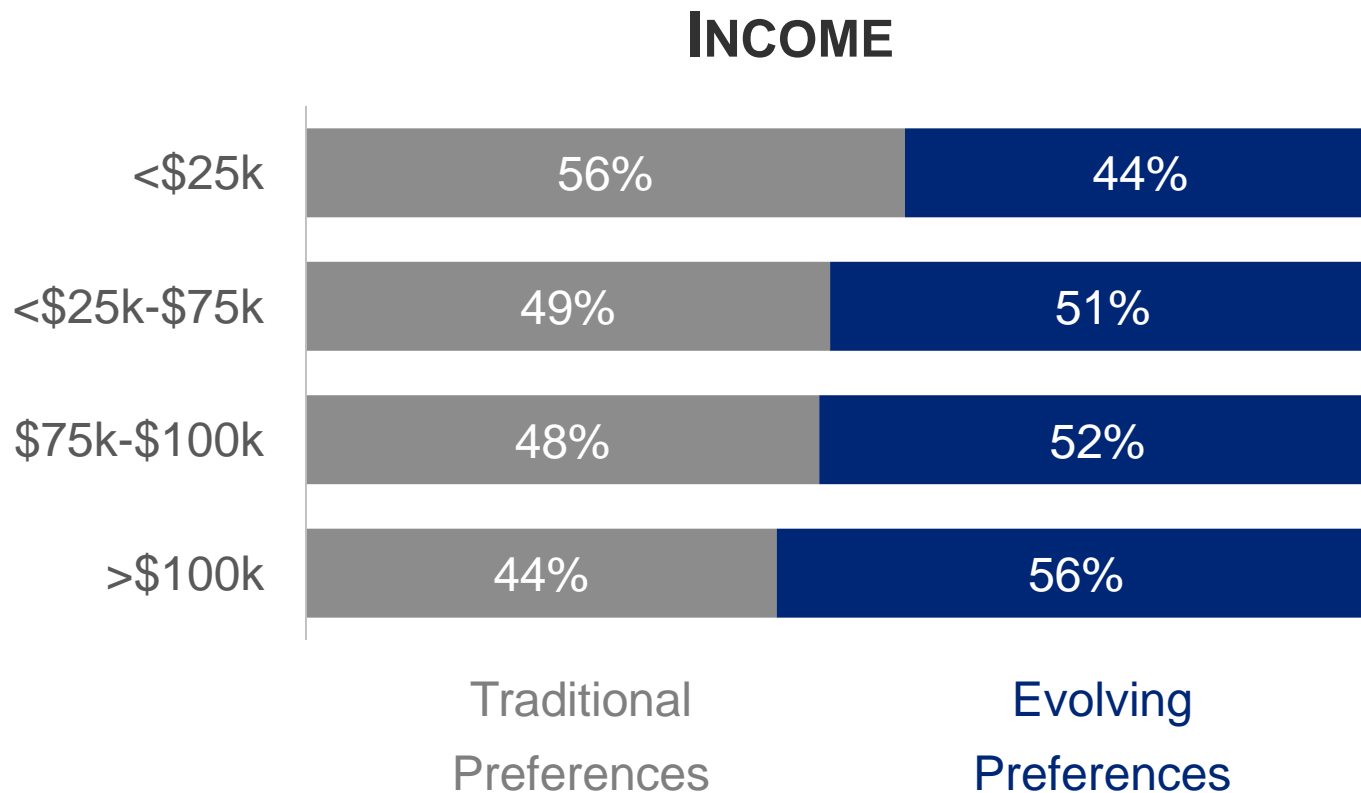


Source: Deloitte Consumer Food Value Equation Survey, 2015

“Evolving” preferences are pervasive

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It's not who you think

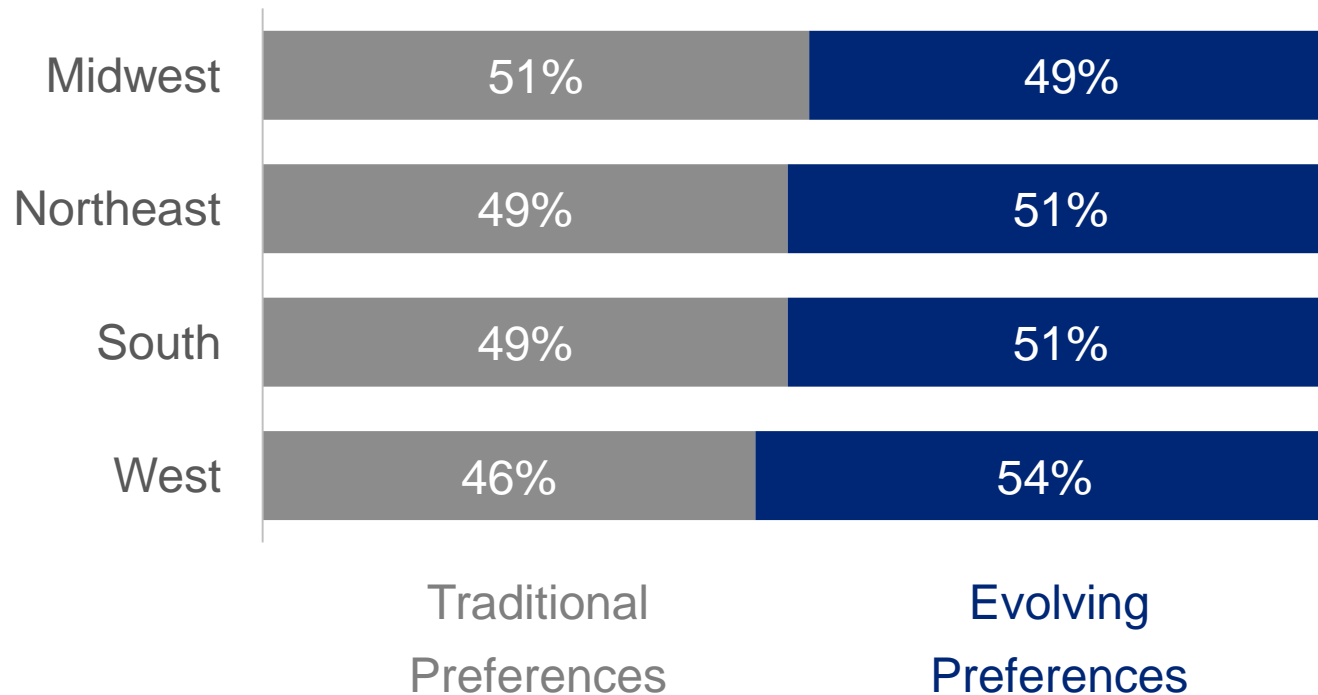


“Evolving” preferences are pervasive

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It's not who you think

GEOGRAPHY



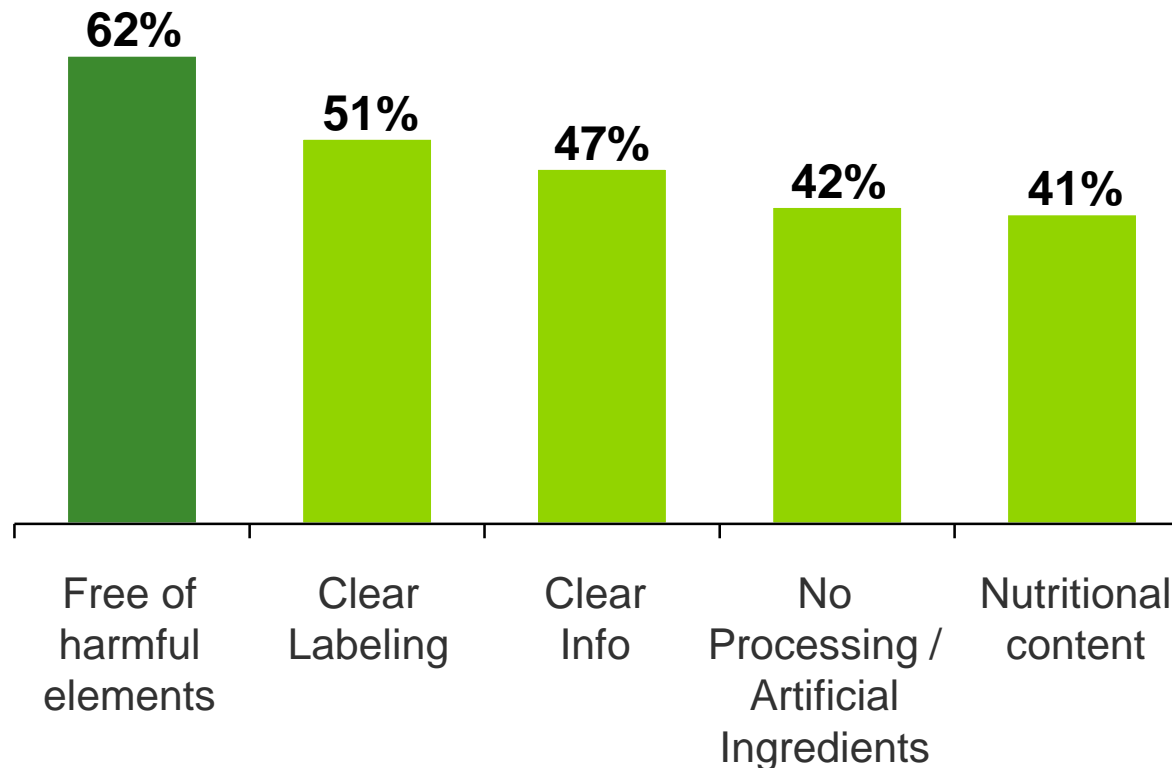
Source: Deloitte Consumer Food Value Equation Survey, 2015

Drivers are expansive & merging

3

It's more nuanced than you think

HOW CONSUMERS DEFINE SAFETY



To get an industry perspective...

let's turn to our panel



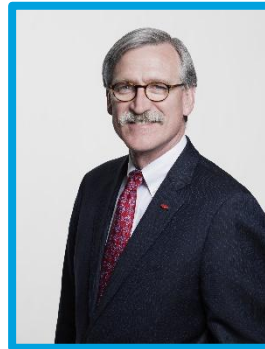
**Mark
Baum**

FMI



**Rob
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Elanco



**Jim
Borel**

DuPont



**Beth
Ford**

Land O' Lakes



**Carolyn
Sakstrup**

Target

Are you ready to...?

Reframe your strategic choices to “Win” in the New Normal

Evolve your portfolio with a “product plus” mindset

Engage consumers in a genuine two-way dialogue to build trust

Enable your priorities through a revised business model

Please contact Tom Phillips at tphillips@deloitte.com.
Our full POV will be published in the fall.

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