

CUSTOMER INSIGHTS

Global Consumers Have Moved On. Has Your Growth Strategy Caught Up?

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Growth has always depended on understanding consumer demand, but the preferences of today's consumers are changing faster than most growth strategies can adapt. As consumers redefine

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what they value, who they trust, and how they make purchase decisions, many assumptions that have guided consumer strategy for decades are no longer relevant. Too many brands continue to compete for consumers that have already moved on—chasing price when value matters more, buying attention rather than earning trust, and overlooking the growing role of AI in purchase decisions. To better anticipate the next wave of consumer-led growth, we surveyed more than 13,000 consumers across 12 markets to examine how their motivations, priorities, and decision-making patterns are changing. Then we analyzed more than 1,000 brands to validate our findings. (See the sidebar "About Our Research.")

– About Our Research

This report draws on BCG's Center for Customer Insight's survey of more than 13,000 consumers across 12 markets:

- Brazil
- China
- France
- Germany
- India
- Italy
- Japan
- South Korea
- Sweden
- Turkey
- UK
- US

Collectively, these markets represent approximately 49% of the total global population. The survey was designed to represent the broader consumer population in each market, with participants demographically balanced by age, income, gender, ethnicity group (where relevant), and geographic region.

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To capture a holistic picture of the consumer of the future, our research covered behavior, attitudes, and spending intentions across 13 categories:

- Apparel
- Alcoholic beverages
- Automotive
- Fresh foods and staples
- Household appliances and electronics
- Leisure travel
- Luxury fashion and accessories
- Mobile devices
- Nonalcoholic beverages
- Packaged snacks
- Pet care
- Prepared food and dining
- Skin care

In addition to the consumer survey, we conducted more than 100 qualitative in-depth interviews with consumers across markets to capture the drivers and motivations behind the data, bringing each consumer's voice and lived experience to the quantitative findings. We also analyzed more than 1,000 brands across categories and markets to validate survey findings against observed purchase behavior, drawing on BCG's proprietary consumer research database for the years 2022 to 2026.

Our research revealed five enduring, consumer-led themes:

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- **Value Over Price.** Price pressure dominates the headlines, but perceived value consistently serves as a stronger predictor of purchase than affordability does. In our survey, 67% of consumers said they would not buy a product, even when they could afford it, if they did not perceive strong value. Although price determines whether a product receives consideration at all, consumers ultimately buy based on value, which they determine on the basis of factors that go well beyond price.

- **The Longevity Mindset.** Three-quarters of consumers cited health and well-being as the number one marker of a prosperous life, ahead of career and financial wealth. Already embraced by one-third of consumers, the pursuit of longevity is driving spending across categories as consumers invest more in healthier and more fulfilling lives.

- **The Rise of Solo Living.** One in three households in mature markets today consists of a single person, up 6 percentage points from the 2010 figure and growing. Increasingly, solo living represents a confident lifestyle choice, reflecting a growing preference for independence, flexibility, and control.

- **The New Trust Compass.** In our survey, 43% of consumers said that they feel mentally overwhelmed by information overload, making trust an increasingly scarce asset. In response, they are concentrating their trust on experts, friends and family, and, most surprisingly, AI tools (the fastest-growing source of trusted information). Notably, brands do not control any of these trusted sources.

- **The Age of AI-Driven Decisions.** Overall, 31% of surveyed consumers already use AI at least occasionally in their purchase journeys, 19% are AI loyalists who rely on it regularly, and 70% of these loyalists ultimately buy the products that AI recommends. AI has thus become the secret driver of choice in many consumer journeys—and many brands have not planned for it.

Although these themes are already playing out today, most brands do not yet fully recognize and understand them. Some themes are advancing more quickly than others, but all are growing more pronounced and will become increasingly mainstream as enduring demographic shifts continue to unfold.

We use the term *themes* here because these are not trends in the conventional sense. Trends tend to be category-specific, cyclical, short-lived, or driven by products and marketing. In contrast, the themes identified in our research are global, enduring, and driven by the consumer rather than by the brands they patronize. The themes reflect changes in how people live rather than simply in what they buy, and they reinforce one another in ways that reshape demand across multiple categories simultaneously.

More importantly, these five themes should fundamentally affect consumer companies' growth agendas. Underpinning the themes are long-term demographic, technological, and societal shifts, including longer life spans, changing life milestones, and AI-driven decision making, all of which

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will further strengthen them over time. Companies that recognize these shifts early will be better equipped to identify where demand is headed and where the next generation of growth will emerge.

Five Themes Defining Consumer Growth

BCG research revealed five interconnected themes that are already creating a new consumer reality. These themes powerfully influence what consumers want, how they live, and how they make purchase decisions. (To understand why these changes are occurring, and why they will endure, see the sidebar "The Context Surrounding the Consumer.")

– The Context Surrounding the Consumer

The formula for growth has always been to understand where consumer demand is moving and to move with it. Although many forces are contributing to the rapid evolution of consumer demand, four enduring shifts are driving the lion's share of the change:

- **A World of Instability and Uncertainty.** Economic volatility, geopolitical conflict, and declining institutional trust have become persistent features of daily life rather than temporary disruptions. In response to global instability, two-thirds of consumers have already taken or are considering taking precautionary measures such as building emergency savings or delaying travel. These concerns are particularly pronounced among Baby Boomers, whose size and spending power make them an important consumer cohort. Among them, 55% cite geopolitical conflict and 45% economic uncertainty as major contributors to feelings of being mentally overwhelmed, compared with 42% and 41%, respectively, among members of Gen Z. As populations age, these pressures are likely to become more salient.
- **A World of Always-On Digital Life.** Attention spans have fallen by 69% since 2004, ad blocking has increased 21-fold, and 43% of consumers report feeling mentally overwhelmed. At the same time, digital experiences have

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raised expectations for convenience, personalization, and instant access. Consumers now factor the time and effort required to discover, purchase, and receive a product into every interaction, and 77% say that they value products and services that reduce friction in their daily lives.

