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Perspectives on retail and consumer goods

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Perspectives on retail and consumer goods is written by experts and practitioners in McKinsey & Company's Retail and Consumer Goods practices, along with other McKinsey colleagues.

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Contents

Consumer insights

- 6 Consumer sentiment is evolving as countries around the world begin to reopen
- 18 How COVID-19 is changing consumer behavior—now and forever
- 24 The great consumer migration: How US shopping behavior is changing
- 30 What makes Asia–Pacific’s Generation Z different?

CEO perspectives

- 42 Connectivity with the consumer: A conversation with Nick Vlahos about The Honest Company’s formula for growth
- 48 Leading with purpose and humanity: A conversation with Hubert Joly
- 54 Speak softly, make tough decisions: An interview with Alibaba Group Chairman and CEO Daniel Zhang

Consumer goods industry

- 62 What got us here won’t get us there: A new model for the consumer goods industry
- 76 Consumer organization and operating models for the next normal
- 84 The next normal in consumer: Implications for Consumer Goods M&A
- 94 The SG&A imperative in times of crisis
- 102 How CPG companies can sustain profitable growth in the next normal
- 110 Revenue growth management in the COVID-19 crisis
- 116 Will innovation finally add up for consumer-goods companies?
- 126 Accelerating the recovery in consumer goods through digital and analytics

Retail industry

- 136 The next normal in retail: Charting a path forward
- 144 Redefining value and affordability in retail’s next normal
- 152 The next normal: Retail M&A and partnerships after COVID-19
- 160 Adapting to the next normal in retail: The customer experience imperative
- 170 Automation in retail: An executive overview for getting ready
- 178 The end of IT in retail?
- 184 Fashion’s digital transformation: Now or never
- 194 How restaurants can thrive in the next normal

Foreword

The past few months have been more intense than any in recent memory. As of this writing, COVID-19 remains an unresolved public-health challenge—causing tragic loss of life and serious threats to the physical and mental well-being of people everywhere, as well as immense economic damage. In addition, shocking incidents in the United States have shone a spotlight on racial bias and social injustice, and have led to a reset in values in many parts of the world.

For consumer-packaged-goods (CPG) and retail companies, the impact of these world-shaking events hasn't been uniform. Some companies have been among the hardest hit, suffering massive sales declines and laying off thousands of employees during lockdowns, whereas other companies faced unprecedented spikes in demand and had to rapidly expand their workforces. Meanwhile, trends have accelerated at a pace that, until recently, was unimaginable; changes that otherwise might have taken a decade instead happened in days. Digitization, online ordering and delivery, and remote working became widespread practically overnight.

Throughout this difficult time, we have been working side by side with many of the leading global institutions in the consumer sector. Their highest-priority topics have shifted: in March, most companies focused primarily on protecting employees' and customers' safety, managing cash, building resilience into the supply chain, and setting up control towers and “nerve centers.” More recently, many companies have turned their attention to return and recovery. Business leaders are now thinking about long-term strategic moves, particularly as the “next normal” looks dramatically different than the future they had been planning for at the start of 2020.

Retailers and consumer goods manufacturers have the enormous responsibility—and opportunity—to reinvent themselves and reimagine their next normal. We have been continually inspired by the passion, speed, innovation, and sense of purpose that we've seen across various subsectors and regions. We believe, more than ever, that companies can and should learn from each other as they navigate an uncharted future.

We hope this collection of articles will serve as a guide in that journey. This compendium contains our latest thinking on the topics that matter most to retail and CPG leaders. It also features perspectives from respected business leaders Nick Vlahos, CEO of The Honest Company; Hubert Joly, executive chairman of Best Buy; and Daniel Zhang, chairman and CEO of Alibaba Group.

Consumer behavior and the business environment are changing fast—and it's critical for companies to keep a pulse on both. In addition to the pieces in this collection, we have published numerous consumer surveys, industry-focused reports, articles, and interviews since the pandemic began, and we will continue to do so. We are committed to remaining a trusted and valued partner to retailers and CPG manufacturers as the next normal unfolds.

Last, but not least, we want to thank the many consumer sector enthusiasts who made this compendium happen. Let us thank the many guest authors who made this reading so inspiring as well as all our 80+ authors who shared leading-edge thinking from across the world on all different facets of the consumer world. A special thanks also goes to Tobias Wachinger and Daniel Zipser for their thought leadership as senior members of the editorial board and to Julia Büntig, our core project manager.

For our most up-to-date insights, please visit [McKinsey.com](https://www.mckinsey.com), or contact us at McKinsey_on_Consumer@McKinsey.com to join our interest group.

We hope you enjoy reading as much as we did putting it together. Please reach out to our teams any time.



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Consumer insights

6

Consumer sentiment is evolving as countries around the world begin to reopen

18

How COVID-19 is changing consumer behavior—now and forever

24

The great consumer migration: How US shopping behavior is changing

30

What makes Asia-Pacific's Generation Z different?





Consumer sentiment is evolving as countries around the world begin to reopen

Even in countries that have partially reopened, consumer optimism remains muted and spending intent is still below pre-crisis levels.

by Nidhi Arora, Tamara Charm, Anne Grimmelt, Mianne Ortega, Kelsey Robinson, Yvonne Staack, Scott Whitehead, and Naomi Yamakawa

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This article first appeared on [McKinsey.com](https://www.mckinsey.com) in July 2020.

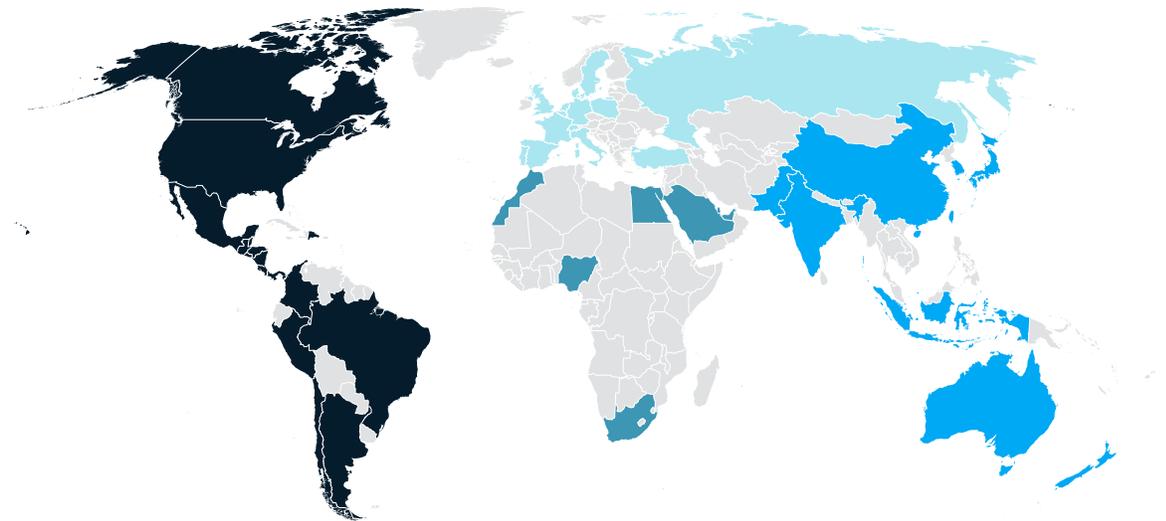
Consumer behaviors are settling into a new normal, as people everywhere learn to live with the reality of COVID-19 and as more countries reopen parts of their economies. Although the pandemic's impact has varied across regions, five themes have become evident among consumers across the globe:

- Shift to value and essentials
- Flight to digital and omnichannel
- Shock to loyalty

- Health and “caring” economy
- Homebody economy

While these themes hold true across the 45 countries we have tracked through the crisis (see sidebar, “About our surveys”), the following exhibits focus on a subset of 12 core countries, selected because of their economic significance and the impact that COVID-19 has had on their populations.

We are tracking consumer sentiment over 45 countries.



AMERICAS		ASIA-PACIFIC		EUROPE		AFRICA AND MIDDLE EAST	
■ Argentina	El Salvador	■ Australia		■ Belgium	Portugal	■ Egypt	
Belize	Guatemala	China		Denmark	Russia	Morocco	
Brazil	Honduras	India		France	Spain	Nigeria	
Canada	Mexico	Indonesia		Germany	Sweden	Saudi Arabia	
Chile	Nicaragua	Japan		Italy	Switzerland	South Africa	
Colombia	Panama	New Zealand		Netherlands	Turkey	Qatar	
Costa Rica	Peru	Pakistan		Poland	UK	United Arab Emirates	
Dominican Republic	USA	South Korea					

The boundaries and names shown on this map do not imply official endorsement or acceptance by McKinsey & Company.

About our surveys

Since mid-March, McKinsey has conducted consumer surveys across the globe to understand the impact of COVID-19 on consumer sentiment and stated behavior. The surveys, now fielded in 45 countries, are conducted online in local languages on a weekly, biweekly, or monthly basis, depending on the region. In each country, results are sampled and weighted for a representative balance of the consuming class, based on variables including age and socioeconomic status.



1. Shift to value and essentials

Even as some countries have reopened, many consumers globally are continuing to see their incomes fall. And they aren't feeling too optimistic about their countries' economic outlook. In most

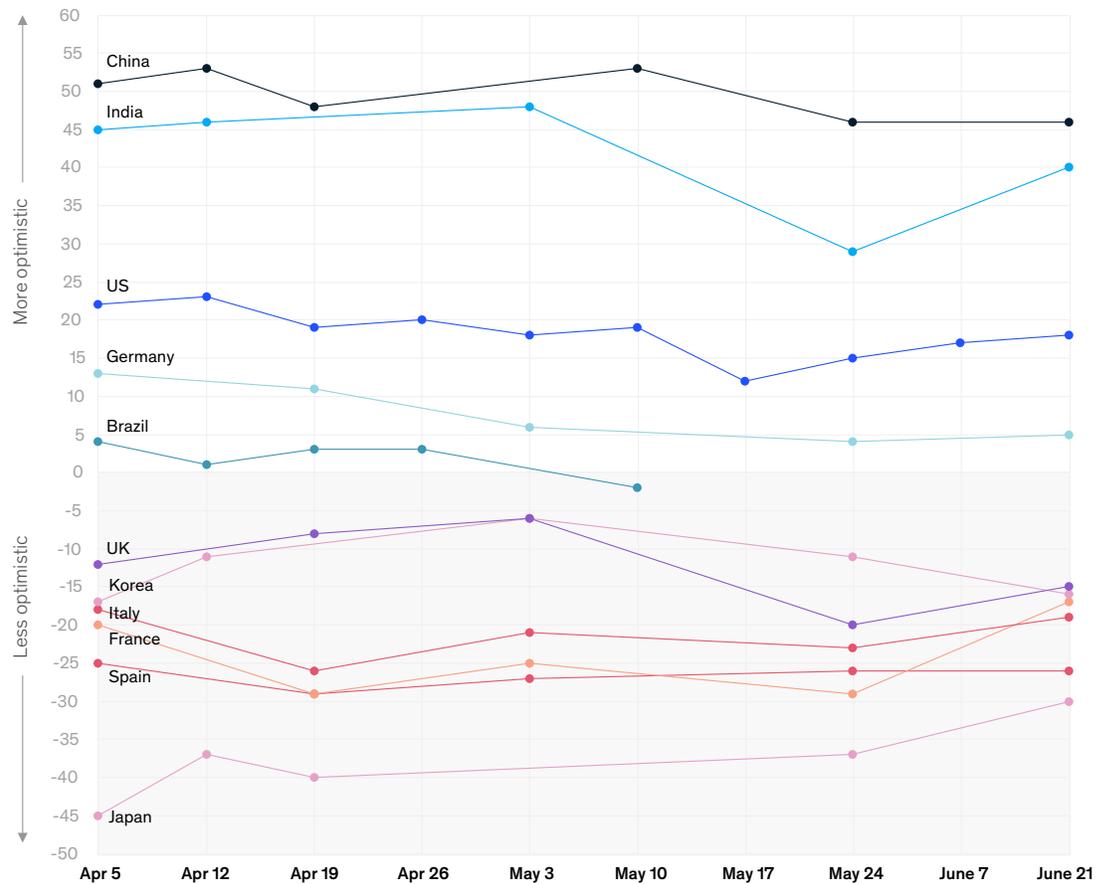
countries, confidence about economic recovery has dipped slightly since early April. Consumers in China and India remain more optimistic than their counterparts in the rest of Asia, Europe, or the United States (Exhibit 1).

Exhibit 1

Consumer sentiment varies greatly across countries impacted by COVID-19.

Optimism about country's economic recovery after COVID-19¹

Net optimism %²



¹Q: "How is your overall confidence level on economic conditions after the COVID-19 situation?" – Rated from 1 "very optimistic" to 6 "very pessimistic."

²Net optimism is calculated by subtracting the percentage of respondents who answered 5 "pessimistic" and 6 "very pessimistic" from the percentage of respondents who answered 1 "very optimistic" and 2 "optimistic."

Source: McKinsey & Company COVID-19 Consumer Pulse surveys, conducted globally between March 15 and June 21, 2020

With many people expecting COVID-19 to negatively affect their finances as well as their daily routines for at least another four months,

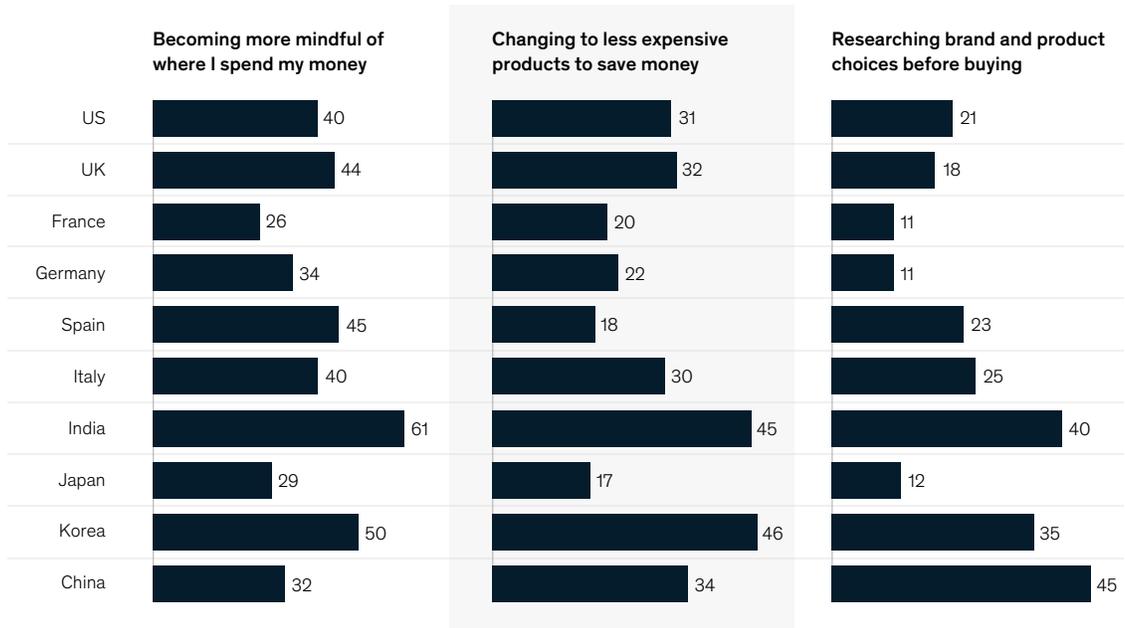
consumers are being mindful about their spending and trading down to less expensive products (Exhibit 2).

Exhibit 2

There has been a shift to mindful shopping, including some trading down for value.

Change in shopping mindset since COVID-19¹

% of respondents who are doing more²



¹Q: "Which best describes how often you are doing each of the following items?" Possible answers: "Doing less since coronavirus started"; "Doing about the same since coronavirus started"; "Doing more since coronavirus started."

²Percentage of respondents who answered that they are doing more since COVID-19 started.

Source: McKinsey & Company COVID-19 Consumer Pulse surveys, conducted globally between June 15 and June 21, 2020

As consumers hunker down for a prolonged period of financial uncertainty, they intend to continue shifting their spending largely to essentials, such as groceries and household supplies and cutting back on most discretionary categories. While purchase intent is increasing for a large set of categories since we first measured it at the end of March, outside China it remains weak in

discretionary categories such as apparel, footwear, and consumer electronics (Exhibit 3).

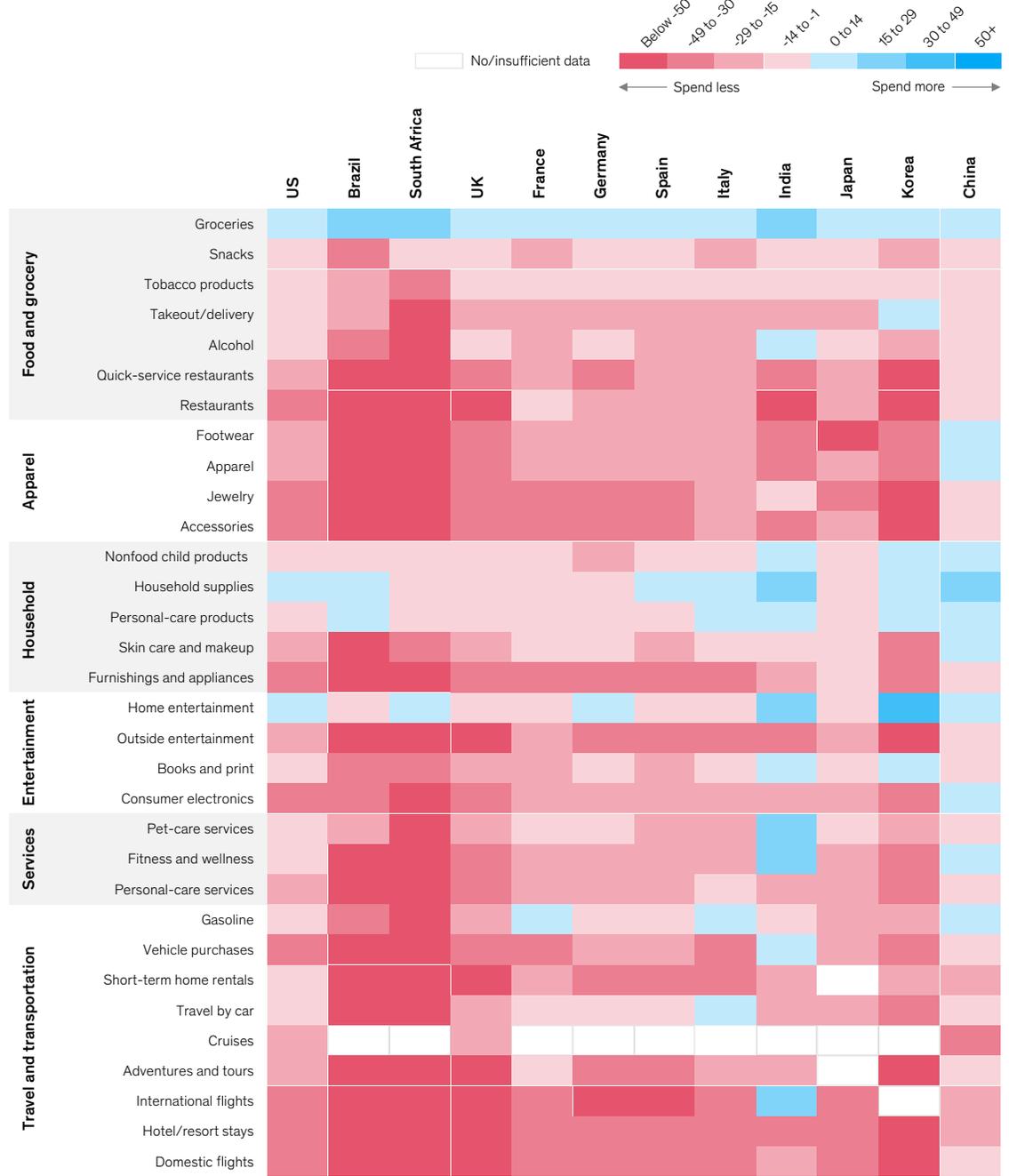
Consumers in China, India, and Korea are reporting positive spending intent in the next two weeks on a broader range of categories, including household supplies, personal-care products, nonfood child products, and gasoline.

