

Building resilience in consumer health

ARE YOU BUILT TO ADAPT, OR DESTINED TO STALL?

Consumer health organisations are under pressure. From regulatory complexity and shifting consumer expectations, to the urgent need for innovation at speed, AI disruption and workforce fatigue, so much is influencing the industry. The pace of change is relentless, and resilience is no longer optional.

While AI and change fatigue dominate the transformation agenda, one issue often goes unspoken: misalignment at the top. In consumer health, where complexity is high and stakes are personal, leadership cohesion holds transformation together.

Just 21% of consumer health organisations are leading in their transformation efforts. The low score reflects the sheer scale and spread of change in the industry, from immediate priorities like operational efficiency and digital capabilities, to longer-term shifts around regulation and workforce transformation.



WHAT'S REALLY HAPPENING?

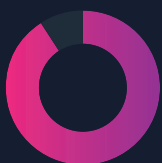
- **Misalignment at the top.** 77% of consumer health leaders say involving employees meaningfully in transformation is a challenge, and 71% struggle to align leaders and gain sponsorship. This signals a deeper issue: a disconnect between vision and execution. When leaders aren't aligned, and employees aren't engaged, transformation becomes something done to people, not with them.
- **Impact without clarity.** 69% of consumer health leaders find it challenging to demonstrate a clear impact on business outcomes. This points to a critical issue: a gap between delivery and value. When transformation isn't clearly tied to measurable outcomes, it's harder to justify investment and build belief.
- **AI is reshaping strategy, but readiness is low.** AI is dominating the agenda, but confidence is lagging. The gap between ambition and capability is a warning sign. Without investment in skills, AI risks becoming a source of disruption, not progress.
- **Fatigue is undermining progress.** 76% cite employee fatigue from continual change a major challenge. Many are trying to do too much, too fast, without protecting the energy that makes change possible.
- **Governance and compliance lead the agenda.** 27% of consumer health leaders prioritise governance and compliance - the highest of any industry. It's a clear reflection of the industry's regulatory intensity and the need for robust, adaptable systems.

Leading consumer health organisations are aligning every initiative to outcomes that matter,



89%

say AI adoption has reshaped their transformation strategy



91%

anticipate job displacement due to AI



only 6%

feel confident they have the critical skills needed for future workforce readiness

for consumers, employees and the business. But that alignment doesn't happen by accident.

As one leader puts it:

"Throughout my career, the pinch point has always been: how do you get people talking the same language? Especially when things are complex and people are coming at it from different perspectives..."

This challenge is particularly relevant in consumer health, where product credibility, regulatory complexity and consumer needs converge. Building a shared understanding of value, and translating it into action across functions, geographies and disciplines, is what helps transformation stick.

WHAT LEADING CONSUMER HEALTH ORGANISATIONS ARE DOING DIFFERENTLY

To move from reactive to resilient, consumer health organisations must shift from delivery-focused transformation to adaptability-led change. The most successful organisations are doing three things differently:



Championing their data

They use data to guide decisions, personalise experiences and scale AI responsibly.



Protecting their spark

They prioritise what matters, stop what doesn't, and protect teams from burnout.



Finding their value compass

They align every initiative to outcomes that matter – for consumers, employees and the business.

These behaviours, powered by two organisational engines, **systems** and **people**, translate into actions for success. When both are aligned, transformation sticks.

THREE ACTIONS TO BUILD ADAPTABILITY

To overcome these challenges, consumer goods organisations must:

- **Address fatigue.** Organisations must protect the energy of their people. That means prioritising fewer, high-impact initiatives, creating space for recovery and embedding wellbeing into the weekly rhythm. For example, Procter & Gamble prioritises total employee wellbeing, tailoring support across physical, mental, financial, and work-life dimensions, and leaders role model prioritisation by simplifying workloads and focusing on value-driven projects.
- **Invest in critical digital skills.** Consumer health organisations must treat skills as a strategic investment. That includes building digital confidence through bite-sized learning and shifting to skills-based hiring. For example, Haleon is investing in their people and upskilling within AI, focusing on education and literacy, as well as a strategic leadership track. Their teams are now more productive and efficient, with AI-powered tools driving significant value creation across consumer touchpoints, market performance and internal operations.
- **Engage meaningfully and align leadership.** Transformation fails when people feel change is being done to them, not with them. To move forward, organisations need to build a shared value compass, one that connects leadership intent with employee experience. That means creating space for dialogue, co-creation and clarity on what transformation is really trying to achieve.

READY TO LEAD WITH ADAPTABILITY? LET'S TALK.

We help consumer health leaders build resilience where it matters most. Whether it's providing strategic frameworks to prioritise and protect teams from fatigue, identifying the critical digital skills to invest in to unlock AI's potential and future-proof the workforce, or aligning leadership through co-creation, we make transformation stick.

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TALK TO US



UPNEET ARORA

Partner

upneet.arora@gateoneconsulting.com

gateoneconsulting.com

London | New York | Paris | Dublin | Bangalore