- **A World of Longer, Wealthier Lives.** Globally, life expectancy has increased by six to eight years since 2000, redefining when traditional life milestones occur, extending periods of independent living, and shifting spending toward products and services that support long-term health and quality of life. At the same time, affluent households are expanding and accounting for a growing share of consumption. These consumers are typically less price-driven and place greater emphasis on quality, experience, trust, and overall value.

- **A World That Is More Connected but More Selective.** In-person social occasions remain below pre-pandemic levels. Two-thirds of consumers say that digital technologies have brought the world closer together, but they are becoming more deliberative about how and with whom they spend their time. The result is consumers who are simultaneously more connected globally and more selective personally.

These contextual forces have been building for years. Often, change happens slowly, and then all at once. We believe that these forces have already altered consumer behavior in ways that will become increasingly mainstream.

Value Is the Currency—Price Is Just the Entry Ticket

Throughout BCG's consumer research since 2022, perceived value has consistently proved to be a stronger predictor of purchase than affordability, ranking as a top five consumer need in half of all cases studied, and outscoring price in every one of them. Nearly 70% of consumers in our survey said that they would not purchase a product even when they could afford it if they did not perceive strong value. Our data bears this out: spending intentions correlate strongly with perceived value, but not with affordability.

This finding reflects a fundamental shift in understanding how consumers make decisions and, consequently, in how brands need to compete. Price still matters, but its role has changed. Our

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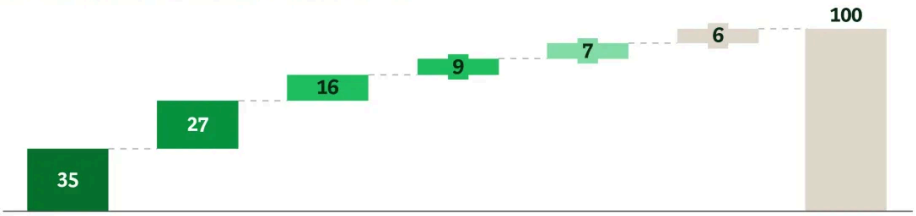
research suggests that consumers make two distinct judgments in evaluating products. Price determines whether a product enters the consideration set; but once that threshold is met, the basis for the ultimate decision quickly shifts to value. At that point, the relevant question is no longer "Can I afford this?" but "Is this worth paying for?" Although not every purchase follows the same path—impulse buys and AI-enabled recommendations can dramatically compress the journey—the underlying value judgment remains firm. The choice that a consumer makes depends on factors that extend well beyond price.

Quality is the single most important driver of value satisfaction, and it has become a baseline expectation. Beyond quality, consumers evaluate value through multiple category-specific factors, including price and promotions, personal connection, volume, service, and convenience. (See Exhibit 1.) The significance of convenience has grown as consumers increasingly factor the time required to make a purchase and the effort required after purchase into their assessment of value.

EXHIBIT 1

Value Drivers Vary by Category

IMPORTANCE OF EACH ATTRIBUTE TO VALUE SATISFACTION (%)[1]



Value archetype	Quality	Price and promotions	Brand/personal connection	Quantity	Service and convenience	Other	Total
Resonance (e.g., skin care, pet care, mobile)	34	27	22	8	6	3	
Deals (e.g., staples)	28	28	16	8	15	5	
Volume (e.g., prepared food, packaged snacks)	37	28	8	16	5	6	
Service (e.g., auto)	35	19	12	4	15	15	

Source: BCG Global Consumer Radar survey, 2026.
Note: "Quality" = overall quality + durability + product functionality or capability + transparency; "Price and promotions" = relative price + promotions + bundled offers or combinations; "Brand/personal connection" = brand trust + brand-level alignment (values and identity) and product-level resonance (how it makes the consumer feel); "Service and convenience" = customer service + ease of purchase + speed of delivery or service + flexible returns; "Others" = availability and loyalty rewards, etc.
[1]The importance of attributes in driving value satisfaction are based on nonnegative standardized beta coefficients from linear regression across categories; BCG GCR Wave 6, N = 12,020, Markets covered: Brazil, China, France, Germany, India, Japan, South Korea, the UK, and the US.

Consumers have been signaling their interest in value for some time now, yet only 14% of the 1,000+ brands we analyzed consistently win on value. Competitive pricing matters, but winning brands also deliver on product features, convenience, quality, and trust.

Many organizations have yet to deliver on the dimensions of value that consumers care about most. For example, service and convenience are key drivers of value in auto, yet only 5% of brands stand out for their service quality. Similarly, in packaged snacks, where quantity is a critical component of value, only 6% of brands are perceived to deliver the right amount for survey

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respondents' needs. Companies that identify and excel on those category and occasion-specific drivers can unlock a major growth opportunity.

Longevity and Well-Being Are Core Life Ambitions

Nearly three-quarters of consumers in our survey ranked health and well-being as the strongest indicator of prosperity, ahead of career (40%) and financial wealth (28%). Within health and well-being, healthy aging has emerged as one of the highest priorities for consumers, reinforcing consumers' focus on living longer and better.