Exhibit 3

Global consumers anticipate pulling back on spending across categories.

Expected spending per category over the next two weeks compared to usual¹

Net intent %²



¹Q: "Over the next two weeks, do you expect that you will spend more, about the same, or less money on these categories than usual?"

²Net intent is calculated by subtracting the percentage of respondents stating they expect to decrease spending from the percentage of respondents stating they expect to increase spending.

Source: McKinsey & Company COVID-19 Consumer Pulse surveys, conducted globally between March 15 and June 21, 2020. Source of data for South Africa and Brazil was McKinsey & Company, COVID-19 Consumer Pulse surveys, conducted between May 15 and May 25, 2020.

2. Flight to digital and omnichannel

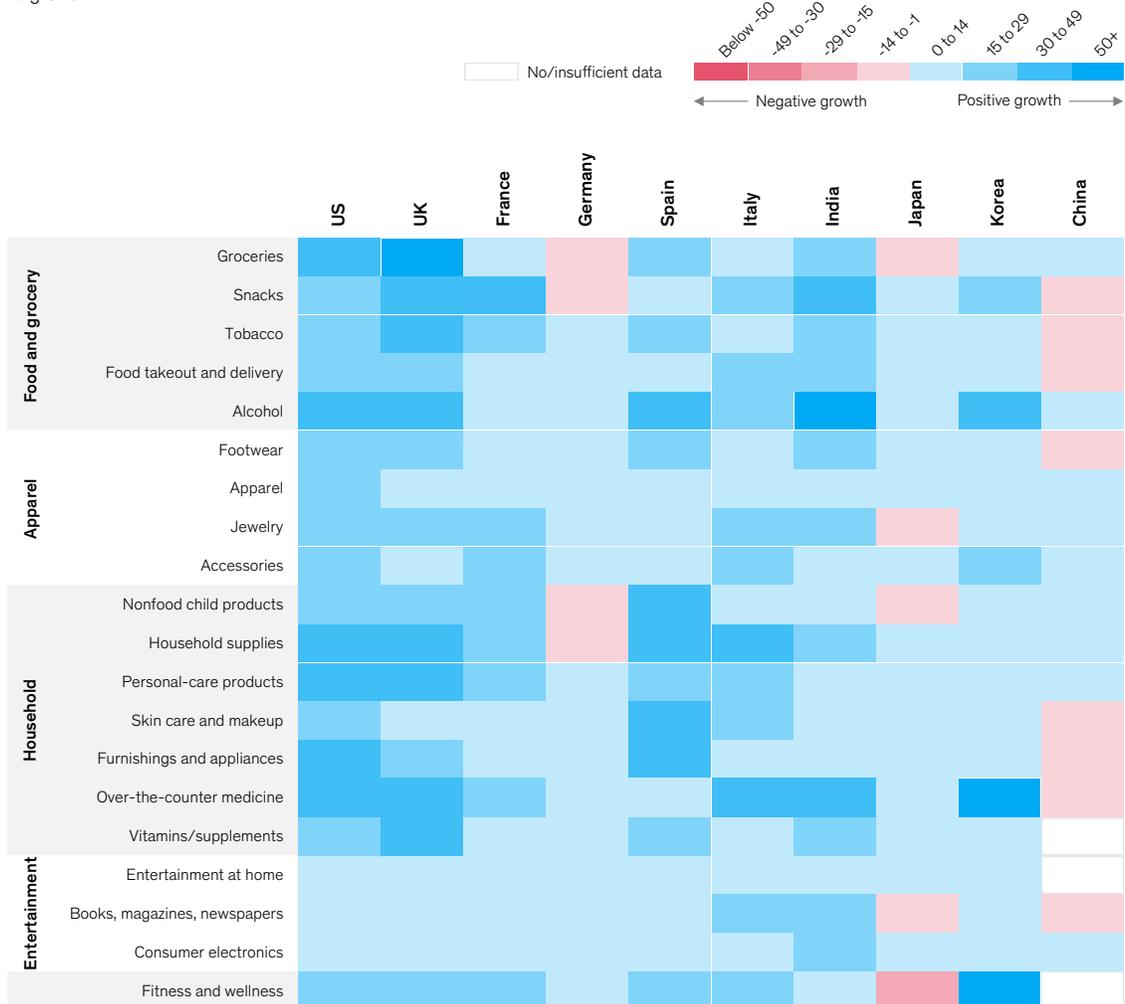
Most categories have seen more than 10 percent growth in their online customer base during the pandemic (Exhibit 4), and many consumers say they plan to continue shopping online even when brick-and-mortar stores reopen. In markets that had moderate online conversion rates before the pandemic, such as the United Kingdom and the

United States, e-commerce continues to grow across all product categories. In markets like China with a high rate of online shopping before the pandemic, although total consumer participation in online shopping is not expected to go up substantially, the share of wallet spent online is expected to increase.

Exhibit 4

A majority of respondents expect to shop online more after COVID-19 than they did before.

Customers purchasing category online¹
% growth²



¹Q: "Before the coronavirus (COVID-19) situation started, what proportion of your purchases in this category were online vs from a physical store/in person?" Possible answers: "Didn't purchase online"; "Some online"; "Most online"; "All online." Q: "Once the coronavirus (COVID-19) situation has subsided, tell us what proportion of your purchases in this category you think will be online vs from a physical store/in person." Possible answers: "Didn't purchase online"; "Some online"; "Most online"; "All online."
²Percent growth is calculated by subtracting the pre-COVID-19 percentages from post-COVID-19 percentages and dividing by pre-COVID-19 percentages of respondents selecting "Some online"; "Most online"; "All online."
Source: McKinsey & Company COVID-19 Consumer Pulse surveys, conducted globally between June 15 and June 21, 2020

In addition to e-commerce, other digital and contactless services—including curbside pickup, delivery, and drive-through service—are also seeing much higher adoption rates. While some

of these habits are seen as a work-around to the crisis, many at-home solutions to regular activities will likely be adopted for the long term.



3. Shock to loyalty

For certain products and brands, COVID-19 caused supply-chain disruptions. And when consumers couldn't find their preferred product at their preferred retailer, they changed their shopping behavior: many consumers have tried a different brand or shopped at a different retailer during the crisis. Value, availability, and quality were the main drivers for consumers trying a different brand (Exhibit 5).

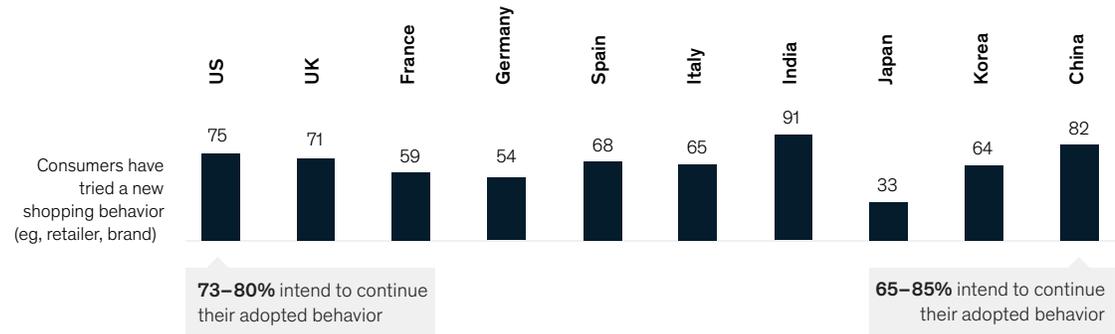
Our research shows that in China and the United States, 75 percent or more of consumers reported trying a new shopping method, while in Japan, where lockdowns weren't imposed, the comparative number is only 33 percent. We expect these changes will shape consumers' habits even beyond the effects of COVID-19. In China and the United States, at least 65 percent of consumers who tried a new behavior plan to stick with it postcrisis.

Exhibit 5

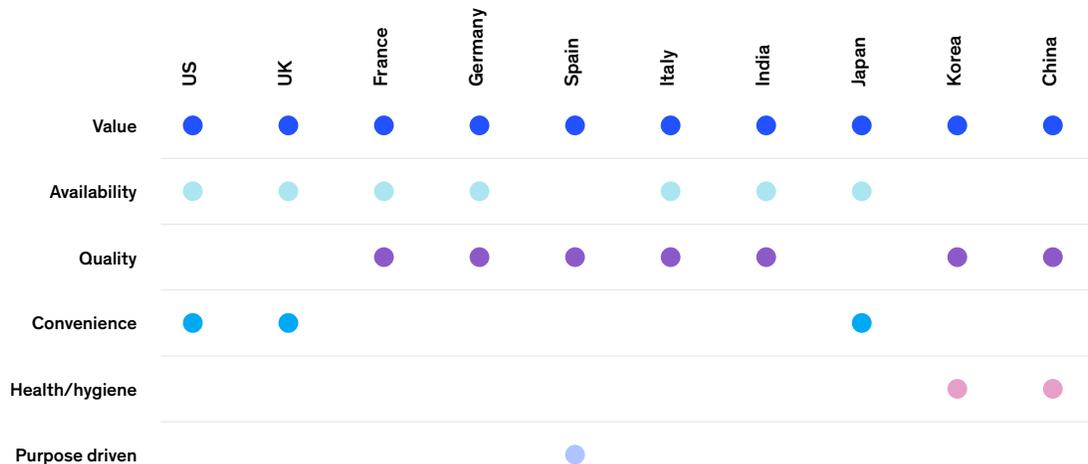
Over 60 percent of global consumers have changed shopping behavior, many of them for convenience and value.

Customers who have tried new shopping behaviors since COVID-19¹

% of respondents



Top 3 reasons for shopping a new brand²



¹Q: "Since the coronavirus (COVID-19) situation started (ie, in the past ~3 months), which of the following have you done?"

²Q: "You mentioned you tried a new/different brand than what you normally buy. What was the main reason that drove this decision? Select up to 3." Brand includes different brand, new private-label/store brand.

Source: McKinsey & Company, COVID-19 Consumer Pulse surveys, conducted globally between June 15 and June 21, 2020

4. Health and 'caring' economy

Across countries, survey respondents say that when deciding where to shop, they look for retailers with visible safety measures such as enhanced cleaning and physical barriers. In addition, they buy more from companies and brands that have healthy and hygienic packaging and demonstrate care and concern for employees (Exhibit 6).

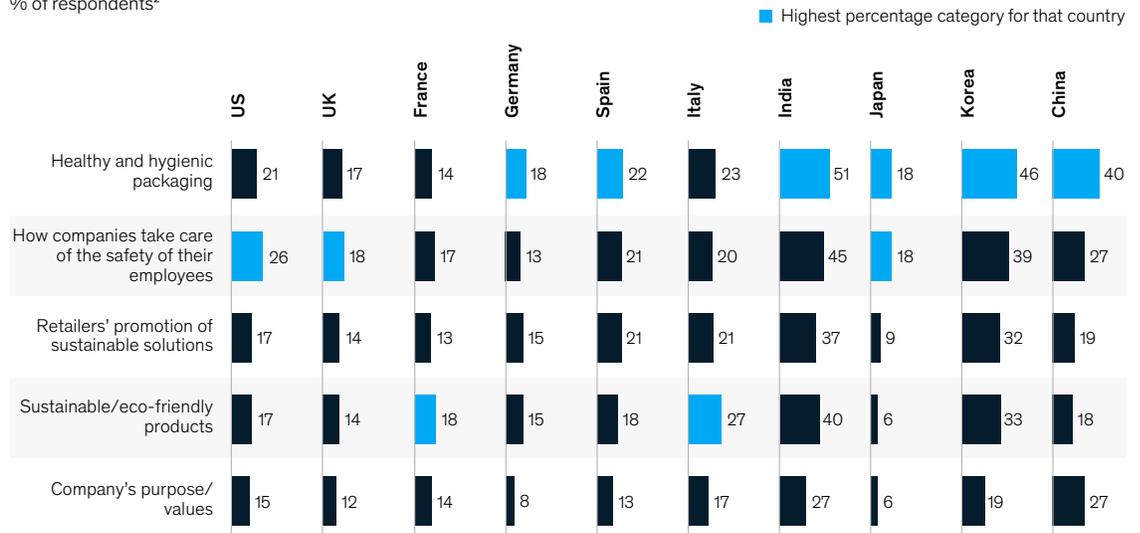
During these trying times, consumers have a heightened awareness of how businesses interact with stakeholders, local communities, and society more broadly. The actions that businesses take during this pandemic are likely to be remembered long after COVID-19 has been conquered.

Exhibit 6

Consumers are more concerned than they used to be about healthy and hygienic packaging and how companies treat their employees.

Consumers buying more based on company behavior¹

% of respondents²



¹Q: "Which best describes how often you are doing each of the following items?" Possible answers: "Doing less since coronavirus started"; "Doing about the same since coronavirus started"; "Doing more since coronavirus started."

²Percentage of respondents who responded "doing more since coronavirus started."

Source: McKinsey & Company COVID-19 Consumer Pulse surveys, conducted globally between June 15 and June 21, 2020

The actions that businesses take during this pandemic are likely to be remembered long after COVID-19 has been conquered.

5. Homebody economy

In most countries, more than 70 percent of survey respondents don't yet feel comfortable resuming their "normal" out-of-home activities. For more than three-quarters of consumers who adjusted their behaviors due to the health crisis, the easing of government restrictions won't be enough. Instead, they'll wait for guidance from medical

authorities, reassurance that safety measures are in place, and the development of a COVID-19 vaccine and/or treatments.

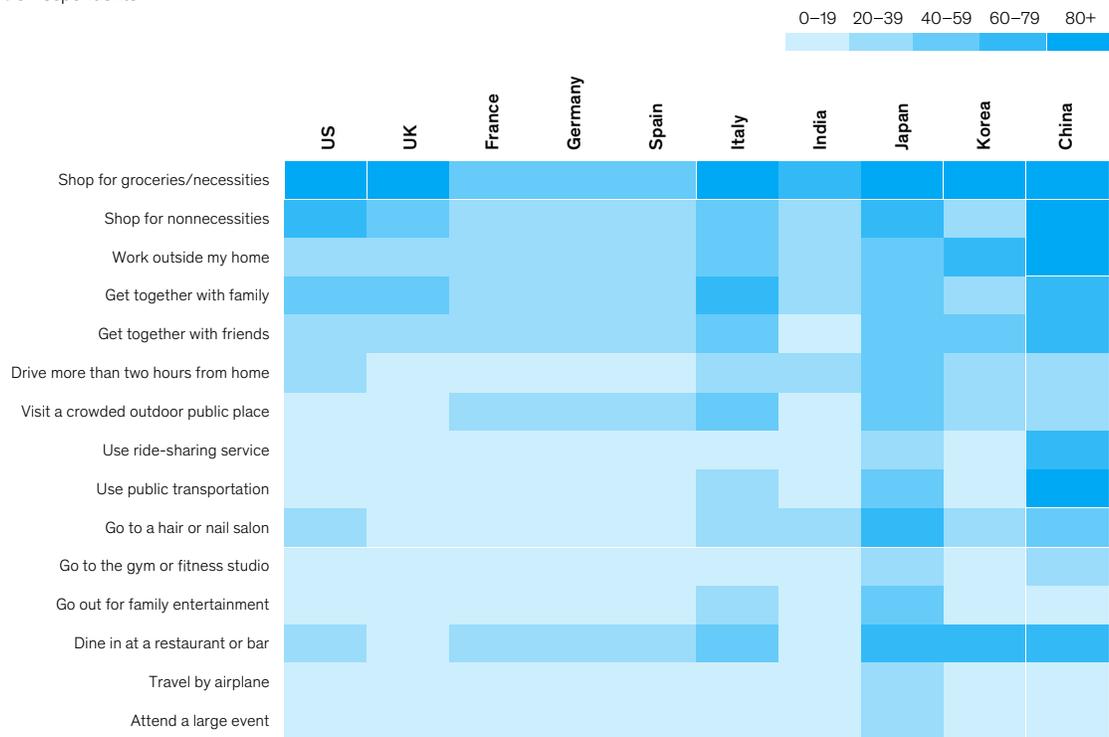
Consumers do plan to resume some of their out-of-home activities soon, and shopping is first on the list. Large events and air travel, on the other hand, are last on the list (Exhibit 7).

Exhibit 7

Intent to pursue out-of-home activities varies by category and country.

Intended engagement with activities outside home for the next two weeks¹

% of respondents²



¹Q: "Which of the following activities do you intend to leave your home to do in the next two weeks?"

²Chart represents percentage of respondents who intend to leave their home to do this activity during the next two weeks.