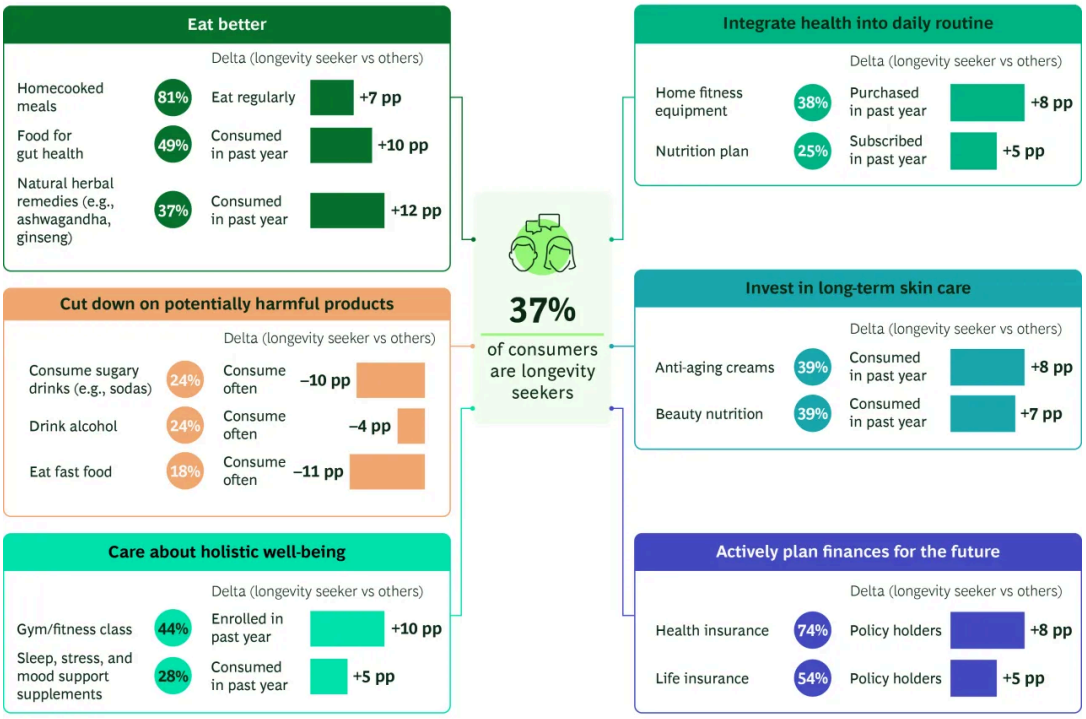
To understand how this theme is changing consumer behavior, we identified a group that we refer to as *longevity seekers*—consumers who prioritize healthy aging as a core component of their health and well-being. This cohort already represents nearly four in ten consumers today, and it has grown by 4 percentage points over the past year. Its importance is likely to increase further as populations age and affluence rises, particularly across Organization for Economic Cooperation and Development (OECD) economies, given that longevity seekers are disproportionately affluent and drawn from Gen X or Baby Boomers.

Consumers who prioritize longevity behave differently across multiple health and wellness categories. They invest more in nutrition, fitness, beauty, preventive health care, financial planning, and mental well-being, and they resist behaviors that they associate with poorer long-term health. (See Exhibit 2.) They reject unhealthy habits such as fast food, binge eating, and alcohol and tobacco use twice as forcefully as they adopt good habits. Their defining behavior is avoidance, a shift that many incumbent brands failed to see coming.

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EXHIBIT 2

Longevity Seeking Is a Cross-Category Lifestyle Defined by What Consumers Embrace and What They Avoid



Source: BCG Consumer of the Future survey, 2026; BCG Global Consumer Radar survey, 2026.
Note: Questions: "In the past year, have you tried any of the following products or services?" and "Do you engage in any of the following activities, and if so, how often?" (percentages represent respondents who selected "Often" or "Always") and "Which of the following best describes your current status for each of health and life insurance?"

The rapid adoption of GLP-1 therapies illustrates how quickly consumer behavior can spill across categories. In the US, the number of GLP-1 users has grown more than eightfold since 2020 to an estimated 16 million people and is projected to double again by 2030. The impact of such use goes beyond active users to include the household. Adoption has accelerated similarly in Europe, with roughly 9 million users today and an expected total in excess of 20 million by 2030. Yet many brands are only beginning to understand how deeply GLP-1 therapies affect consumers' lifestyles. Although they originated in health care, GLP-1s have changed demand for food, beverages, apparel, beauty, and fitness. The greatest growth opportunities for consumer companies are a function of understanding the broader outcomes that consumers seek and designing products, services, and experiences that support those outcomes across categories.

Living Alone Is a Choice—and a Statement

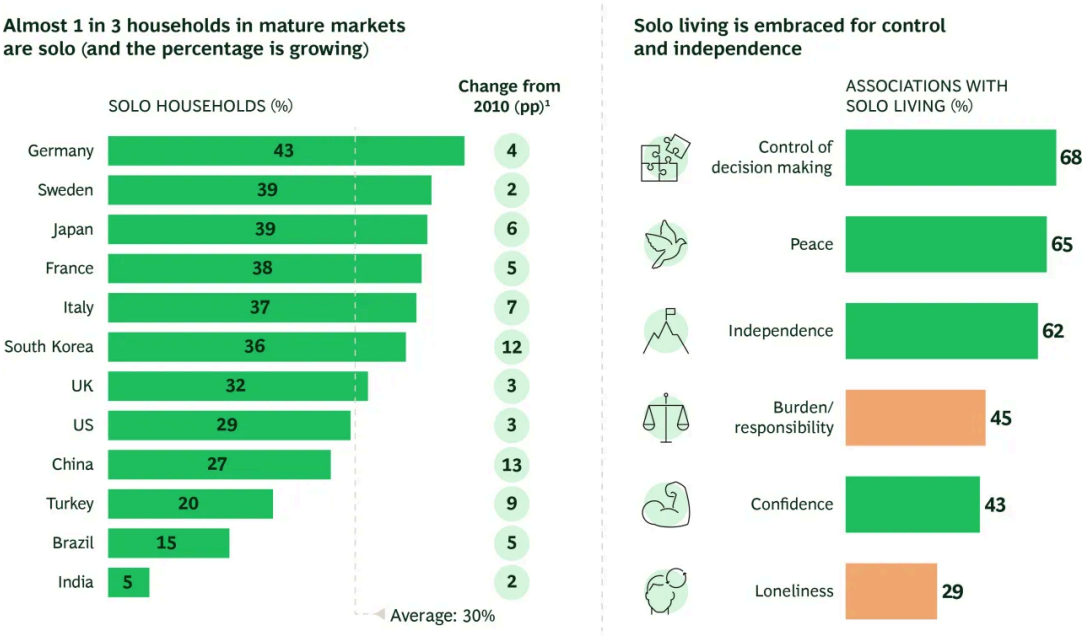
Today, 30% of households in mature markets consist of a single person—an increase of 6 percentage points since 2010—and the trend is accelerating, especially in developed markets. Around 40% of households in Germany, Sweden, France, and Italy are solo, and the numbers for Japan and South Korea are approaching similar levels.