We will continue to track consumer sentiment to gauge how people's expectations, perceptions, and behaviors change throughout the crisis. In

addition to the exhibits embedded here, please see the country-level survey data, which will be updated regularly.



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How COVID-19 is changing consumer behavior—now and forever

by Victor Fabius, Sajal Kohli, Sofia Moulvad Veranen, and Björn Timelin

As the world begins its slow pivot from managing the COVID-19 crisis to recovery and the reopening of economies, it's clear that the period of lockdown has had a profound impact on how people live.

The period of contagion, self-isolation, and economic uncertainty will change the way consumers behave, in some cases for years to come.

The new consumer behaviors span all areas of life, from how we work to how we shop to how we entertain ourselves. These rapid shifts have important implications for retailers and consumer-packaged-goods companies.

Many of the longer-term changes in consumer behavior are still in flux, giving companies an opportunity to help shape the next normal.

1. COVID-19 is transforming consumer lives: we have covered a 'decade in days' in adoption of digital

Three change forces: economic downturn, preference shifts, and digital acceleration

2. Behavior changes are not linear, and their stickiness will depend on satisfaction with the new experiences

Ups and downs ahead of us

Stickiness = forced behavior x satisfaction

The jury is still out on value-driven behaviors

3. The future is now: players should prepare

Prepare for consumption declines or trading down

Address footprint offer and shopping experience for the new reality

Follow consumers in their new decision journeys when marketing and communicating

COVID-19 is changing how consumers behave across all spheres of life

We see new behaviors emerging across 8 areas of life (eg, surge in e-commerce, changing of brand preferences, higher unemployment)

Work

Rise of unemployment
 On-the-go consumption decline
 Remote working
 "20x increase in Zoom daily participants"
 Source: Bond Capital

Shopping and consumption

Surge in e-commerce
 Preference for trusted brands
 Decline in discretionary spending, trading down
 Larger basket, reduced shopping frequency
 Shift to stores closer to home
 Polarization of sustainability
 "Personal disposable income is not expected to recover to pre-crisis level until Q2 2024 in the US"
 Source: McKinsey analysis in partnership with Oxford Economics, Scenario A1

Learning

Spending on learning adjacencies
 Remote learning
 "~35% of Netflix subscribers use it for educational content"
 Source: YouGov

Life at home

Nesting at home
 Surge in online
 "Home is recast as the new coffee shop, restaurant, and entertainment center"

Communication and information

In-person sampling decline
 Shift in media consumption
 "Further migration to digital"

Play and entertainment

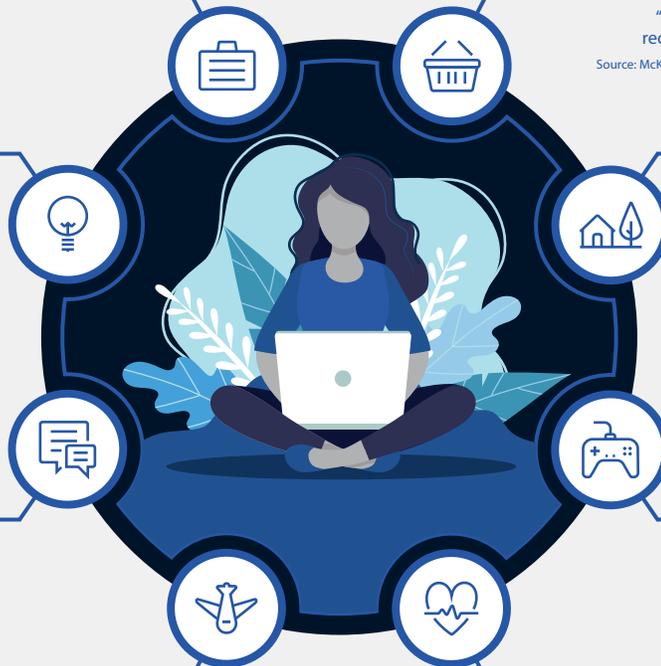
Preference for digital entertainment
 Entertainment channel shift (eg, cinema to streaming)
 Additional play time
 "Disney+ achieved in 5 months what took 7 years for Netflix"
 Source: Phone Arena

Travel and mobility

Reduction in tourist spend and travel retail
 Increase in domestic tourism
 "80% reduction in international travel and related tourist spend"
 Source: McKinsey analysis in partnership with Oxford Economics

Health and well-being

Focus on health and hygiene
 Acceleration of organic, natural, fresh
 Fitness on demand
 E-pharmacy and e-doctor at scale
 "Monthly year-over-year growth of organic produce in the US increased by 10x in March compared with January and February"
 Source: Organic Produce Network



Many of the trends are accelerations of past behaviors

We have covered a “decade in days” when it comes to adoption of digital



Online delivery

10 years in 8 weeks

For increase in e-commerce deliveries



Telemedicine

10x in 15 days



Remote working

20x participants

on videoconferencing in 3 months



Remote learning

250 million in 2 weeks

students who went online in China



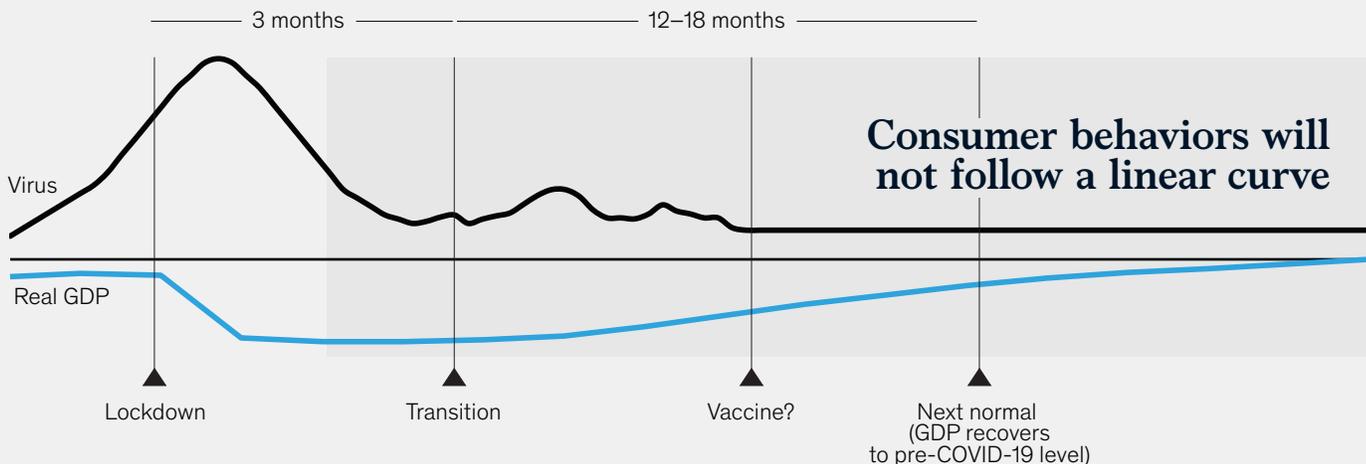
Online entertainment

7 years in 5 months

Disney+ achieved in 5 months what took Netflix 7 years

Most behaviors will see a linear development trend or stick in the next normal

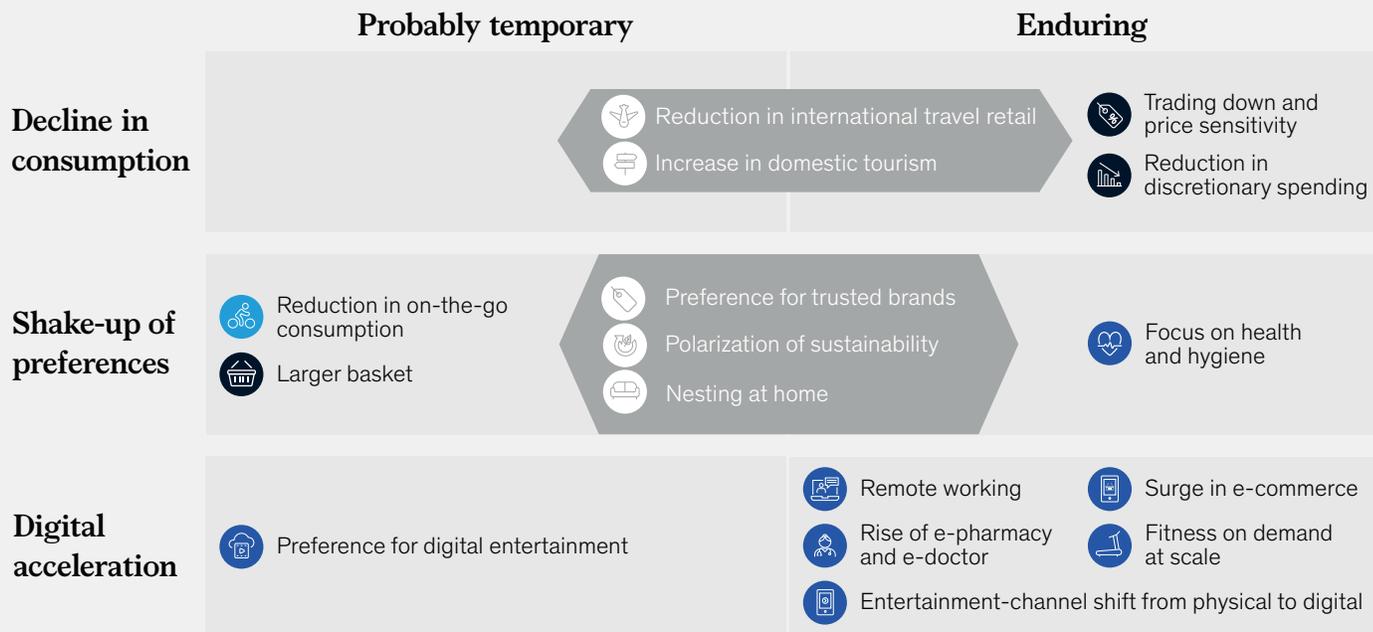
As countries gradually lift restrictions, one more phase remains before we reach the next normal



Stickiness = forced behavior [including duration] x satisfaction

Our hypotheses on which changes could stick or dissipate

● New trend ● Discontinuity ● Acceleration ▬ Unknown



Behavior changes will reshape consumer decision journeys, and companies will need to adapt fast

Retailers and consumer-packaged-goods companies that use the transition period to rethink consumer-decision journeys can reshape consumer behavior

How

consumers get information

Shake-up of media mix: further shift to digital
Temporary comeback of TV
Decline in out-of-home advertising

Decline in in-person engagement

Where

consumers purchase

Channel mix reevaluation
E-commerce: 17-percentage-point increase in grocery, surge in e-pharmacy
On-the-go consumption decline
Decrease in travel retail

Replacement of offline channels by at-home alternatives (eg, gym, cinema)
New channel-selection attributes
Proximity to home
Hygiene
No queue/room in store

New shopping reality
Decrease in satisfaction due to inconvenience of safe shopping
Increase in basket size
Decrease in shopping frequency
Decrease in density of shoppers
Decrease in tourist spending

What

consumers purchase

Overall consumption: 15% US decline with recovery in 2023

Basket recomposition
• Grocery
• Nesting
• Health
• Discretionary spend decline
• Trading down

Format polarization
Large and small packs
Reduced shopping frequency

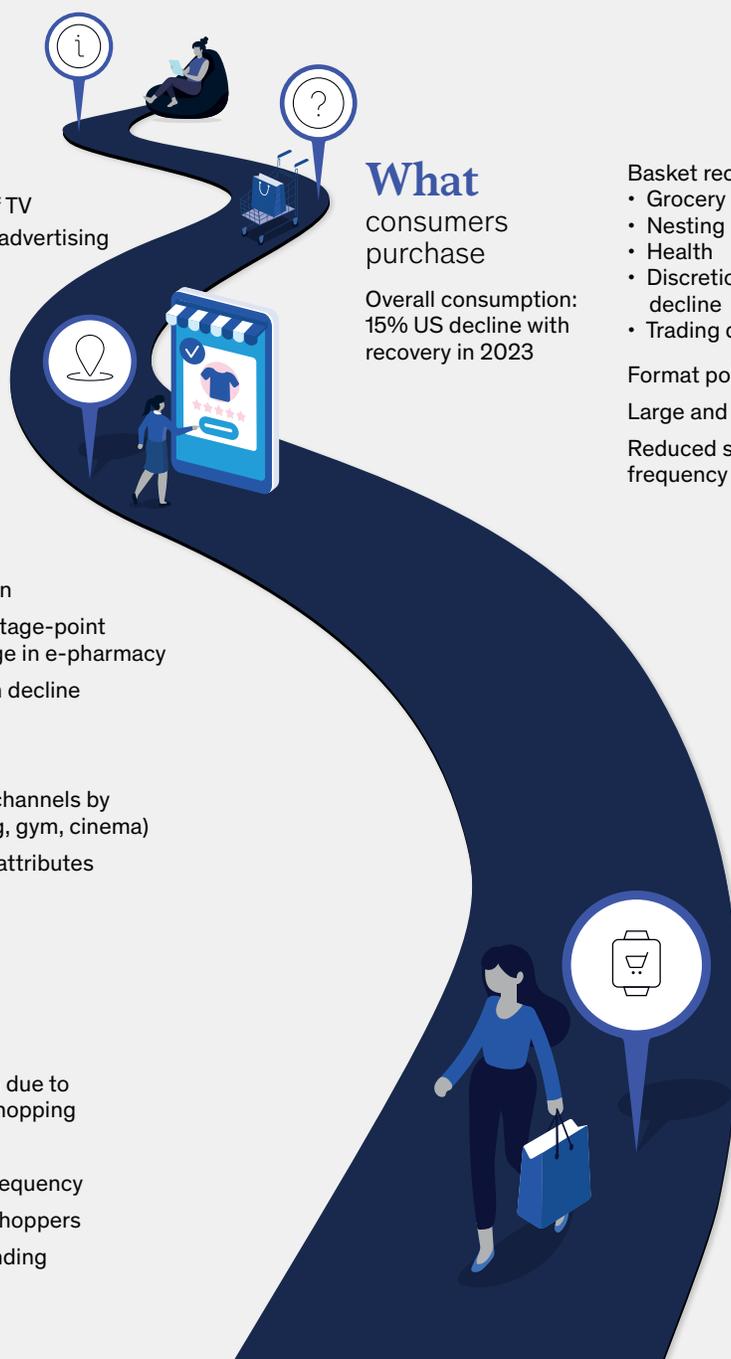
Shake-up in hierarchy of needs
Health and hygiene rises
Polarization of sustainability

Brand-preference evaluation
Turning to A brands for trust

How

consumers experience

Shake-up in what consumers value
Loyalty shake-up, as consumers are forced to try new things



Retailers will face challenges across multiple dimensions

Sales

- Reinvent shopping experience: hassle-free shopping in high-hygiene environment; change store layouts and proposition, reconfigure checkout, offer longer operating hours, provide omnichannel
- Right-size network to recognize 15% drop in consumption
- Leapfrog digital capabilities toward first-class e-commerce, seamless omnichannel experience; consider drive-through, click-and-collect
- Reevaluate physical-store footprint, as traffic from professionals and tourists declines and affects travel retail and on-the-go consumption

Marketing

- Consumers have changed where and how they engage, and marketing spending should reflect this
- Stay relevant across multiple touchpoints (brand.com, platforms, e-retailers, own stores, multibrand stores)
- Allocate resources in line with journey shifts; eg, increase digital engagement (social, influencers, D2C) away from out-of-home advertising, print, trade marketing
- Win in loyalty shifts: ensure first-class customer-relationship-management system, foster trust through communication, and provide incentives for first-time shoppers

Assortment

- Reimagine value for money: price, private label, quality, branding, merchandising
- Capture new needs: health, safety, fresh, new ready to eat; reduce exposure to highly discretionary categories
- Adapt formats to new needs: polarization in pack size (large and single packs) and hygiene certainty
- Rethink brand mix: increase exposure to post-COVID-19 loyalty-shift winners (trusted A brands and local brands), and simplify assortment

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The great consumer migration: How US shopping behavior is changing

The results from our US-specific consumer sentiment survey reveal what matters to consumers as the COVID-19 crisis progresses.

by Tamara Charm, Becca Coggins, Kelsey Robinson, and Jamie Wilkie

© Maskot/Getty Images

Anyone who has hosted a virtual game night or had their third lunch this week delivered grasps how profoundly the COVID-19 crisis has changed our behavior. But will these changes stick? Our global findings show five megatrends: flight to online, shock to loyalty, need for hygiene transparency, back to basics and value, and the rise of the homebody economy.¹

In this country-specific deep dive, we examine key behavior trends and the corresponding consumer segments in the United States.²

Flight to online

1. Digital shopping is here to stay

Physical distancing and stay-at-home orders have forced whole consumer segments to shop differently. A few months into COVID-19, consumer shopping online has increased significantly across many categories. Consumer intent to shop online continues to increase, especially in essentials and home-entertainment categories. What's more, these habits seem likely to stick as US consumers report an intent to shop online even after the COVID-19 crisis. Categories where expected growth in online shoppers exceeds 35 percent include essentials such as over-the-counter medicine, groceries, household supplies, and personal-care products. Even discretionary categories such as skin care/makeup, apparel, and jewelry and accessories show expected online customer growth of more than 15 percent.

2. Millennials and high-income earners are in the lead when it comes to shopping online

While the shift to online shopping has been near universal across categories, high-income earners and millennials are leading the way in shifting spend online across both essential and nonessential items. Generation X has experienced a similar online shift, although not at the same scale as millennials. Generation Z has concentrated its shift online in particular categories: apparel and footwear, at-home entertainment, and food takeout/delivery.

Shock to loyalty

3. Consumers are switching brands at unprecedented rates

The crisis has prompted a surge of new activities, with an astonishing 75 percent of US consumers trying a new shopping behavior in response to economic pressures, store closings, and changing priorities. This general change in behavior has also been reflected in a shattering of brand loyalties, with 36 percent of consumers trying a new product brand and 25 percent incorporating a new private-label brand. Of consumers who have tried different brands, 73 percent intend to continue to incorporate the new brands into their routine. Generation Z and high earners are most prone to switching brands.

The beneficiaries of this shift include big, trusted brands, which are seeing 50 percent growth during the crisis, and private labels, which have outpaced the retail market. Some 80 percent of customers who started using a private brand during the pandemic indicate they intend to continue using it once the COVID-19 crisis is over.

4. Brands need to assure strong availability and also convey value

Shoppers have cited a number of reasons for switching brands, with availability (in-store and online), convenience, and value leading the pack.

For marketers, this highlights the need to find out when shoppers are migrating brands or retailers and then to manage logistics to ensure product and service availability. In China, which is further along the recovery cycle than most countries, the increase in promotional activity to cater to consumers' focus on value in apparel is expected to continue.

Need for hygiene transparency

5. US consumers are changing how they shop in response to health and safety concerns

As Americans contemplate going back out to shop, hygiene and hygiene transparency have emerged as important sources of concern. It is becoming

¹ See "Consumer sentiment is evolving as countries around the world begin to reopen," the full global report on which this article is based, also in this issue.

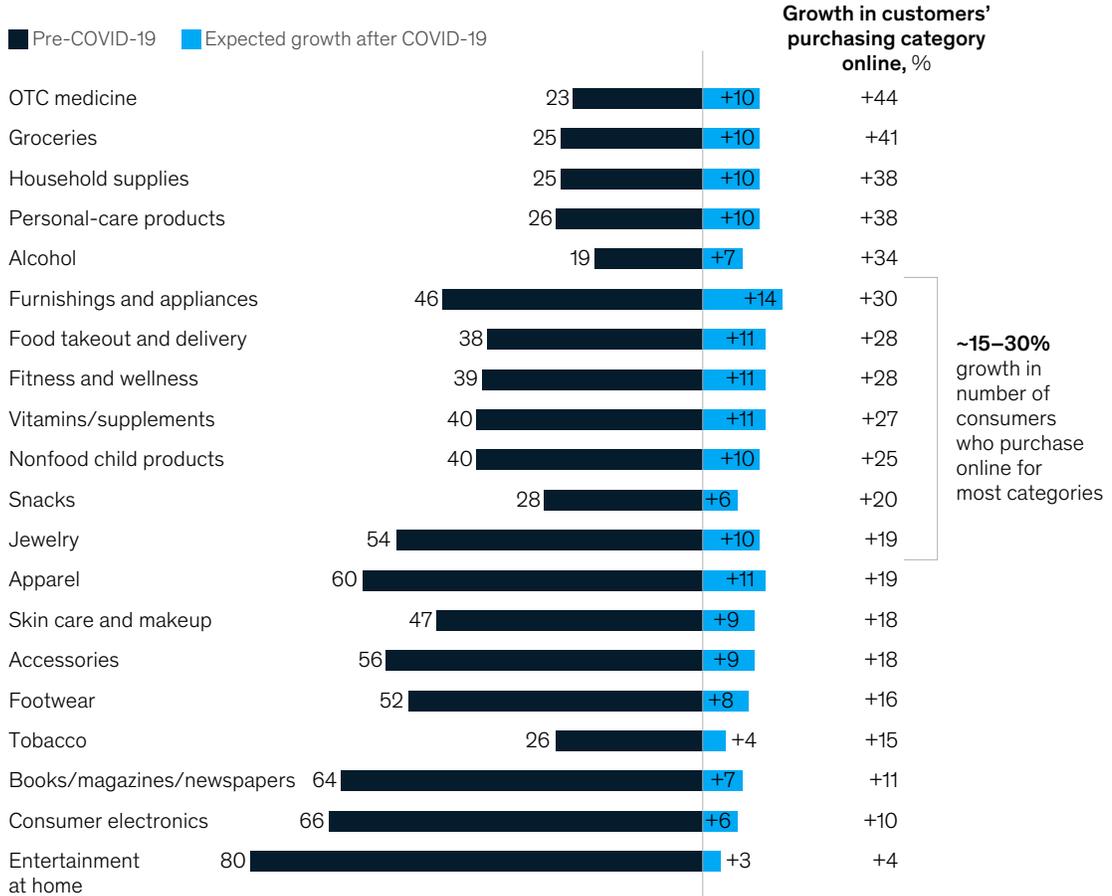
² Other country-specific deep dives can be accessed in our collection "Global surveys of consumer sentiment during the coronavirus crisis" on McKinsey.com.

Exhibit 1

More people expect to make a portion of their purchases online post-COVID-19 than before.

Consumers' use of online channels before and expected use after COVID-19,^{1,2}

% of respondents purchasing online³



¹Q: "Before the coronavirus (COVID-19) situation started, what proportion of your purchases in this category were online vs from a physical store/in person?"

²Q: "Once the coronavirus (COVID-19) situation has subsided, tell us what proportion of your purchases in this category you think will be online vs from a physical store/in person."

³Respondents who indicated that they have not bought the category online and do not intend to do so in the next two weeks are classified as not purchasing online.

Source: McKinsey & Company COVID-19 US Consumer Pulse Survey, June 15 to June 21, 2020, n = 2,006, sampled and weighted to match the US general population 18+ years

increasingly important for stores and restaurants to not only follow hygiene protocols (thorough cleaning and masks for consumers and employees are top priorities) but also to communicate effectively that they are following those procedures.

US consumers have already started to change their behavior in response to hygiene concerns. Technologies that enhance hygiene, particularly

contactless activities such as food and grocery delivery and curbside pickup, are taking off. There is strong intent to continue contactless activities across the United States. As an example, 79 percent of consumers intend to continue or increase their usage of self-checkout in retail after COVID-19. Millennials and Generation Z are the widest adopters of contactless activities.

Back to basics and value

6. Consumer shopping intent is focused on essentials

Around 40 percent of US consumers have reduced spending in general, and they expect to continue to cut back on nonessentials specifically. This reality reflects profound discomfort about the state of the economy.

With overall consumer spending declining, intent to spend in essential categories is increasing. Even among those with higher incomes, we see that while

essentials show spending momentum, intent to buy discretionary products still lags significantly. As the worst of the crisis abates, we do see online spending in nonessential categories such as apparel and footwear starting to come back. This effect is strongest among high-income earners, those in the Northeast, and Gen Zers.

7. Consumers want value for their money—especially in essential categories

Tied to the concern about the state of the economy is an increasing consumer focus on value—

Exhibit 2

Spending intent for essentials, including groceries and snacks, is stronger among higher-income consumers.

Expected spending per category over the next two weeks compared to usual,¹ net intent by annual household income



¹Q: "Over the next two weeks, do you expect that you will spend more, about the same, or less money on these categories than usual?" Figures may not sum to 100% because of rounding.

²Net intent is calculated by subtracting the percentage of respondents who expect to decrease spending from the percentage of respondents who expect to increase spending.

³Insufficient sample (<75).

Source: McKinsey & Company COVID-19 US Consumer Pulse Survey, June 15-21, 2020, n = 2,006, and June 1-7, 2020, n = 1,966, sampled and weighted to match the US general population 18+ years

especially in essential categories. For example, in shampoo on Amazon, value and mass products have experienced the greatest increase in share, with gains of two and five percentage points, respectively. In comparison, premium shampoo products have lost more than five points in volume.

game Fortnite recently hosted a concert that was “attended” by 12.3 million users.³) Investment in at-home fitness through equipment purchases and online activity is growing. Consumers still expect to spend more time on at-home activities, even in less restricted geographies.

Rise of the homebody economy

8. Americans are changing how they spend their time at home

Americans are spending more of their at-home time on domestic activities, media, and news. Intent to eat more at home post-COVID-19 has strengthened significantly over the past three months. Usage of popular online entertainment platforms has skyrocketed. (The popular video

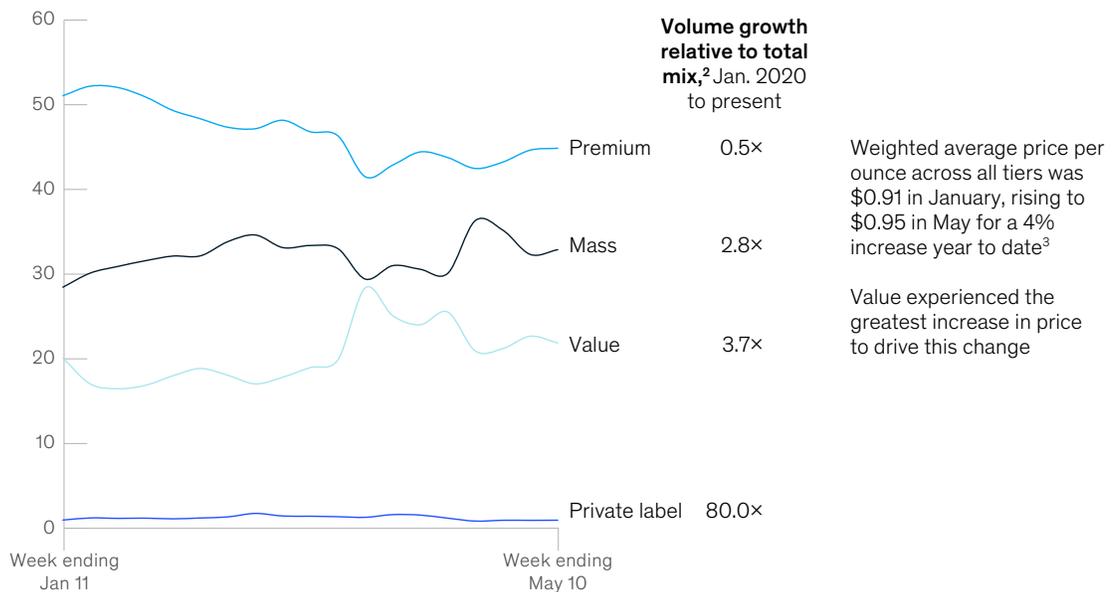
As retailers contemplate the changes in consumer behavior, they will need to adjust their strategies and execution to adapt to the new norms, including:

- adjusting mix and spend to where the consumer is now (go digital, ensure full coverage of bottom-funnel marketing and demand capture, think geo-by-geo)

Exhibit 3

Specifically in shampoo, consumers are switching to value and mass options online.

Change in share,¹ % total volume in units



¹Calculated based on total ounces of shampoo sold per category, taking into account both pack size and container volume.

²Calculated as total ounces sold week ending May 11, 2020, compared to total ounces week ending January 4, 2020.

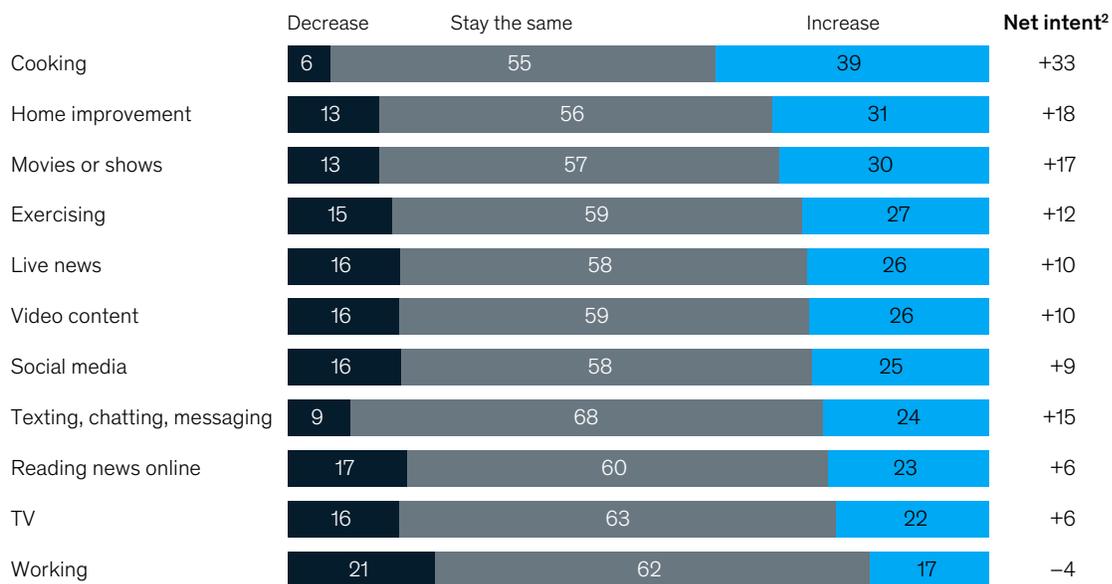
³Calculated as total price per ounce week ending May 11, 2020, compared to total price per ounce week ending January 4, 2020.
Source: Slackline; pulled May 27, 2020

³Andrew Webster, “More than 12 million people attended Travis Scott’s Fortnite concert,” *Verge*, April 23, 2020, [theverge.com](https://www.theverge.com).

Exhibit 4

Americans are changing how they spend their time, dedicating more time to domestic activities, media, and news.

Expected change to time allocation over the next two weeks,¹% of respondents



¹Q: "Over the next two weeks, how much time do you expect to spend on these activities compared to how much time you normally spend on them?" Figures may not sum to 100% because of rounding.

²Net intent is calculated by subtracting the percentage of respondents stating they expect to decrease time spent from the percentage of respondents stating they expect to increase time spent.

Source: McKinsey & Company COVID-19 US Consumer Pulse Survey, June 1–7, 2020

- revamping messaging and creative to be in sync with the times, particularly in terms of hygiene and value
 - ensuring the end-to-end journey meets the new hygiene and at-home needs
 - managing corporate social-responsibility efforts to build brand strength authentically
 - refocusing on online and pickup solutions and rebuilding real-time measurement plans as traditional media-mix models won't suffice
- Further, it will be important for brands to reevaluate and reprioritize their target audiences and consumer segments, as the emphasis on each of the next-normal trends will vary based on the target consumer.

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The authors wish to thank Nidhi Aurora, Sarah Coury, Resil Das, and Salvador Tormo for their contributions to this article.



What makes Asia– Pacific’s Generation Z different?

Gen Zers in the Asia–Pacific region aren’t like their older siblings. Here is what you need to know.

by Aimee Kim, Paul McInerney, Thomas Rüdiger Smith, and Naomi Yamakawa

© Ake1150sb/Getty Images

This article first appeared on [McKinsey.com](https://www.mckinsey.com) in June 2020.

Gen Zers (born 1996–2012) are coming of age. By 2025, the group will make up a quarter of the Asia–Pacific (APAC) region’s population—the same as millennials (born 1980–1995). And as Gen Zers mature, they will make and spend more money. Although Gen Zers share many qualities with millennials, it’s wrong to think of them simply as a younger version. Generation Z has its own unique characteristics. For one thing, unlike millennials, Gen Zers are entering into adulthood during a global pandemic. Still, the demographics are clear: by 2025, the two cohorts will compose half of APAC consumers.

and Gen Xers (born 1965–1979). The survey asked respondents about their general attitudes toward brands, shopping, digital, and media, as well as their outlook on the world. It also asked specific questions about shopping habits and brands for selected categories (Exhibit 1).

In this article, we describe the consumer trends that are shaping the behavior of Gen Zers, the six broad segments that describe them, and how companies can reach them.

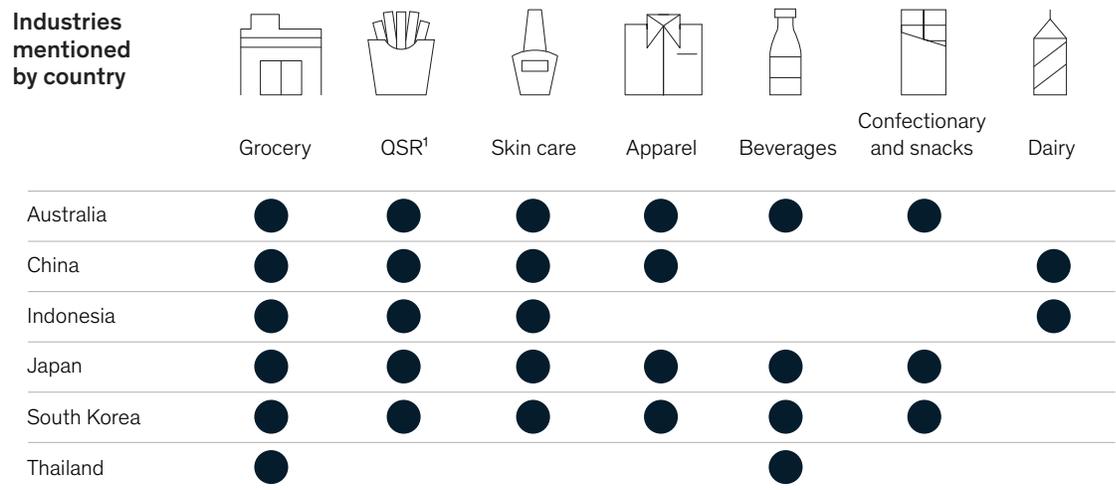
In an effort to understand the distinctive ways that Gen Zers research, consider, purchase, and use products, in the second half of 2019 McKinsey surveyed more than 16,000 consumers in six countries—Australia, China, Indonesia, Japan, South Korea, and Thailand.¹ Then we compared results across three generations—Gen Zers, millennials,

Gen Zers in APAC: Five consumer trends

Obviously, there are massive differences among the six surveyed countries in their population profile (aging Japan versus more youthful Indonesia), economics (Australia’s GDP per head is several times that of Thailand), and history and culture. In specific areas, China shows tendencies that set it

Exhibit 1

The research on Generation Z consumers considered six countries and seven categories.



Themes

- Attitudes and behaviors in shopping and consumption
- Attitudes and behaviors in food
- Digital use
- Financial outlook
- Personal lifestyle

¹Quick service restaurant.
Source: McKinsey Asia–Pacific Generation Z Survey, November 2019, n = 16,000

¹About 3,000 Generation Z consumers responded in each country except Thailand, where there were around 1,000 respondents.

Across APAC, almost a third of Gen Zers spend six hours or longer a day on their phones, a considerably higher share than millennials (22 percent) and Gen Xers (10 percent).

apart. Nevertheless, we were able to come to five broad conclusions about APAC's Gen Zers:

- They rely on social media but are thoughtful about how they engage with it.
- They want it all—and are used to getting it.
- They prefer brands that show their personality and uniqueness but that are also well known enough to be recognized.
- They are greatly influenced in their brand selection by video content.
- They want to be seen as environmentally conscious, but they often don't want to pay for this.