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Consumers overwhelmingly describe solo living positively, associating it with control, peace, and independence. (See Exhibit 3.)

EXHIBIT 3

Survey Participants Associate Solo Living with Control, Peace, and Independence



Source: BCG Consumer of the Future survey, 2026.
Note: Question: "To what extent do you associate living alone with each of the following?" This question was asked only of respondents who live in solo households.
[1]Sources of 2010 data: US Census CPS households-4 (2010); EU-LFS/Eurostat series (Germany, France, Italy, Sweden, UK, 2010–2011); Japan Statistics Bureau Census 2010 (32.4% = 16.8 million out of 51.8 million households); Statistics Korea Census 2010 (23.9%); TÜİK Turkey Household Survey (estimated ~11% in 2010, rose to 14.4% by 2015 per TÜİK); NBS China 6th Census 2010 (avg HH size 3.10, estimated ~13.7% single-person); IBGE Brazil (estimated 10.2%); India NFHS/UN Population Division (estimated ~3.7%). Sources of 2024 and 2025 data: US Census CPS 2024; Eurostat EU-LFS 2024; NIPSSR Japan 2023 MHLW survey; Statistics Korea 2024 Census; TÜİK 2023; NBS China 2023; IBGE 2023. pp = percentage points.

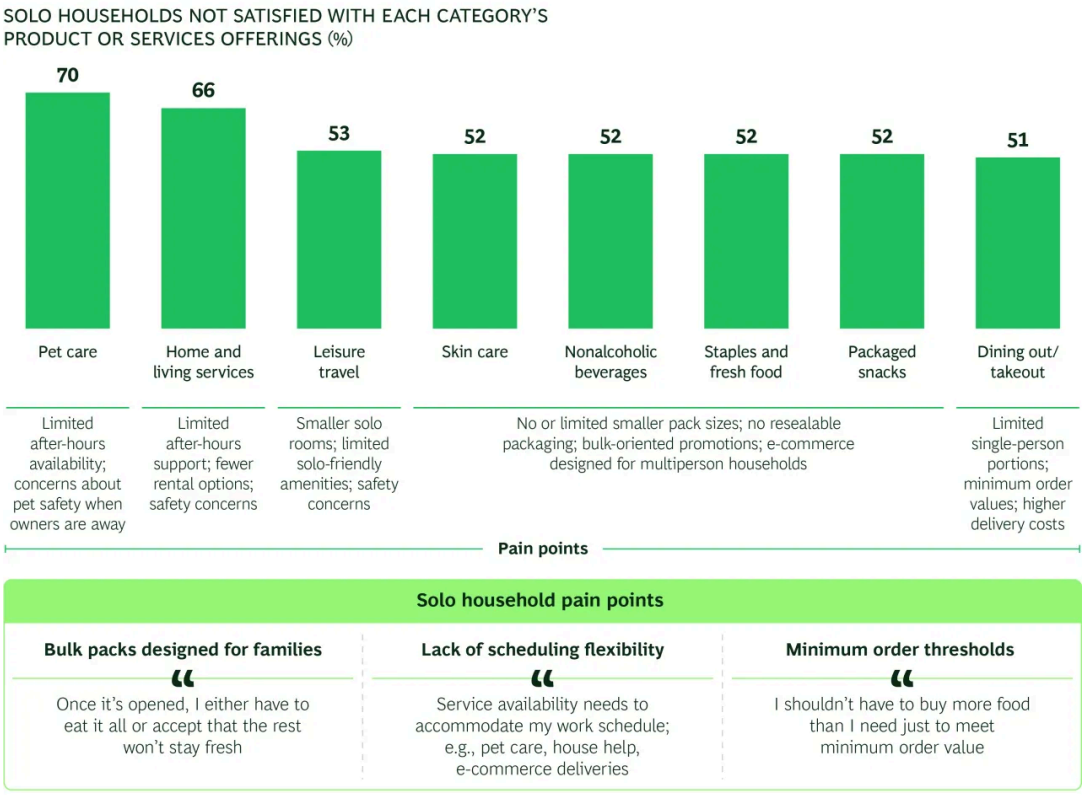
Solo living has been increasing for decades, yet most businesses continue to design products, services, and experiences primarily for multiperson households. Solo households spend two to three times more per capita than multiperson households do, yet 50% to 70% of solo householders in our survey told us that products and services are not designed for people like them. For solo consumers, quality, appropriate package sizes, and reliable availability matter more than promotions and bulk discounts because buying in volume often creates waste rather than savings. Brands that continue to compete primarily on price are speaking the wrong language to one of their highest-spending consumer groups.

The missed opportunity extends beyond products. The purchase journeys of solo consumers are more compressed than those of multiperson households, with roughly 30% fewer touchpoints, and this contributes to stronger brand loyalty. Solo households also tend to do more offline shopping, not because they prefer physical retail, but because many digital experiences are structured for family households. Minimum delivery thresholds, deliveries and returns that require someone to be at home, bulk package sizes, and "buy two, get one free" promotions that cater to larger households create friction for consumers who are buying for one. In many categories, online commerce has not been designed with solo living in mind. (See Exhibit 4.)

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EXHIBIT 4

More Than 50% of Solo Households Are Dissatisfied with Product and Service Offerings in Multiple Categories



Source: BCG Consumer of the Future survey, 2026.
Note: Question: "How satisfied are you with the availability of products/services designed for solo households in each of the following categories?"