They rely on social media but are thoughtful about how they engage with it

Gen Xers, millennials, and Gen Zers are all comfortable with the digital world and rely on it for learning, shopping, and entertainment. Even in this context, Gen Zers stand out, which makes sense: they have never known a world without the internet and have grown up with social media. Across APAC, almost a third of Gen Zers spend six hours or longer a day on their phones, a considerably higher share than millennials (22 percent) and Gen Xers (10 percent). Indonesians stand out: the average Gen Zer there spends 8.5 hours a day on the phone. In most countries, Gen Zers spend roughly two hours longer a day than Gen Xers and an hour more than millennials on their phones; they also spend more time on social media. That helps explain why 50

to 60 percent of the primary influence in brand decisions for Generation Z comes from social media and online sites.

However, Gen Zers are aware of the downsides of constant connection. In four of the six countries surveyed, they were more likely than millennials or Gen Xers to say people spend too much time on their phones and to believe that technology gets in the way of social relationships (Exhibit 2). In this regard, it's interesting that Gen Zers trust family and friends more than any other source—and more than millennials or Gen Xers do. More than half of Gen Zers surveyed—including 75 percent of Japanese respondents—say they think people overshare, and 49 percent are concerned about the use of their personal data.

Given those worries and Generation Z's high digital literacy, it isn't surprising that many Gen Zers actively manage their online identities. Of the Gen Zers surveyed, 36 percent said they "carefully curate" their online presence, compared with 31 percent of millennials and 24 percent of Gen Xers.

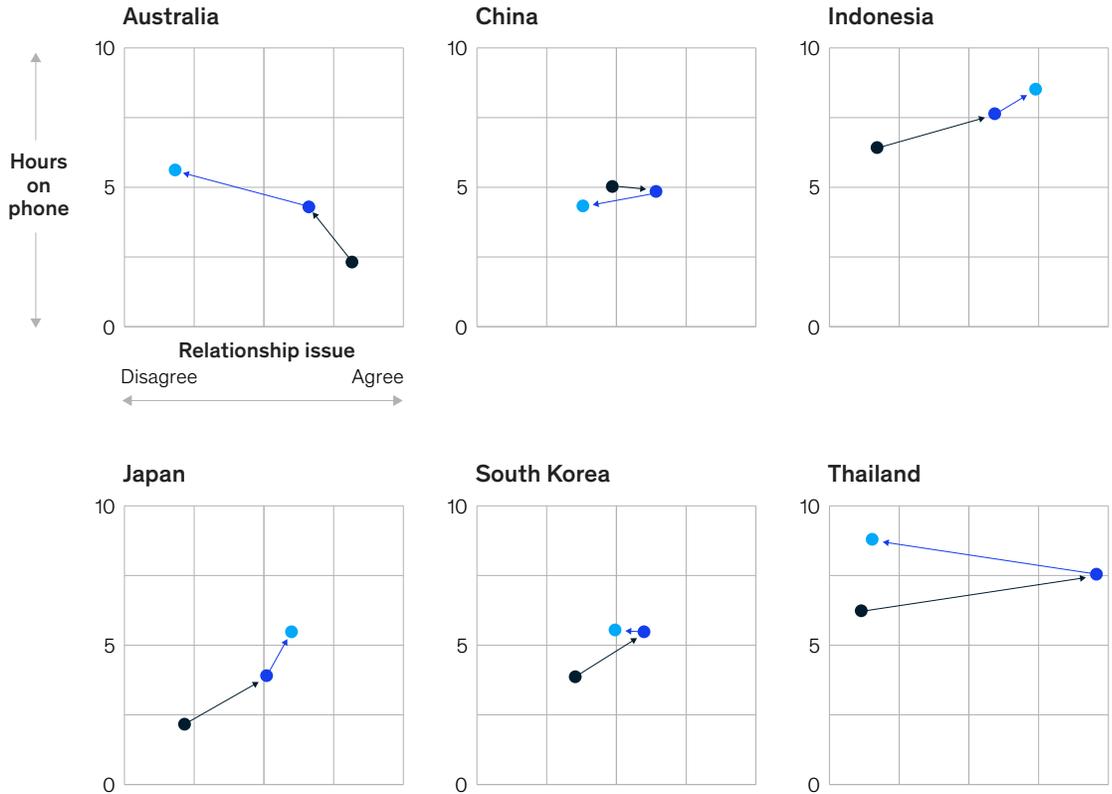
They want it all—and are used to getting it

Gen Zers like to research before they shop. They are especially interested in finding deals. Gen Zers are considerably more likely than millennials or Gen Xers to say that they always, or almost always, look for discounts. In Australia, 66 percent of Gen Zers surveyed say they always look for discounts before they buy, and in China, the share is 50 percent; that is ten percentage points higher than millennial peers. Gen Zers also want the benefits of personalization. Except in Japan and South Korea, though, they are generally less willing than

Exhibit 2

Gen Zers tend to spend more time on their phones than other generations do—and many worry it may be too much.

Hours spent on phone each day, and perception that this gets in the way of social relationships



Source: McKinsey Asia-Pacific Generation Z Survey, November 2019, n = 16,000

millennials to provide personal information to retailers and service providers.

most countries; 73 percent of both Gen Zers and millennials in China agree with this statement.

Because Gen Zers are young and less likely to be working full time, they generally have less money to spend than older cohorts do; that may be behind some of their deal-hunting behavior. But they aren't willing to sacrifice quality for price. The percentage saying they would "prefer to buy higher-quality products which will last a lifetime" differs little between Generation Z and the other cohorts in

Gen Zers also expect a wide range of services and features, such as personalization, customization, exclusive or limited products, and brand collaborations. In Australia, for example, 61 percent of Gen Zers surveyed consider brands that collaborate with other trendy brands more interesting; only 51 percent of millennials do. In short, Gen Zers want more for less—making them, quite literally, tough customers.

They prefer brands that show their personality and uniqueness but that are also well known enough to be recognized

In brands, too, Gen Zers want it all. They are significantly more likely than Gen Xers to say they prefer brands that are popular with others—40 percent of Gen Zers surveyed look for popular brands, versus 34 percent of Gen Xers. In Japan, 51 percent of Gen Zers (compared with 31 percent of Gen Xers) say they prefer brands that are popular with others.

But Gen Zers are also more likely to say they want “brands that set them apart”—about twice as often as Gen Xers and 1.3 to 1.5 times more than millennials across APAC do. To reach Generation Z, then, won't be easy. Brands will need to balance achieving popularity through scale so that they are widely recognized while also maintaining a sense

of relevance and distinctness that connects with younger consumers.

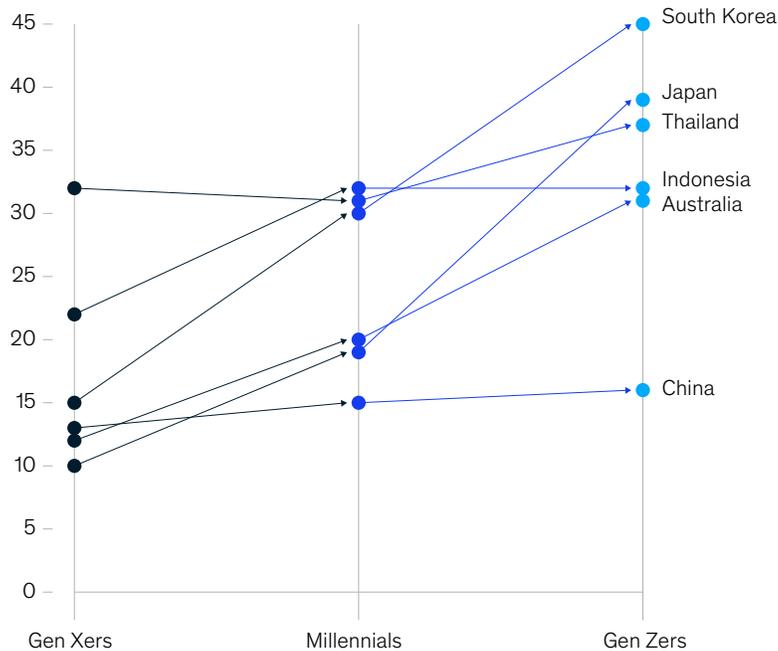
They are greatly influenced in their brand selection by video content

Gen Zers view significantly more video media on platforms such as YouTube or TikTok than other cohorts do. This influences how they choose brands and products. Majorities of Gen Zers in all six countries surveyed, and 70 percent overall, say they learned about new brands via video-based social media at least once a month. The overall shares of millennials (58 percent) and Gen Xers (46 percent) who say that are much lower. Video influences Generation Z not only in brand awareness but also in purchase decisions: in all six countries, Gen Zers are more likely than other cohorts to cite video as a top three influence (Exhibit 3).

Exhibit 3

Particularly in Japan and South Korea, many Gen Zers use video for brand- and product-purchase decisions.

Video sources are among top 3 influences for brand and product selection, % of respondents agreeing



Source: McKinsey Asia-Pacific Generation Z Survey, November 2019, n = 16,000

They want to be seen as environmentally conscious, but they often don't want to pay for this

Across APAC, Gen Zers say they care about sustainable consumption. Just as much as millennials, Gen Zers say they prefer environmentally friendly products, organic foods, and ethical fashion. For example, in China, 60 percent of Gen Zers and millennials surveyed state that they are trying to minimize the negative effects their eating habits have on the environment; half of both cohorts say they always look for locally sourced produce. In Japan, those attitudes are particularly pronounced; 54 percent of Gen Zers say they always look for clothes produced sustainably, and 46 percent prefer to wear used clothing—much higher figures than for millennials and Gen Xers.

Extending beyond environmental consciousness, 60 to 80 percent of Gen Zers surveyed think that

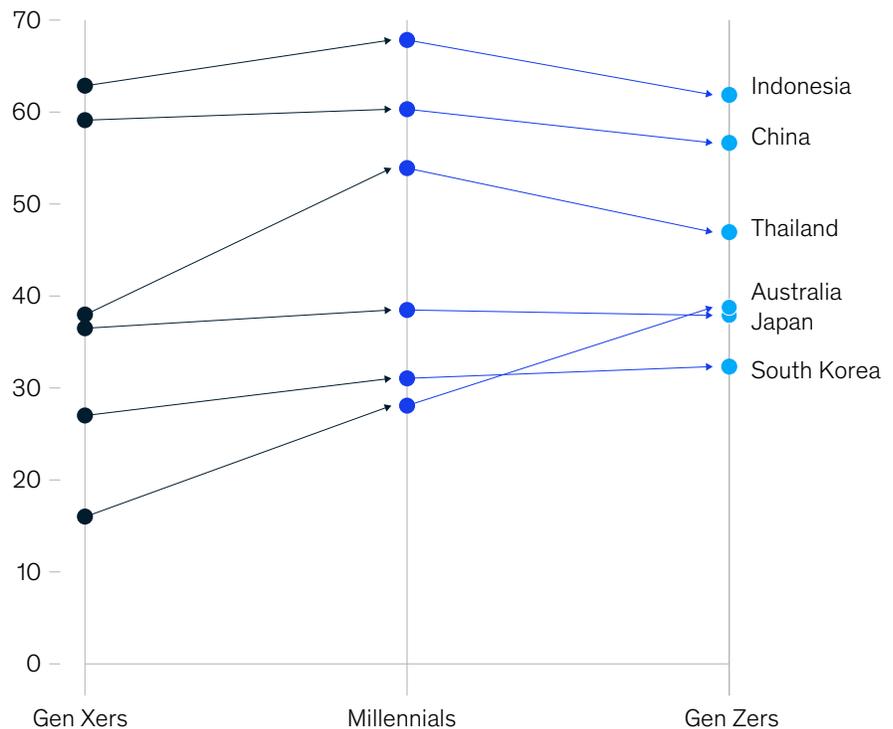
brands should be held to account for their actions. But only in Australia are Gen Zers noticeably more likely than their elders to say that they are willing to pay more for environmentally responsible products—39 percent for Gen Zers versus 28 percent for millennials and 16 percent for Gen Xers (Exhibit 4).

When digging into the underlying motivations for such attitudes, we found a strong correlation between the aspiration for sustainable consumption and the desire to be “on trend.” In addition, those willing to pay more for green products also tended to be more conscious of brands in general. This suggests that buying and using environmentally friendly products and having a green mindset are associated with social status in the minds of Gen Zers.

Exhibit 4

Only in Australia are Gen Zers significantly more willing than other generations to pay extra for environmentally responsible brands.

Willing to pay extra for environmentally responsible brands, % of respondents agreeing



Source: McKinsey Asia-Pacific Generation Z Survey, November 2019, n = 16,000

Six kinds of Generation Z consumers

To assume that all Gen Zers are one homogenous cohort would be false. Through an analysis of the survey results, we identified six segments that, together, describe the Generation Z consumers in APAC (Exhibit 5). Brands need to understand these segments to develop products and services to meet Generation Z's needs.

Brand-conscious followers

Brand-conscious followers make up the largest single segment (24 percent) of Gen Zers surveyed, composing roughly a third of those cohorts in China and Thailand and a quarter of them in Australia, Indonesia, and Japan (South Korea is the outlier, at only 14 percent). Brand-conscious followers love brands of all kinds, and they follow trends closely, but they don't necessarily love shopping. In Japan, half of that segment say they hate shopping for clothes, but 57 percent also say it's important for

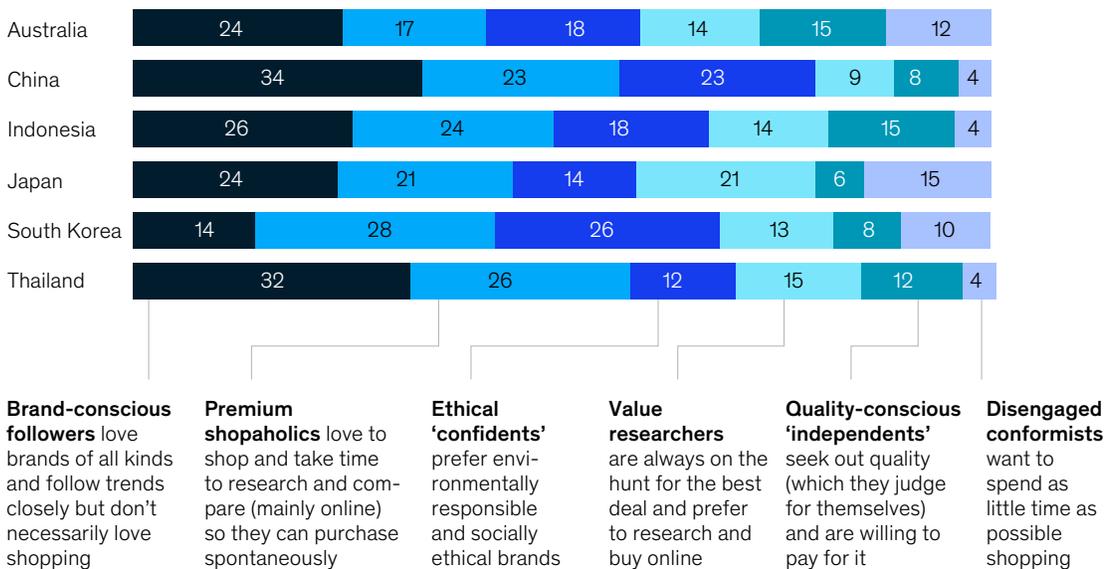
them to be on trend. Gen Zers in APAC tend to prefer buying online because it's more efficient. They know what they want, and they don't invest extra effort in finding the best deals, with 62 percent of Chinese Gen Zers in this segment finding online to be the best way to shop, and 45 percent loving to shop on Taobao or Xianyu.

For businesses, brand-conscious followers are critical resources. Not only are there a lot of them, but they tend to be early adopters of new products, services, and experiences. In Australia, a third of brand-conscious followers surveyed enjoy trying out products recommended by influencers, and 36 percent always follow brands they love on social media. But they are a tough audience to keep. While they like brands, they aren't particularly loyal to them: in Australia and China, brand-conscious followers are the least brand loyal of all six consumer segments.

Exhibit 5

Brand-conscious followers and premium shopaholics are the largest segments within Generation Z.

Generation Z population by archetype, %



Note: Figures may not sum to 100%, because of rounding.
Source: McKinsey Asia-Pacific Generation Z Survey, November 2019, n = 16,000

Businesses should be aware that while ethical confidants support sustainability in principle, they won't necessarily pay more for it. In South Korea, only 32 percent within the segment say they will.

Premium shopaholics

Premium shopaholics (22 percent of Gen Zers surveyed) *love* to shop. They take time to research and compare, mainly online, so that they can also purchase spontaneously. In South Korea, for example, half of the segment extensively research prior to shopping; at the same time, 20 percent—more than any other segment—often make spontaneous purchases. In China, 53 percent of premium shopaholics spontaneously make decisions on what to buy based on recommendations they receive as part of the shopping journey. To get exactly what they want, they are willing to pay a premium: two-thirds of Japanese and 75 percent of Chinese premium shopaholics want to trade up when they can afford to.

Additionally, premium shopaholics are conscious of how their consumption plays a social role: they want to fit in, but they also look for brands that help them stand out among their peers. In China and Japan, 61 percent of the segment want to stand out, and 65 percent want brands that are popular with other people. In Australia, it's the segment least likely to prefer smaller brands over well-known brands.

Finally, premium shopaholics are active in social media. They are twice as likely as those in other segments to say getting "likes" on social media is important to them. In China, for example, 49 percent of the segment say earning social-media likes is important to them—compared with an average of 26 percent in other segments.

The cohort is an obvious target for high-end brands because premium shopaholics are most likely to

be willing to pay extra to get what they want. To get their attention, brands need to provide a convincing story of why a product or service deserves to cost more. Small brands with limited awareness may struggle with the segment because they don't offer the recognition that it desires.

Ethical 'confidants'

As the segment name suggests, these Gen Zers (20 percent of Gen Zers surveyed) prefer brands that are environmentally responsible and socially ethical. In Indonesia, 62 percent of the segment prefer natural and organic products, and 76 percent prefer to buy environmentally friendly brands—20 percentage points higher than in other segments. In all APAC countries surveyed, the segment constitutes a higher percentage of Gen Zers than of Gen Xers or millennials.

The relationship of ethical confidants with brands is fluid: they are open to trying newer and smaller brands, and they value customization and personalization. Compared with brand-conscious followers and premium shopaholics, they spend less time online and shop more in physical stores. They are confident in their choices and don't rely on others.

Given the buzz around sustainable consumption from consumers (as well as from regulators and industries), this segment is likely to grow. But businesses should be aware that while ethical confidants support sustainability in principle, they won't necessarily pay more for it. In South Korea, only 32 percent within the segment say they will.

Value researchers

Although not one of the larger segments (15 percent of Gen Zers surveyed), value researchers are worth getting to know because they have a high degree of brand loyalty. For example, 80 percent of Japanese value researchers always choose a brand they know over a new product. This isn't blind loyalty, however, as only half stick with a brand. Always on the hunt for the best deal, they prefer to research and buy online, with 90 percent of Japanese Gen Zers and 81 percent of Indonesian Gen Zers always researching before they buy.

Value researchers won't pay more just to get a higher-status brand. Because they are cautious, they often stick with what they know. Capturing the segment is about getting promotions and customer-relationship-management efforts right. For retailers, the segment is a moving target that is difficult to build a bond of loyalty with: value researchers will shop in multiple stores to get the best deal for the product they want.

Disengaged conformists

Disengaged conformists (8 percent of Gen Zers surveyed) are passive: they just don't care much about consuming. They want to spend as little time as possible shopping, and while they are happy to use discounts, they won't make an effort to find them. Once they find something they like, however, they tend to stick with it.

In Indonesia, 41 percent of disengaged conformists believe that all brands are pretty much the same, 53 percent always choose a brand they know, and 47 percent mainly shop spontaneously—the highest of all segments to do so. That may give major brands an advantage, as brand familiarity will go far with the segment. As disengaged conformists don't go looking for deals or new products, they need to be approached with offers and product features that speak to their needs in a targeted way. The cohort is largest in Japan (15 percent) and smaller in China, Indonesia, and Thailand.

Quality-conscious 'independents'

These Gen Zers (11 percent of Gen Zers surveyed) seek out quality, which is something that they judge

for themselves—and are willing to pay for. They don't see a brand name as a guarantee of high standards. They prefer environmentally responsible and natural or organic brands—but more because they view those characteristics as identifiers of high quality than because of trendiness or a sense of ethics. In South Korea, only 26 percent of the segment always chooses a brand over a new product—the second-lowest figure among the six segments.

Winning over Generation Z

We have identified five principles that companies should keep in mind as they approach Gen Zers.

Relevance and speed are more important than ever

A significant share of Gen Zers surveyed see a major brand as a source of strength; they may associate the brand with quality (for premium shopaholics) or simply see it as an easy choice (for disengaged conformists). Across the region, Gen Zers are 20 percent more likely to try out new brands and products than millennials are, and they won't be loyal to brands that don't deliver.

Gen Zers want brands to be personalized, be customized, and help them be distinctive. Therefore, brands can't rest on history. To stay relevant in the market, brands need to leverage their legacy while investing in fast and continuous innovation—perhaps through partnerships and collaborations—running at the same speed as smaller and newer brands.

The quality and price equation has to be just right

Generation Z's high digital literacy and easy access to information enable its members to pick and choose to ensure that they are spending their money on what they really want. In a world in which most consumers research significantly before they buy, being competitive in both quality and price is a prerequisite to win the allegiance of Gen Zers.

Consumer companies need to understand which features consumers are willing to pay for. The markers of quality will be different in each segment because the segment members' values vary. For

example, premium shopaholics are willing to pay more to get more; disengaged consumers aren't. To match quality expectations while keeping prices competitive, companies will have to be more stringent than ever in deciding which features to keep and which to deemphasize.

Social-media marketing needs to pay more attention to video

The role of video can't be underestimated: Gen Zers view significantly more video media on platforms such as YouTube or TikTok than other cohorts do. That influences how they choose brands and products. Brands that speak to Generation Z through informative, fun, and inspiring videos therefore stand a better chance of being shared—and thus cutting through the noise. Many brands have grasped that idea already, but there are far more misses than hits. Brands need to build their social-media marketing capabilities, whether real time or curated, to engage with consumers in a different way.

The brands that are winning are more creative, more authentic, and faster to market with their content. Producing the right video requires different skills than posting the right photo or the right tweet. Marketing teams need to have immediate access to production teams that can create a narrative and can shoot movies that move people and compel them to watch all the way through rather than clicking the skip button.

Being green isn't enough: Price and quality also matter

To capture a bigger share of the Generation Z wallet, sustainable products need to speak to quality as well as environmental values—and to communicate these attributes through a visually compelling story.

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The authors wish to thank Yoshitaka Beppu, Resil Das, Matthieu Francois, Jina Hong, Anita Liao, Tunnee Sinburimsit, Cherie Zhang, and Jia Zhou for their contributions to this article.

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Many small and successful ethical brands stand out by emphasizing their quality and story through package design and by posting videos and articles about how they came to develop their products. Bigger brands that want to expand their sustainable portfolios should do the same while ensuring that they can back up those assertions. Greenwashing won't do.

Brands need to be locally relevant

Although there are significant similarities among the markets surveyed, the game for brands should be local. Consumers in the region are naturally influenced by their distinct cultural attributes, lifestyles, religions, and eating habits. In Japan, Gen Zers are more likely to want to fit in rather than be unique; in China, they rely on brands, in large part, to define who they are; in Australia, they lean more strongly toward environmental responsibility and sustainability than older cohorts do. Brands need to ensure that their value proposition and messaging are tailored to the local context—and to the local distribution of consumer segments.

To reach APAC's Gen Zers, brands need to master distinct and sometimes overlapping qualities. They will also need to react to how the impact of the COVID-19 crisis is changing the attitudes and behaviors of Generation Z. Brands need to be both agile and stable, regionally aware and locally focused, environmentally sound and acutely price conscious, social-media savvy and respectful of privacy, and authentic and able to tell a compelling story. So yes, it's complicated, but as Generation Z's affluence and influence rises, it's well worth the effort.

CEO perspectives

42

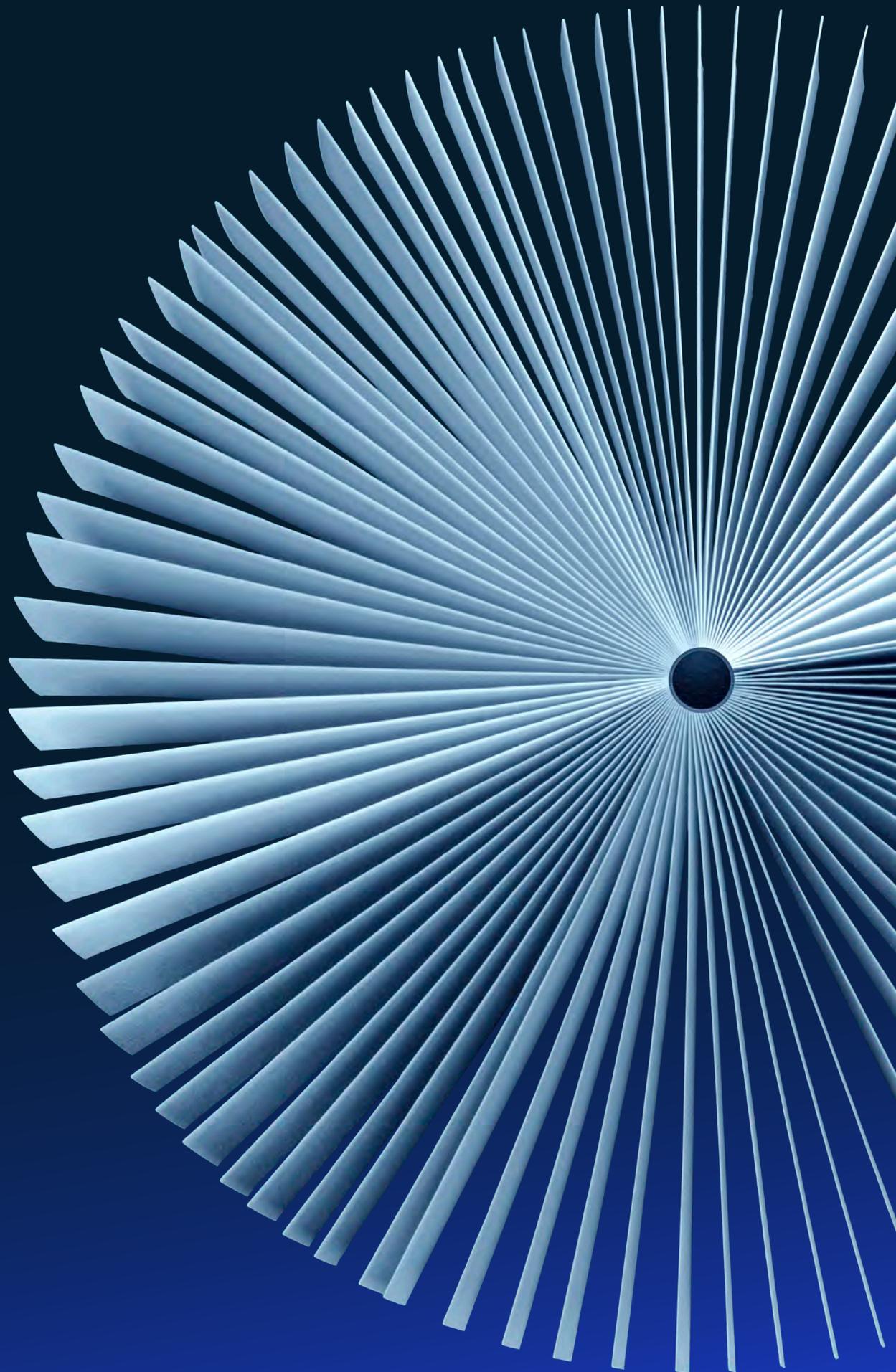
Connectivity with the consumer: A conversation with Nick Vlahos about The Honest Company's formula for growth

48

Leading with purpose and humanity: A conversation with Hubert Joly

54

Speak softly, make tough decisions: An interview with Alibaba Group chairman and CEO Daniel Zhang





Connectivity with the consumer: A conversation with Nick Vlahos about The Honest Company's formula for growth

In his third year as the CEO of Honest, consumer-goods veteran Nick Vlahos has big plans for the fast-growing maker of baby and beauty products.

Photograph courtesy of The Honest Company

Over the course of a 22-year career at Clorox, Nick Vlahos managed a variety of product categories, including laundry, food, water filtration, bags and wraps, and personal care. Notably, he led the transformation of natural-products brand Burt's Bees into a global success. That experience prepared him to take on a new kind of challenge in 2017, when he left Clorox to become CEO of a much smaller but rapidly growing disruptor in the baby-products industry: The Honest Company, launched in 2012 by actress and entrepreneur Jessica Alba. Its promise of safe and effective products resonated with new moms nationwide.

In an interview with McKinsey's Greg Kelly, Vlahos shared his thoughts on the changing consumer and the future of Honest. The following are edited excerpts. (The interview took place before the COVID-19 crisis. For a July 2020 update, see the sidebar, "Staying Honest amid a global pandemic.")

McKinsey: *You rose up the ranks at a leading consumer-goods company with a long history. Now, you're leading a company that's been around for less than eight years. Some would say that's a risky move. Why did you do it?*

Nick Vlahos: It made a lot of sense for me to make this move, for several reasons. An important one is that The Honest Company was a great fit for me from a lifestyle and family perspective. The brand's ethos, its values, and what it stands for align very closely with how my wife and I and our four children operate as a family.

But it was also about anticipating where the consumer is going, both domestically and internationally. Think about how the packaged-food business has changed. Fifteen years ago, everything was set up for scale: new products were introduced with big marketing campaigns, pushed into stores, and stacked high. But then consumers started to become more educated and aware about what they were putting in their bodies. The health-and-wellness, "better for you" trend started to take hold. And over that 15-year horizon, organic food has become commonplace.

When I first started in the business, you'd walk into a store, and you might find a little section in the corner that was organic or natural. Today, when you walk into a store—say, Costco—every other pallet in the food section is organic.

And now, consumers are becoming more educated about not just what they're putting in their body but also what they're putting on their body—what they put on their skin, what they put on their children. I've found that the overall growth rates of natural, better-for-you, "clean" products are double the growth rates of conventional products. Consumers are spending their money on brands they believe they can trust.

McKinsey: *The Honest Company started as a direct-to-consumer [DTC] brand online, but in recent years—and especially since you came on board—the company has been building its omnichannel presence. Tell us about that evolution.*

Nick Vlahos: Let me just say a little bit about Jessica, because I think it's an important part of our story. She isn't a celebrity who just stuck a name on a product and introduced it into the market. She was a consumer first, and she got the idea for starting the company when she was pregnant with her first child. Why is that important? Well, the data shows that about 48 percent of new moms will change their purchase habits and their regimens when they're pregnant, and 50 percent will move toward better-for-you, clean products. That's a big insight for us. Being a digital-first brand, we educate and connect with you on a one-on-one basis during that aperture of pregnancy.

Let's talk about one of our subscribers. Let's say her name is Mary. We know that Mary has a child who's six months old and they live in Edina, Minnesota. I know that Mary is currently buying Honest diapers and wipes, but she's not buying Honest personal-care or beauty products. So when I connect with her, I want to offer her a solution set based on her needs. Her baby is going to grow, and Mary will eventually need, say, a different car seat. So I'm going to reward her

Nick Vlahos

Vital statistics

Born and raised in Chicago, youngest of 3 (has 2 sisters)

Married, with 4 children

Fluent in Greek

Education

Holds a bachelor's degree in telecommunications from Indiana University Bloomington

Career highlights

The Honest Company
(2017–present)
CEO

The Clorox Company
(2014–17)
COO

(2013–14)
Chief customer officer

(2011–13)
Vice president and global general manager, Burt's Bees

(1995–2011)
Various senior roles in sales and marketing

Helene Curtis Industries
(1990–95)
Sales executive

Fast facts

Is a board member of Tillamook County Creamery Association and has served on boards of Chabot Space & Science Center Foundation and Natural Products Association

Was included in “Glossy 50: Beauty’s new guard” in 2018, a list of industry insiders driving important shifts in the beauty industry, by the publication *Glossy*

Was a guest lecturer on consumer-product strategy and operations at Fuqua School of Business at Duke University, Harvard Business School, and Kellogg School of Management at Northwestern University

“About 48 percent of new moms will change their purchase habits and their regimens when they’re pregnant, and 50 percent will move toward better-for-you, clean products.”

with a \$5 Target gift card for a car seat. The goal isn't just to get her to buy Honest diapers and wipes—it's really to create loyalty, bring added value, and have her be excited about being part of the Honest family. Ultimately, it's about providing Mary the hyperconvenient experience that best suits her needs.

By rewarding her with a Target gift card, I've now created an omnichannel experience for Mary so that she'll go to a Target store and purchase a product. And by the way, since I have year-round distribution at Target and an endcap dedicated to Honest diapers, wipes, and personal-care products, she might also buy an Honest product while she's at Target. So my point is, by giving the consumer an experience that connects with how she shops and by creating solution sets that meet

her needs, we start to create “stickiness” and loyalty to our brand.

As a consumer-packaged-goods manufacturer, you can choose to look at Target or Amazon as a competitor because they sell products that compete with your products. But I look at it this way: if I can create the right level of demand and interest in my product, then where I'm putting the product—whether it's Amazon or Target or Walmart—becomes part of a consumer-oriented solution set. Consumers—especially Gen Zers and the younger groups—have become channel agnostic. What they're interested in is accessibility, ease, convenience: being able to procure a product where and when they want to procure it. They don't think in terms of channels.

Staying Honest amid a global pandemic

In July 2020, more than three months after Honest employees began working from home, Nick Vlahos offered these additional perspectives.

McKinsey: *What shifts in consumer behavior have you seen as a result of the COVID-19 crisis? How is Honest responding to these shifts?*

Nick Vlahos: We're constantly listening and responding to the wants and needs of our customers. Even through the pandemic, our internal labs have continued to innovate and to narrow their focus on product developments that respond to new consumer lifestyles. In fact, this year, we will be introducing 50 new products, several of which are in response to COVID-19 and are focused on sanitization. Looking to the future, we will double down on innovation, focusing on the importance of omnichannel and accessibility—two keys

to our success both prior to and during the COVID-19 pandemic.

McKinsey: *How has COVID-19 changed the way you work?*

Nick Vlahos: During this time, the safety, health, and well-being of our Honest family—employees as well as customers—have been of the utmost importance to us. Due to our omnichannel strategy, throughout the COVID-19 crisis we've been able to get our products to consumers. We've been able to ensure that supply of our essential products—like diapers and baby wipes—remained strong.

On March 13, all our employees began working remotely. Connectivity and constant communication have been key to our success in this new operating model. We've made it a point to be as transparent as possible with our Honest

family by sending regular updates on the status of our workspace via email, our HR hotline, Slack, and our intranet, Inside Honest. We've also been working with our partner, Thrive Global, which specializes in workplace wellness. Together, we developed a customized training session on Honest University to help our employees navigate ambiguity, deal with stress, and handle the impact of COVID-19 during this difficult time.

As we can't meet in person, we're using Honest University to host “Launch and Learns” for our employees so they can learn all about the new products we are launching, including the marketing and retail plans for those products. Our goal for these training sessions is to help our employees become true ambassadors of Honest products.



Photograph courtesy of The Honest Company

McKinsey: *It's true that it's no longer helpful for consumer-packaged-goods [CPG] companies to think of channels in terms of discrete shopper occasions. Still, many CPG companies are wrestling with pricing across customers. Did you make any changes to the pricing philosophy and architecture of Honest products when you started selling through mass retailers?*

Nick Vlahos: No. To succeed as an omnichannel brand, you have to start with the right value proposition for your product. What price can you command every day for that product, how do you drive accessibility based on where consumers want to shop, and how can you make money doing that day in and day out?

The issue for some CPG brands historically has been that the value proposition is off—and if it's off, you have to rely on trade spending, and you have to play a high–low operating game in the marketplace. You then become disadvantaged quickly, based on how the Amazon algorithm reads your pricing or how Walmart is establishing pricing. You get

tangled into a channel discussion. And you start creating different value propositions in different places that the consumer may not be interested in at all.

McKinsey: *Honest has successfully expanded into not only new channels but also new geographies: you're now in Europe. How do you decide which markets to enter?*

Nick Vlahos: It's important to have the right product profile to be able to quickly get into a market. We did consumer research to understand where the Honest brand can resonate—where consumers are interested in better-for-you, wellness-oriented products. Some folks might say, “Well, Europe is further along than the United States when it comes to that trend.” But if you look, for example, at how many ingredients are banned in the European Union, the number is about 1,300, whereas Honest has about 3,000 ingredients that we try to avoid—ingredients that are thought to be harmful to people's health or to the environment. The fact that we have high standards for our

product formulations and our testing means we're able to play in these markets; we don't have to reformulate our product lineup.