The solo household is emerging as one of the largest and most underserved sources of future growth. As solo households proliferate, potentially exceeding 45% of households in Japan and Germany by 2050, the implications will extend beyond traditional consumer goods. Categories whose offerings mainly serve shared households, such as life and health insurance, pension products, home ownership, and automotive, will need to rethink their propositions. At the same time, sectors that support everyday independent living—from food and beverage, restaurants, and hospitality to pet care and household services—have an opportunity to redesign products, formats, and experiences to serve the needs of one-person households.

Consumers Are Building a New Trust Compass with AI

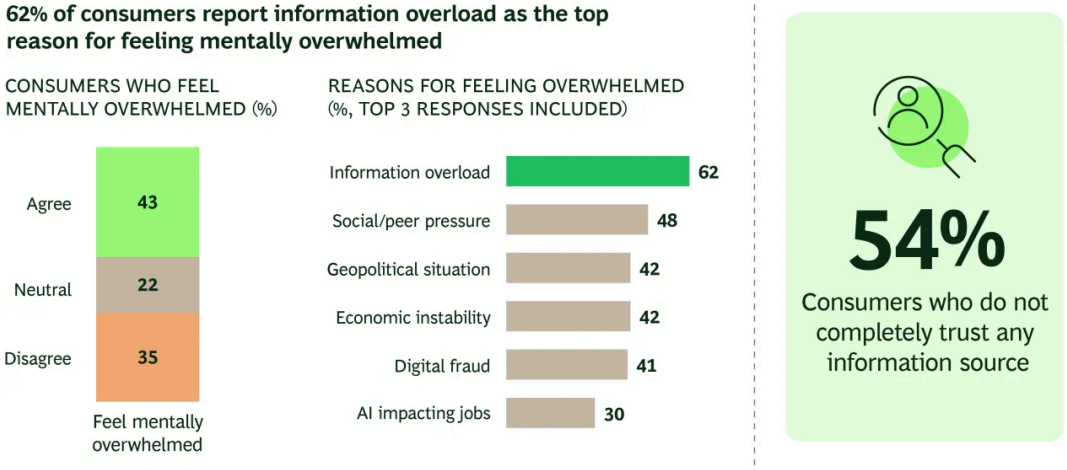
About 43% of consumers in our survey reported feeling mentally overwhelmed by the volume of information that they encounter, and more than half said that they do not fully trust any source of information. (See Exhibit 5.) Consumers are simplifying decision making by concentrating their trust in fewer sources—primarily expert advice, friends and family, and AI tools. (See Exhibit 6.)

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EXHIBIT 5

More Than 40% Consumers Feel Mentally Overwhelmed with Too Much Information, and Trust in Sources Is Low

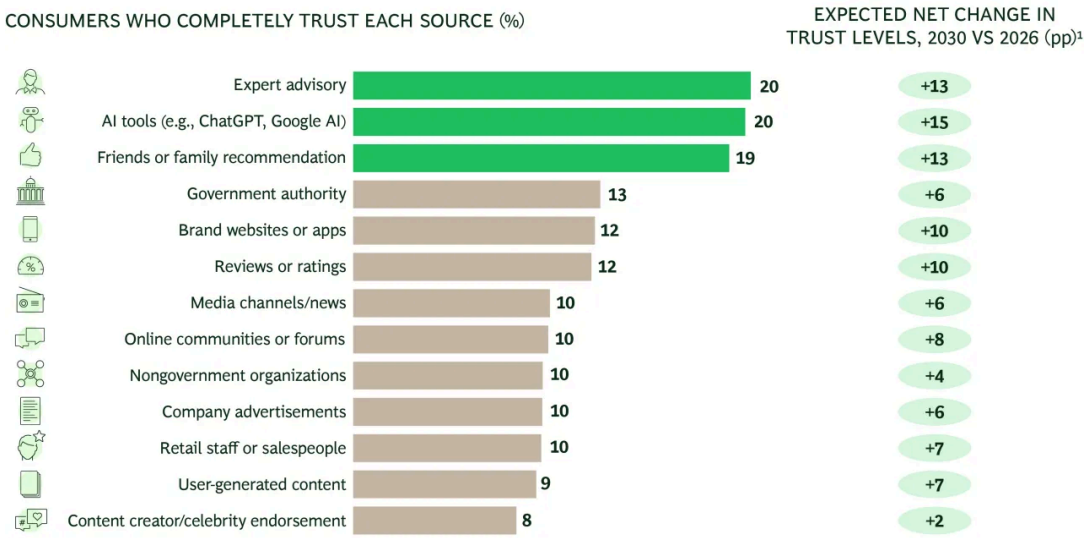
62% of consumers report information overload as the top reason for feeling mentally overwhelmed



Source: BCG Consumer of the Future survey, 2026.
Note: Questions: "To what extent do you agree with each of the following statements? – I feel mentally overwhelmed." and "Which of the following contribute to this feeling of being overwhelmed? – Information overload: Information overload from media and content OR constant digital exposure and connectivity OR constant exposure to brand communications and advertising; Social/peer pressure: Comparing myself with peers on social media OR comparing myself with influencers on social media OR pressure to keep up with trends and updates" and "What is your level of trust on the following information sources?"

EXHIBIT 6

Consumers Increasingly Trust Experts, AI, and Peers—and the Gap Is Widening



Source: BCG Consumer of the Future survey, 2026.
Note: Questions: "In general, what is your level of trust for the following sources of information?" (% choosing "completely trust sources") and "How would you say your trust levels will change in the next 4–5 years, for each of the following sources?" (net change = % of consumers expecting increased trust – % consumers expecting decreased trust).
[1]Expectation based on survey responses. pp = percentage points.

AI has quickly become a relatively highly trusted source by providing personalized, direct, and transparent recommendations that help consumers navigate an increasingly cluttered marketplace. AI tools are also gaining trust faster than other sources: 20% of survey respondents completely trust them now, and an additional 15% expect to do so by 2030. Although AI's influence continues to grow rapidly, 60% of consumers still limit the amount of personal or

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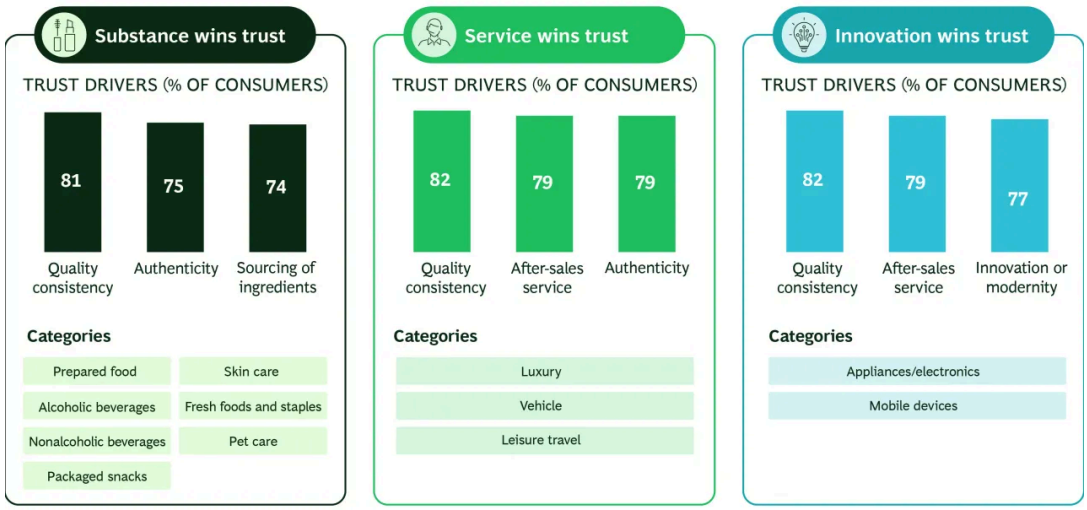
sensitive information they share with AI tools, suggesting that trust remains conditional and could prove difficult to sustain without scrupulous transparency and responsible use. For now, however, AI's influence over consumer decision making continues to expand at remarkable speed.

The implications for brands are far-reaching. Most organizations have little visibility into how AI recommends, ranks, or filters their products. As a result, it is one of the most influential and least understood factors affecting consumer purchase decisions.

Quality, authenticity, and transparency can be earned, and all of them have become stronger signals of trust than brand awareness alone. The specific drivers of trust, however, vary by product category. (See Exhibit 7.)

EXHIBIT 7

Trust Drivers Vary by Category



Source: BCG Consumer of the Future survey, 2026.
Note: Question: "Thinking about the category, which of the following factors according to you help build trust on the brand?"

In this environment, companies should view trust as a strategic capability that they can build through operational performance, transparency, and consistent delivery on the brand promise. The brands that earn trust will be best positioned to capture long-term growth.

AI Is Becoming a Powerful Voice in Consumer Choice

AI is one of the fastest-moving forces now influencing consumer behavior. Nearly one-third of consumers in our survey said that they have used AI at some point in their purchase journeys, roughly triple the level reported just 18 months ago. Adoption is highest among many of the consumers that brands are most eager to reach, including consumers in developing markets (50%), higher-income households (43%), and Gen Z and Millennials (42%). As AI-native

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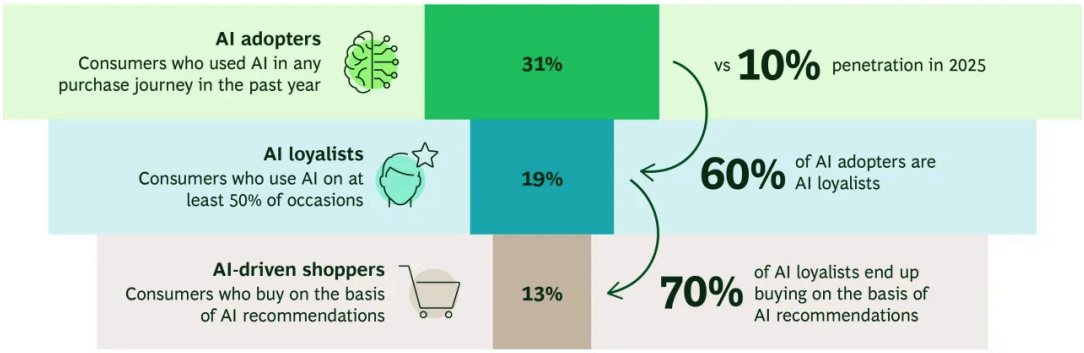
generations claim a larger share of the consumer base, AI's influence is likely to become increasingly mainstream, and, in many cases, a primary influencer in purchase decisions.

Approximately 20% of surveyed consumers said that they now rely on AI regularly when making purchase decisions, while 13% already purchase whatever AI recommends. (See Exhibit 8.) The change is particularly pronounced in developing markets, where 50% of consumers use AI in their purchase journeys, 36% rely on it regularly, and 26% buy on the basis of its recommendations, compared with 26%, 14%, and 10%, respectively, in developed markets.

EXHIBIT 8

AI Has Become a Mainstream Shopping Companion, with Adoption Tripling in the Past Year