Having the right strategic partner in every geography is also important. In continental Europe, we've partnered with Douglas, the largest retailer in the beauty space, and with Boots in the United Kingdom. We've done a lot of work with our partners to localize our marketing plans. The product is common in those geographies, but the marketing elements—the social media, the influencers that we're working with—are all localized. Thanks to our targeted, multilayered approach, we're strengthening existing consumer relationships while forging new ones in new geographies.

McKinsey: *What gets you most excited as you think about where the brand can go?*

Nick Vlahos: One thing that excites me is that we're at the forefront of another consumer trend: minimalism. More consumers are becoming minimalists when it comes to their beauty regimens: they're not interested in doing a ten-step process to "put their face on" every day. They're busy; they're on the go. Honest Beauty products align with that trend.

From a digital-marketing perspective, what gets me pretty jazzed is creating the right level of content and community and translating that into commerce. For example, we're giving consumers "snackable" content—information in bite-size morsels and pieces—about what they should expect during the 40 weeks of pregnancy. We found five different women, with different backgrounds, different geographies, different life experiences. And we documented, over a 40-week time period, each of their lives and what they were experiencing.

So if you're pregnant and you like Kasey and her story, you can go to Honest.com to see content about her journey. How does she balance work with pregnancy? What's it like to plan a gender-

reveal party? What should I do during the nesting period? That content has been really powerful for us. It's enabled us to create more of a community. We can then connect with each of our customers and offer each of them a solution set based on her unique experience.

McKinsey: *You've talked about what people put on their bodies as well as in and around their bodies. What will you offer your customers next? How far do you think the brand can extend? Could you imagine Honest food or Honest air purifiers?*

Nick Vlahos: Over the past couple of years, we've really focused on the on-your-body component. We have a connection with the consumer, and we have insights into what you're putting on your baby's skin, so we started thinking about what you put on your own skin and what you put on your family's skin. Going from baby products to beauty products made sense. We've invested disproportionately in the safety and performance of our products to develop everlasting trust. We spend a lot of time on our products so that we can consistently delight consumers. And we're innovating fast. In my former job, I would say the innovation process was always over a two-year horizon or so. At Honest, our innovation process is six to 12 months.

As disruptors in the natural baby and beauty categories, we are constantly listening and responding to consumers' wants and needs, which will always be core to our evolution. For adjacencies to work, there has to be connectivity with consumers and their behavior. Can I start talking about beauty from within and what you're putting in your body? Yes. Could I get into the food business or the supplement business tomorrow? Absolutely. But do I have the capability set to deliver the margin accretion I'm looking to deliver across my portfolio? No. That day will come, but for now I'll stay within my lane and build the brand with the consumer at the core while focusing on the performance of the product.

Greg Kelly is a senior partner in McKinsey's Atlanta office.

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Leading with purpose and humanity: A conversation with Hubert Joly

Best Buy's former chairman and CEO reflects on a business's reason for being by defining it around purpose and humanity, the link to competitive advantage, and managing shareholders and stakeholders during a crisis and beyond.

by Bruce Simpson

This article first appeared on [McKinsey.com](https://www.mckinsey.com) in May 2020.

In a recent poll of customers' reaction to the COVID-19 crisis, more than 80 percent of respondents said they would remember which companies "did the right thing by their workers" in dealing with safety measures or efforts to avoid layoffs. Three-quarters said they wouldn't forget those businesses that took missteps "long after" the crisis ends.¹

This is familiar terrain for Hubert Joly. After joining Best Buy as CEO in 2012, Joly engineered a dramatic transformation of the ailing electronics retailer and built a reputation over time as one of the business world's most visible advocates of defining a business's reason for being with social purpose and people as a guiding star. Today, as more and more executives grapple with the need to incorporate the needs of all stakeholders into their leadership choices, Joly's experience reflects the challenges and opportunities inherent in mobilizing customers, vendors, and other stakeholders in pursuit of what he calls "noble purpose." In this edited interview, Joly, a McKinsey alumnus, shares his thinking with McKinsey's Bruce Simpson about personal purpose and managing the evolving landscape of corporate purpose during COVID-19 and beyond.

Personal purpose

My individual, personal purpose is to try to make a positive difference for people around me and then to use the platform I have to make a positive difference in the world. This is an evergreen purpose, meaning, whether I'm the CEO of Best Buy or starting my next chapter, it's always true.

It stems from a reflection on what work is, because, of course, work is a big part of our lives. You can see work as a curse, as a punishment because we sinned in paradise. I tend to see work as being essential to our humanity and to our fulfillment, part of our quest for meaning. It's not something you do so that you can do something else; it's

something that's essential to our lives. I think it's essential when we lead companies that we recognize this for all of the people working at the company—and that we can connect their individual purpose with the purpose of the company.

Pursuing 'noble purpose'

These days most companies, and most leaders, believe in the importance of purpose, and there is a broad-based realization that excessive focus on profits is wrong. The question is often, "So where do you start and how do you sequence?" The logical part of our mind would have us start with purpose, then derive the strategy: anchor it in purpose, and transform the organization on that basis.

My personal experience is different. When we started the turnaround, I was very clear about my philosophy, which was that profit is not the purpose. Purpose is to contribute to the common good. But we did not spend time in the first three years of the turnaround on refining our purpose. We spent the time saving a ship that was sinking, by addressing key operational-performance drivers.

We also spent a lot of time—and I can see it very clearly with hindsight—on making sure that the soil of the company was fertile. Do you know the parable of the sower? If the seeds fall on stones, nothing is going to happen. You may have perfect seeds, but they aren't going to grow. So a lot of our emphasis was on creating a joyous, growth-oriented culture, and on creating a very human environment where people felt that they belonged, that it was a human organization, that we emphasized individual development.

How do you define that noble purpose? I believe you find it at the intersection of four circles: what the world needs, what you are good at, how you believe you can make a positive difference in the world, and how you can make money.

¹ Survey: *What Americans want from corporate America during the response, reopening, and reset phases of the coronavirus crisis*, Harris Poll in partnership with JUST Capital, May 7–11, 2020, [justcapital.com](https://www.justcapital.com).

“A lot of our emphasis was on creating a joyous, growth-oriented culture, and on creating a very human environment where people felt that they belonged.”

So the sequence of steps is not always going to be, “Start with purpose.” A lot of companies are focused on that, but it may not be the best point of attack. When you start working on defining purpose, the danger is to make it too abstract, too glossy.

No. It needs to be grounded in true customer needs, and true demonstrated abilities to achieve competitive advantage. Your dream, of course—but also the ability to make money: something that’s very real, tangible, and tightly connected to the growth and profit engine of the company.

The danger of the fact that purpose is very much *en vogue*, paradoxically, is to put too much emphasis, too early, on it—as opposed to really finding the right time and the right approach to go after it.

If the definition of purpose is too much for the website, people say, “Well, that’s not my reality.” So how do we make it real and how do we unleash that human potential?

People first

At the end of the day, a company is a human organization made of individuals working together in pursuit of a goal. These individuals produce value for all stakeholders. They are the source, not simply a resource. In a turnaround, typically people tell you, “Cut, cut, cut.” My approach to

turnarounds is essentially the opposite; it’s to start with people. I spent my first week on the job in a handful of stores, starting in the store in St. Cloud, Minnesota, to listen to the front liners and learn from them what was happening. That’s how we decided to invest in the shopping experience online and in the speed of delivery, to neutralize the advantage of online players. We also invested in the store experience, partnering with the world’s foremost tech companies to develop stores within our stores. On the cost side, we started by looking at how we could attack nonsalary expenses. Head count was a last resort—starting not with the front liners but with the top of the house. In eight short weeks in 2012, we constructed a plan that we called “Renew Blue.” We co-created it, we didn’t go for perfection, and then we got the bicycle going in a turnaround, creating momentum and energy. (For a detailed look at Best Buy’s transformation, listen to “Transformation and resilience: An interview with Best Buy’s executive chairman Hubert Joly,” on Apple Podcasts.)

Shareholders as customers

When we presented our Renew Blue plan to our investors, it had all of the stakeholders you have to engage as you lead these turnarounds: customers, employees, vendor partners, community, and shareholders.

With the shareholders, our approach was very simple. We shared with them, in November 2012, our diagnosis of our strengths and our opportunities. We were very transparent. We gave them the overall framework and our long-term targets. I don't think you impress shareholders just by the words you use. It's more around the say-do ratio. So in the following quarters, we really focused on doing what we had said we were going to do, on reporting quarterly progress, on showing them concrete opportunities, and on demonstrating how we had gone after them. That allowed us to build credibility; delivering quarter-after-quarter progress was very helpful.

Sometimes there is a debate: as a company, "Do we need to focus on the short term or the long term? And do shareholders force you to do crazy things because of a short-term focus?" I think that's a wrong, an artificial, debate. I'm a big believer that 98 percent of the questions that are asked as "either/or" are better answered as "and." Of course, you need to focus on the long term. *And* you need to focus on the short term. I've also always found that if you tell the investors, "Look, I'm going to be investing in this area, and the payback is going to look like this," they're very open to that. They want you to create long-term value, so if you're logical and you follow through with a track record of delivering results, they're very open to this. Any management team that relies on excuses related to shareholders, is, I think, misdirected. In the end it is about treating shareholders as customers.

Measuring purpose

These days most companies, and most leaders, believe in the importance of purpose. And there is a broad-based realization that an excessive focus on profits is wrong. It's of course the easiest thing to measure. There are generally accepted accounting principles [GAAP]. And at the end of each month, you know what your profit is.

The problem is that if you focus too much on this outcome you're actually going to be tempted to do the wrong thing. And, by the way, anybody

who believes that your GAAP numbers, even your non-GAAP numbers, are a good measure of the economic value creation for a business, is wrong.

If you dig into it, accounting has never really been designed as a way to represent economic value. For example, you always write down goodwill, but you never write it up. I think the key in leading companies is to have a balanced scorecard, to have KPIs [key performance indicators] that are focused on customers, like a customer-satisfaction score or revenue per customer; on employee engagement and turnover; on vendors and how the relationship with them is going; your impact on and reputation in the community; *and* on financial performance.

So it's a matter of managing this holistically. And I think as proxy advisers or rating firms work on measuring performance, I am encouraged by the trend toward measuring an increasingly broad range of dimensions. More can be done, though, in particular in the area of evaluating executive compensation. Proxy advisers focus their evaluation on total shareholder returns over one year, three years, five years. That seems to indicate that profit is the only thing that matters. There is increasing realization that having a purpose—a long-term strategy, taking care of all of your stakeholders, doing well by doing good—is the right approach.

So we have a bit of a lag here. I think that over the next several years there will need to continue to be some work on that. There's been some interesting work by the SASB [Sustainability Accounting Standards Board] and a few others. We're not there yet, but I think we have to continue to move forward in that direction.

Customer purpose

When we did market research, we saw that although many of us love technology, and there are a lot of exciting new products and things that we can do with technology, it's complicated, and can be confusing. We need help as customers.

“One of the diseases that exists in the world is the notion of zero-sum games. You lose, I win. I win, you lose. That’s wrong.”

So the purpose of Best Buy, in relation to customers, is not just to sell you a TV or a computer—though we’ll gladly help you buy one. But it goes beyond that. It’s about what we call enriching lives through technology by addressing key human needs. The reason people buy a computer or a phone is not really for the product; it’s for what it can do.

Focusing on underlying human needs unleashed a lot of growth opportunities—such as our strategy to help aging seniors live in their homes independently, for longer, by putting sensors in their home, under the bed, in the bathroom, in the kitchen, or even on themselves for full detection. Through remote monitoring and artificial intelligence, we can help detect whether something is going wrong and trigger an intervention. That’s a real need, and note how the strategy is not focused on the fact that we have brick and mortar stores or that we are a retailer. It’s based on addressing human needs.

Interestingly enough, we have a second purpose, which is to help the world’s foremost tech companies to commercialize the fruit of their billions of dollars of R&D investment. It’s not about “showrooming,” it’s about showcasing—helping customers understand what can be done. And it’s been a critical element of our journey, our purpose, and our economic equation.

Vendors as partners

The way we dealt with our vendor partners, Amazon or Apple and so forth, illustrates our basic philosophy of leading with purpose and humanity, by taking care of and working with all of our stakeholders. You could see these vendors as competitors, right? Amazon, in some ways, is a competitor. Apple is an important vendor, but it also has its own stores. What we decided was to cooperate with them. One of the diseases that exists in the world is the notion of zero-sum games. You lose, I win. I win, you lose. That’s wrong.

With Amazon, we decided that they were a developer and manufacturer of great technology products that customers wanted. So of course we were going to sell these products in our stores. Amazon now has corners in our stores next to Google—which is great for customers. They can see the various opportunities available, and they can understand what can be done with that.

We’ve even gone beyond that. One day—it was April 2018—Amazon and Best Buy announced a partnership where Amazon gave us the exclusive rights to their Fire TV platform to embed that platform into smart TVs. These smart TVs powered by Fire TV are only available at Best Buy or by Best Buy on Amazon.com. So it creates opportunities. Similarly, Apple has its own stores, but the Apple store within Best Buy is a way to expand access to

Apple's products for more of its customers. So it's a case where the customers win, the vendor partner wins, and we win as well.

Purposeful leadership

One thing I want to add is what this focus on purpose and humanity means from a leadership standpoint.

The first thing is to be aware of what drives you as a leader. Be clear about your purpose as a leader, the purpose of the people around you, and how all of this connects with the purpose of the company. If you are driven by power, fame, glory, or money, this is a danger zone. Your role as a leader also is not to be the smartest person in the room and to make sure that everybody around you knows how smart you are. It's to create an environment in which others can be successful.

We need leaders who lead with all of their body parts: their brain, their heart, their soul, and their gut. Especially in a crisis like we have today with COVID-19, using your instincts and your intuition is also important. So use all of your body parts.

Perfection is very dangerous because you work on a team, and on your team you have other human beings. And guess what? They're not perfect. They're making mistakes. Being able to say, "My name is Hubert, and I need help," is a good exercise that creates a much better outcome.

Bruce Simpson is a senior partner in McKinsey's Toronto office.

He wishes to thank Becca Coggins and Jinchen Zou for their contributions to this interview.

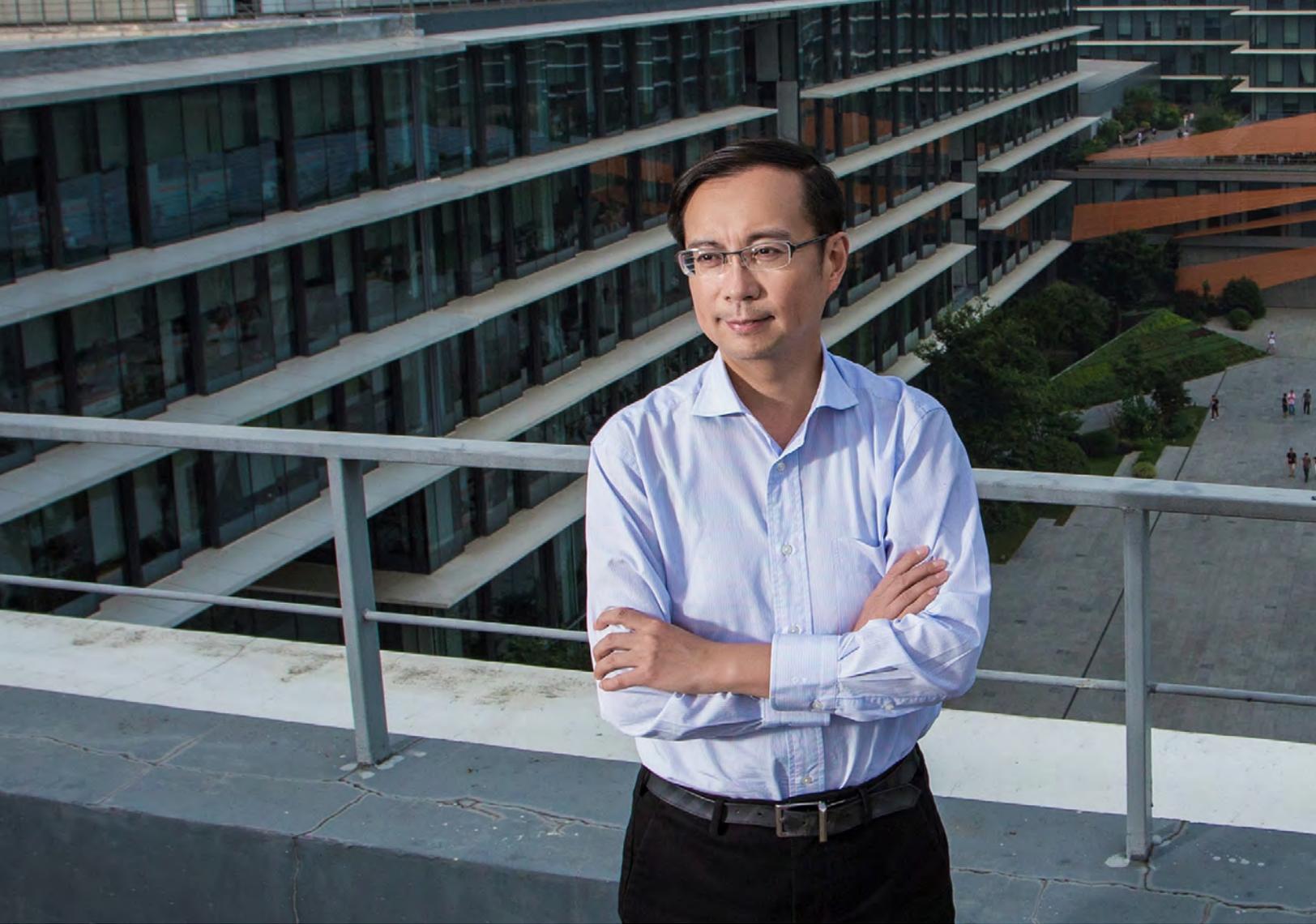
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On COVID-19

In this COVID-19 crisis in particular, I've seen a lot of leaders being OK with saying, "All right, this is what we know at this point, this is what we don't know, this is the work we're doing to figure out the answer"—but not feeling the need to have answers to all of the questions and giving the impression that no mistake is being made. In fact, I think any leader knows that creating an environment in which it's OK to make mistakes is something that makes complete sense. So beware the concept of perfection. Embrace vulnerability.