AI consumer funnel



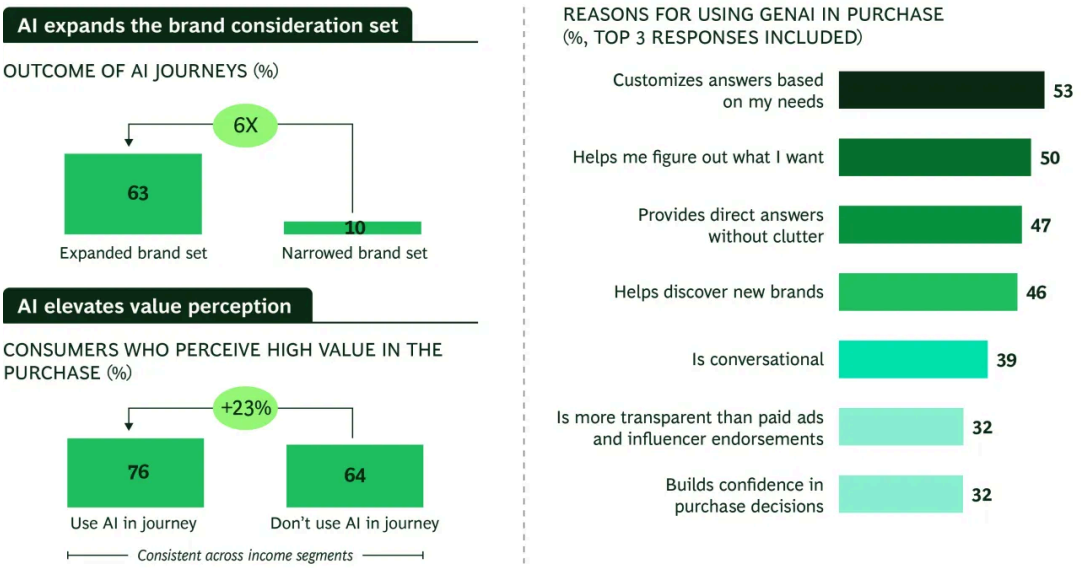
Sources: BCG Consumer of the Future survey, 2026; BCG Global Consumer Radar survey, 2026.
Note: Questions: "For what all purposes have you used GenAI tools (e.g., ChatGPT, Copilot, Gemini, Claude, Perplexity, etc.) in past 1 year? (respondents who selected "Researching different brands/products" OR "Searching for brand/product recommendations") and "How often do you use GenAI tools when making purchase decisions for category X?" and "Thinking about last purchase occasion of category, what was the outcome of your AI-assisted decision?" The percentages given are rounded to the nearest integer in each case.

The emergence of AI as a major influence on consumer buying behavior will fundamentally change how companies compete. Historically, brands invested heavily to build awareness and persuade consumers to consider their products. But now, increasingly, AI assembles that shortlist on the consumer's behalf. Our research indicates that AI introduces consumers to brands that they would not otherwise have considered in roughly 63% of AI-assisted purchase journeys. (See Exhibit 9.) At the same time, AI bolsters the perceived value of the brands it recommends by providing consumers with a rationale and a fit assessment that traditional advertising rarely equals. For incumbents, the greatest threat is therefore a recommendation that they never saw coming; and for challengers, the greatest opportunity is the same. (See Exhibit 10.)

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EXHIBIT 9

AI Expands the Brand Consideration Set While Increasing Perceived Value

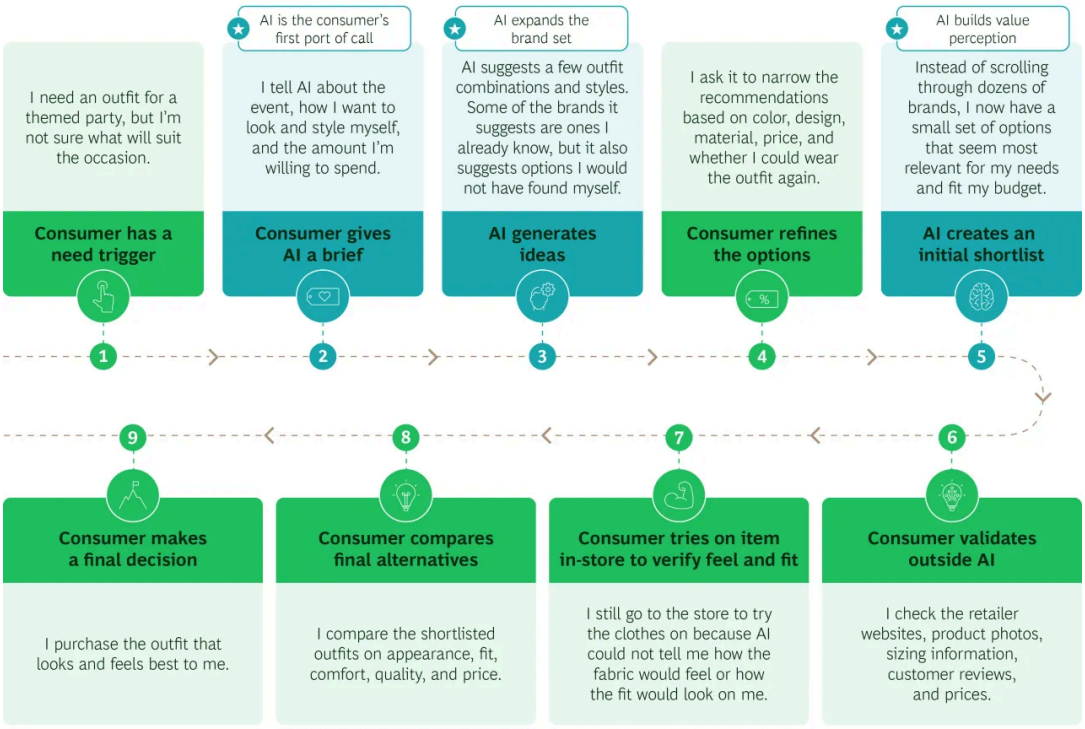


Source: BCG Consumer of the Future survey, 2026.
Note: Questions: "Thinking about last purchase occasion of category X, which statement best describes how GenAI tool changed the brands you considered?" and "To what extent do you feel that spending in the following categories is worth the price today?" and "What do you see as the main reason for using GenAI tools for purchase decisions?"

EXHIBIT 10

AI Plays a Central Role in Product Discovery and Brand Consideration

Illustrative example: Apparel purchase journey



Sources: Qualitative consumer discussions; BCG analysis.

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Today's AI-assisted recommendations represent only the first stage of a broader transition. As consumer trust grows and AI capabilities mature, shopping is likely to evolve from AI-assisted discovery to AI-enabled transactions and, in some cases, to autonomous purchasing agents that act on consumers' behalf. Increasingly, the brands that win will be the ones that AI determines are most relevant.

Perhaps the most important implication of these five themes is that companies cannot understand or act on them in isolation. Although companies have traditionally viewed consumers through the lens of products, categories, and segments, consumers do not experience the market that way. They make decisions across interconnected aspects of their lives, which means that changes in one domain influence behavior in many others. The challenge for companies is therefore to understand the broader consumer context and how it will drive future growth.

These themes will become more influential over time. People are living longer and delaying traditional life milestones. In the OECD countries covered in this study, solo households have increased from 29% of all households in 2010 to 35% today. AI usage more than doubled in the past year, with one leading platform growing from 350 million to 900 million monthly active users in just 13 months.

Some of these themes are early signals, but others have been building for years. Across each theme, businesses have been slow to recognize changing consumer needs and slower still to redesign products, services, and experiences accordingly, leaving substantial growth opportunities untapped.

Six Imperatives to Capture the Next Wave of Growth

Winning future consumers will require companies to rethink how they compete and where the next source of growth will emerge. The following imperatives provide a blueprint for building a growth advantage.

Compete on Value, Not Price

Price determines whether a product enters consumers’ consideration, but value determines whether consumers buy. The critical question is whether a company’s value proposition delivers the combination of quality, convenience, trust, emotional relevance, and other attributes that matter most in its category and at the moments of demand that ultimately drive consumer choice.

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Winning on value requires a cross-functional ability to deliver it consistently across the customer experience, from product and pricing to availability, service, and postpurchase support.

Question for leadership: *Which dimensions of value—not price—drive purchases in your category for your specific consumers and occasions?*

Build Around Tomorrow's Growth Segments

As highlighted in our earlier discussion of the five themes, solo households, longevity seekers, and AI native consumers are examples of tomorrow’s growth segments. Traditional demographic segments are becoming weaker predictors of demand. The most important drivers of future growth cut across age, income, and geography. Themes such as longevity seeking, solo living, and AI-guided decision making are already driving changes in spending throughout the consumer economy, yet many portfolios remain optimized for consumers that are becoming less representative of future demand.

Question for leadership: *Is your growth strategy aligned with where demand is moving or where it has historically been?*

Earn Trust Through Evidence

Consumers no longer make decisions alone, and the channels they trust cannot be bought. Increasingly, consumers validate brand claims through experts, peers, and AI. Trust has become an operational capability built through transparency, product quality, and evidence that consumers and AI can independently verify.

Question for leadership: *Can consumers and AI independently verify the reasons to choose your brand?*

Prepare for a World of AI-Native Commerce

More and more, AI is assembling the consideration set before consumers ever reach a brand's channels. As zero-click purchase journeys become more common, organizations need to understand whether AI recommends their brand, to whom, when, and why—and the value proposition that it presents on their behalf. They must encode clear brand guardrails into their agentic marketing stack to ensure that AI represents the brand consistently and as intended.

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Brands that have not audited their AI presence may find themselves excluded from consideration before a consumer's purchase journey has even begun.

Question for leadership: *If AI were your most important sales channel, would you know how your brand is performing today?*

Modernize Your Consumer Insights

The key challenge in the current retail landscape is to identify the consumer insights that matter and to elevate them to inform enterprise decision making. Longevity seeking, solo households, and sources of trust are evolving faster than traditional research approaches can explain. To keep up, organizations need capabilities that distinguish enduring shifts in consumer interest from short-term noise, identify the true drivers of demand, and explain how these drivers influence consumer decisions across touchpoints. To translate insights into action, companies need strategic foresight, continuous market intelligence, and rapid testing to work together.

Question for leadership: *Does your insight capability anticipate future demand and track real-time changes, or does it primarily explain past behavior?*

Build Commercial Capabilities for the Changing Consumer

Winning future consumers requires having commercial capabilities that evolve as quickly as consumers do. Revenue growth management should recognize that value, rather than just price, increasingly drives purchase decisions. To earn trust, marketing must ensure consistent delivery of the brand promise, not simply amplification of it through paid reach. Companies should construct innovation pipelines in growth areas that will drive demand in the years ahead. Across these capabilities, organizations should ensure that they invest every commercial dollar where it will generate the greatest impact and that they measure the returns on those investments rigorously.

Question for leadership: *Are your commercial capabilities evolving as quickly as your consumers are?*

The assumptions that have guided consumer strategy for decades are becoming less reliable predictors of future growth. Consumers are rethinking what constitutes value, redefining what a successful life looks like, placing trust in different sources, and increasingly relying on AI. These structural shifts are creating new patterns of demand across categories.

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For consumer companies, the growth imperative is to anticipate where demand is heading and build for it. The organizations that grow fastest will recognize these shifts before their competitors and translate them into new offerings, experiences, operating models, and commercial capabilities.

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About BCG's Center for Customer Insight

BCG's Center for Customer Insight (CCI) turns understanding into real impact, drawing on a comprehensive spectrum of customer intelligence. CCI's experts work closely with the full range of BCG's practices to uncover the deep "why" of human behavior, integrating quantitative and qualitative consumer, customer, and citizen insights with a deep understanding of business strategy, competitive dynamics, and public policy context to drive action plans across both private and public sectors.

Building on its longstanding customer-centric DNA, CCI combines deep expertise and human insights with cutting-edge AI-powered capabilities to deliver deeper, more actionable recommendations that power growth, innovation, and new opportunities. By integrating advanced analytics, proprietary data assets, and AI-enabled approaches, the center helps organizations better understand what drives customer demand and influence; identify growth potential; and make more confident, real-time decisions to maximize value in an increasingly complex environment.

In the course of its work, the center has amassed a rich set of proprietary data on consumers and citizens in both emerging and developed markets around the world. CCI is sponsored by BCG's Marketing, Sales & Pricing practice and Global Advantage practice. For more information, please visit the Center for Customer Insight.

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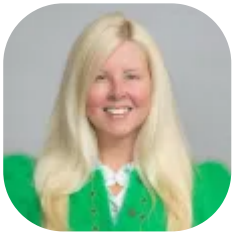
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