For me, one lesson from this crisis is around how we define performance. This is a time when our performance as leaders is not defined by our share price or earnings guidance. It will be measured by how we treat employees, how we deal with our customers and communities. Back in 1940, Winston Churchill spoke about Britain's finest hour. This crisis can be our finest hour as leaders, but it requires that we ask ourselves a few questions.

One is, are we taking the time, first, to take care of ourselves? That means sometimes hitting the pause button and being clear about how we want to lead. The second question is, what actions are we taking and what is driving them? I am inspired by many great examples of companies taking care of their employees, not laying them off but perhaps putting them on furlough. In Europe, they have put in measures that enable employees to stay on payroll, with government subsidies. Employees will help us move forward. I think this crisis will accelerate the movement toward the necessary refoundation of business and capitalism, around purpose and humanity, and I want to be part of it.



Speak softly, make tough decisions: An interview with Alibaba Group chairman and CEO Daniel Zhang

The chairman and CEO of China's e-commerce giant describes Alibaba's approach to innovation and how he balances analytics and instinct to push himself to spot hidden opportunities.

by Daniel Zipser

Photograph courtesy of Alibaba Group

This interview first appeared on [McKinsey.com](https://www.mckinsey.com) in September 2019, before the COVID-19 outbreak. Some facts and figures were updated in February 2020.

While visionary founder Jack Ma has provided Alibaba Group's most public presence during the company's journey from apartment start-up to global e-commerce powerhouse, current chairman and CEO Daniel Zhang can be credited with many of the company's game-changing successes. Nonetheless, the pair present as opposites—Zhang, with calm and collected cogitation, in the face of Ma's restless dynamism—a duality that drew attention when Ma nominated Zhang last year to succeed him as company chairman in September 2019.

Zhang, known on Alibaba's Hangzhou campus by a nickname that translates to "the free and unfettered one," had hitherto eschewed the spotlight, but his instinct for innovation proved instrumental in Alibaba's rise to become the world's most valuable e-commerce company in 2017. Among Zhang's initiatives is Alibaba's annual 24-hour sales promotion, known as the "11.11 Global Shopping Festival," or "Double 11" for short, which notched gross merchandise volume of \$38.4 billion in just 24 hours in 2019. Zhang was also at the forefront of Alibaba's drive to become a mobile-first business: more than 90 percent of sales on Alibaba's China e-commerce sites are now made via mobile device. More recently, the Shanghai native spearheaded the launch of Freshippo (known as "Hema" in Chinese) grocery stores, which combine a high-end, in-store experience centered on fresh foods with rapid e-commerce home delivery and a robot-staffed restaurant option.¹

In this interview, Zhang talks with McKinsey's Daniel Zipser about Alibaba's approach to innovation, the power of purpose at Alibaba, and how Zhang balances analytics and instinct to guide his own decision making and push himself to spot hidden opportunities. The following is an edited version of their conversation.

McKinsey: *What strikes you as notable about Chinese consumers, and how are they evolving?*

Daniel Zhang: What we see from our digital platforms is that they are very diverse. Because of the internet, they know what's popular—not only in China but all around the world. They also have strong beliefs. Generation Z, for example, doesn't

believe only in so-called big brands; they prefer unique things and new brands from their own generation. That's [a big part of] their lifestyle. The other important thing is that they tend to spend more. China is famous for being a high-savings-rate society, but the younger generation are more willing to improve their lifestyle through spending, and that presents huge opportunities.

McKinsey: *Speaking of consumer spending, Double 11, the online shopping festival that happens on November 11 each year, generated more than \$38 billion in gross merchandise volume in 2019. What was your vision when you launched the event back in 2009?*

Daniel Zhang: Tmall [Tmall.com] is now the largest online B2C business in the world, but at the time, it was tiny compared with Taobao [Taobao Marketplace]. So we wanted people to remember us. The idea was to bring together all the merchants on Tmall and create a common event where we could work together to serve our mutual customers with the best service, the best products. We never dreamed it would become such a fantastic event ten years later, and that really reflects the power of ecosystems.

But if you ask me about the idea on day one, I have to say it came from a sense of, "How can we make people remember us?" and "How can we survive?" From there, it came from trying new things. Going forward, it will continue to be about innovation. We will look to promote not only online sales but also brick-and-mortar stores. Double 11 is a day focused on consumers, and they seek online as well as offline experiences. That's a very obvious trend we see and will pursue as we continue to make Double 11 the best day of the year for consumers.

McKinsey: *Say more about innovation and technology at Alibaba—and, in particular, the role of artificial intelligence [AI].*

Daniel Zhang: We are always trying new things—always innovating services and using technology to give consumers new experiences. For example, people in China are now largely used to the convenience of mobile wallets, so we have pushed to promote facial recognition as confirmation for

¹ See Uptin Saiedi, "Inside Alibaba's new kind of superstore: Robots, apps and overhead conveyor belts," CNBC, August 30, 2018, [cnbc.com](https://www.cnbc.com).

Daniel Zhang

Education

Earned a BA in finance from Shanghai University of Finance and Economics

Career highlights

Alibaba Group
Chairman and CEO
(Sept 2019–present)

CEO and director
(May 2015–Sept 2019)

COO
(Sept 2013–May 2015)

President, Tmall.com
(June 2011–Sept 2013)

General manager, Taobao Mall
(subsequently rebranded as
Tmall.com)
(Aug 2008–June 2011)

CFO, Taobao Marketplace
(Aug 2007–June 2011)

Shanda Interactive
Entertainment
CFO
(Aug 2005–Aug 2007)

Fast facts

Responsible for launching Alibaba's "Double 11" Singles Day event—now the world's most successful retail promotion



Photograph courtesy of Alibaba Group

digital payments. Feedback tells us young Chinese consumers love the convenience of this; it's a fantastic consumer experience.

We had been working on AI for many years, but, to be honest, we didn't even realize what we were doing was AI. We are a data-driven company. We create value from the data generated by real activity of users and merchants; we use data as fuel for our marketplaces to help merchants better serve their customers. That is our logic, and we have been working on this for many years.

Technology and data empower our whole business—not only on the sales side and marketplace side but also in the back-end office, in customer service, in every single area. This is how we work. So when

people say "AI," we laugh and say that, to us, it's "Alibaba intelligence" because data and technology power everything we do.

McKinsey: *How would you describe Alibaba's purpose, and how does your business model support it?*

Daniel Zhang: Alibaba has been a mission- and vision-driven company from day one. Jack Ma, along with 17 other early cofounders, set a great mission: to make it easy to do business anywhere. Our mission drives our business strategy, which is empowering our business partners.

Even though our business is always evolving, the mission remains unchanged. For example, we are not only helping big brands and retailers—we also help small and medium businesses grow. We believe small is beautiful; we want to help new businesses and entrepreneurs be more successful. That's always been our philosophy. In this digital era, when we talk about Alibaba's future, we focus on helping our business partners win through successful digital transformation, rather than about how we can make ourselves even stronger. When small businesses can grow faster and grow healthier, it will benefit the whole society.



“We believe small is beautiful; we want to help new businesses and entrepreneurs become more successful,” says Daniel Zhang, shown here with McKinsey’s Daniel Zipser at Alibaba’s headquarters in Hangzhou, China.

Photograph courtesy of Alibaba Group

As the Chinese economy transforms into a consumption-driven economy, Alibaba has a huge opportunity to understand consumers’ changing needs. We help connect the whole world with China to facilitate easy trading and access to the world’s largest consumer market.

McKinsey: *You are often described as reserved, soft spoken, and detail oriented. How do you see yourself as a leader, and how has your leadership style evolved?*

Daniel Zhang: I don’t think I’m a reserved guy, actually. People may tag me based on my background as an auditor, and I always say that maybe I picked the wrong first job. Obviously, though, that first job gave me a lot of opportunities to learn the basic skills and have access to many clients in different industries. I consider myself very lucky to be engaged in the digital landscape and to be part of such a fantastic company in Alibaba.

In terms of my leadership style, I’m very nice to people. I tend to give people opportunities to try their own ideas, but I’m very tough once a decision has been made. Once I make up my mind, I want my

teams to go ahead and get concrete results. That’s why people at Alibaba always say it’s very difficult to deal with me in business meetings, because [in that context] I am always trying to get to the substance of the matter and drive people to make progress.

So my leadership style is that, yes, while I speak softly, I always make the tough decisions. I think the most important thing [for a leader] is to lead the whole team forward. They need direction, and they need clear guidance. Leaders have to make the tough decisions, even if it may not be the perfect decision. At the same time, I also try to learn from our young people—the people born after 1990, 1995. Learning about their lifestyle and preferences helps give me a lot of new ideas and inspires innovation.

McKinsey: *How much of your process for making tough decisions is intuition compared with data analysis?*

Daniel Zhang: It’s a combination. Our advantage is having huge amounts of data, and my team does a fantastic job in providing me with daily analysis. But as a leader, you have to see something which others cannot, and often that comes down to focusing on customer pain points.

About four years ago, I had the idea for the Freshippo retail stores, which have since become very popular. My original thinking was that traditional e-commerce's hub-and-spoke model could not deliver fresh products on time and on demand. It's not like you can deliver fresh fish to a customer's home while she is still in the office. We had to rearchitect the business model and address that particular pain point, and that process led to the origin of Freshippo.

Pain points mean opportunity. And that's why, every year, I do a self-evaluation process during Chinese New Year. I ask myself, "How many new ideas, how many new businesses did I initiate last year?" I don't focus my self-evaluation on the performance of the existing businesses: this is about the new opportunities. Today they may be new ideas—very tiny, very small—but they may become much bigger in the future. Maybe they will become a main business for Alibaba.

McKinsey: *Among those ideas, there will inevitably be failures as well. How do you handle failure as a*

leader, and how does Alibaba approach the topic as an institution?

Daniel Zhang: We give our people a lot of space to try new things. It means you have to accept mistakes. The vast majority of innovations will result in failure; you have to acknowledge that. But the key is, can we learn from the failures?

For example, five or six years ago, we tried a new thing. It was a digital social-messaging platform called Laiwang. We started the business, invested heavily, sent some of our best people, but it failed. We didn't create a new experience for consumers that differentiated from what they could already get in the market.

That experience served as a critical lesson that informed our thinking when we created DingTalk, a cloud-based, SaaS [software-as-a-service]-based work-collaboration platform. The tool is a direct result of Laiwang's failure because the team realized that people have too many contacts on their social networks. Users wanted



"The experience of new things is not only fun, but it also makes you feel younger," says Daniel Zhang.

We give our people a lot of space to try new things. It means you have to accept mistakes. The vast majority of innovations will result in failure; you have to acknowledge that.

an alternative messaging platform dedicated to work relationships and communication. DingTalk's success is another example of a pain point inspiring a new service. It's an example of valuable lessons we can harvest from failure.

McKinsey: *What motivates you, personally, as a leader? What drives you when you get up in the morning?*

Daniel Zhang: First, it's about having fun. That's the most important thing. I work with many young people in our line of business—the digital landscape is a brand-new frontier for society—and the experience of new things is not only fun, but it also makes you feel younger. I always say to my friends, to my team, that the key thing to ask yourself is, "Do you still have curiosity about the world?" If you are curious about the world, then you will find something different, then you will find new opportunities, and you will move ahead.

Daniel Zipser is a senior partner in McKinsey's Shenzhen office.

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McKinsey: *Finally, you've worked alongside Alibaba founder Jack Ma for several years now. What's it like working with him, and what have you learned as a result?*

Daniel Zhang: We work very well together. Since joining Alibaba in 2007, I've worked very closely with him. While we have totally different personalities, we complement each other well. Jack is a visionary. He thinks about not only today and tomorrow but five and ten years from now, and that is what makes Alibaba different. I learned from him the importance of looking at the big picture. You need to have your feet planted on the ground and move forward solidly, but you also need to be forward looking. We look at opportunities not only for today but, more importantly, opportunities for the next generation and the coming decades.



Consumer goods industry

62

What got us here won't get us there: A new model for the consumer goods industry

76

Consumer organization and operating models for the next normal

84

The next normal in consumer: Implications for Consumer Goods M&A

94

The SG&A imperative in times of crisis

102

How CPG companies can sustain profitable growth in the next normal

110

Revenue growth management in the COVID-19 crisis

116

Will innovation finally add up for consumer-goods companies?

126

Accelerating the recovery in consumer goods through digital and analytics



What got us here won't get us there: A new model for the consumer goods industry

COVID-19 is amplifying 12 trends that have been disrupting consumer goods for the past decade. Leaders will adopt a new model that gets their evergreen brands on the right side of the trends and scales up their small brands quicker. Together these changes will fuel the next generation of industry growth.

by Udo Kopka, Eldon Little, Jessica Moulton, René Schmutzler, and Patrick Simon

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After 40 years of outperformance enabled by a widely used five-part success model, the global consumer packaged goods (CPG) industry struggled to grow over the last decade. Why? Because 12 disruptive trends have diluted the old success model for growing mass brands. Now the COVID-19 crisis is amplifying many of these trends, triggering an industry imperative to change.

CPG players need to rethink their portfolio priorities and ‘where to play’ choices to increase their exposure to growing markets, channels, and sub-categories. These shifts will necessitate more dynamic resource allocation and greater use of mergers, acquisitions, and divestitures to improve portfolio composition.

CPG companies also need to adopt a new how-to-win model that reinvents marketing to focus on consumer relevance and builds new, largely digital commercial capabilities to grow with growing channels and markets, especially in emerging Asia. CPGs need to enable these new commercial capabilities with an evolved operating model that prioritizes consumer closeness and local decision-making in key markets, as well as intelligent productivity gains to fuel commercial investments.

Together, these shifts will help CPG players establish a contemporized virtuous cycle to replace the old model that worked so well for so long. The new model will help CPGs get their evergreen brands on the right side of the disruptive trends and help their small brands scale faster, fueling the next era of industry growth.

The rise and fall of the traditional CPG success model

The global CPG industry performed very well for a very long time, building many of the world’s top brands. The industry generated the second highest total return to shareholders (TRS) across industries in the 40 years before the global financial crisis

(GFC) of 2008–09—15 percent, topped only by the materials industry.

CPG value creation model for Western brands

This success owed much to a five-part model that fueled the growth of leading brands. Pioneered just after World War II, the model has seen little change since then. This model entails:

- *Mass-market brand building and product innovation*, generating stable growth and gross margins typically 25 percent above nonbranded competitors
- *Partnering closely with grocers and other mass channels to gain broad distribution* as the grocers grew
- *Building brands and distribution in developing markets* as consumers became wealthier, capitalizing on the top trend on the planet—rising wealth—that accounted for 70 percent of revenue growth in the CPG sector over the past two decades (and will continue to do so for the next decade)
- *Driving cost out of the operating model*, often through increased centralization of marketing, among other functions
- *Using mergers and acquisitions* to consolidate markets and enable organic growth post-acquisition.

This model created a virtuous cycle—strong brand equity and broad distribution generated higher margins that in turn allowed for more brand equity investment. Scale provided a critical competitive advantage.

The struggle to find growth

However, over the last decade, industry performance has faltered in terms of fundamentals and stock market performance. Economic profit¹

¹ Economic profit is NOPLAT less cost of capital.

Zooming in on large US CPGs from 2017 to 2019, all of their organic volume growth and almost 90 percent of their value growth came from small and medium-size brands.

growth has nosedived. From 2000 to 2009, economic profit grew 10.4 percent per year; from 2010 to 2019, it dropped to 3.2 percent per year. Similarly, industry stock market performance went from outperforming the S&P 500 by 7.2 percentage points per year from 2000 to 2009 to underperforming by 2.8 percentage points per year from 2010 to 2019.

In more recent years, some players began pulling ahead of the pack in economic profit contribution. But margin, not growth, drove almost all of this improvement. In fact, for the top 30 CPG companies

in absolute economic profit growth, margin expansion contributed twice as much as growth to value creation (Exhibit 1). Many of these players made major SG&A reductions emerging from the GFC and have sustained them since then—by 3.3 percentage points of sales since 2010.

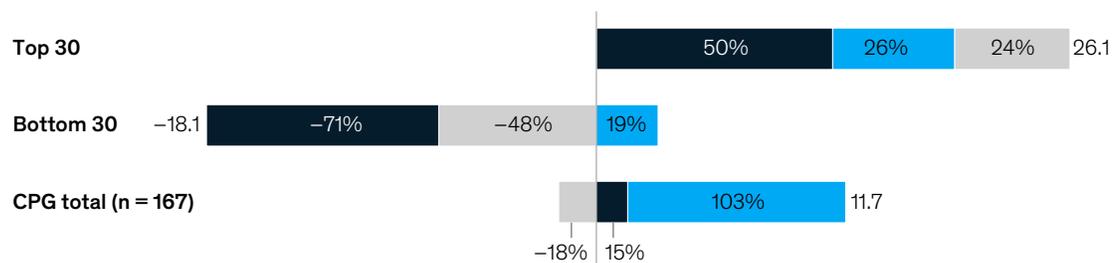
The central problem is large brands, which are struggling to create unit growth. A closer look at the US market before COVID-19 is revealing. From 2017 to 2019, large brands (more than \$750 million in revenue) in the US lost volume at the rate of 1.5 percent a year. At the same time, small brands grew

Exhibit 1

For the Top 30 CPGs, margin expansion contributed twice as much value as growth—50 percent, versus 26 percent.

Change in economic profit 2009–2019, \$ billion

Source of EP change: ■ Margin improvement on 2019 revenue ■ Revenue growth since 2019 ■ Change in margin on revenue growth since 2019



Source: McKinsey Corporate Performance Analytics; McKinsey analysis

1.7 percent, and private label grew 4.3 percent.² Zooming in on the large CPGs (more than \$2.5 billion in US revenue), we see that all of their organic volume growth and almost 90 percent of their overall value growth came from their small and medium-size brands (less than \$750 million in revenue), even though those brands contributed only 42 percent of 2016 revenues. Small brands (less than \$150 million in revenue) especially outperformed: they contributed 50 percent of value growth, while contributing only 11 percent of 2016 revenues.

As a result, in recent years the leading brands in each CPG category have generated only 25 percent of value growth in US Nielsen-covered channels.³ Meanwhile, small and medium-size brands captured 45 percent of growth, and private-label products captured 30 percent. This underperformance by leading brands varies by

category, with household care performing best, but leading brands in all categories captured less than their fair share of growth (Exhibit 2).

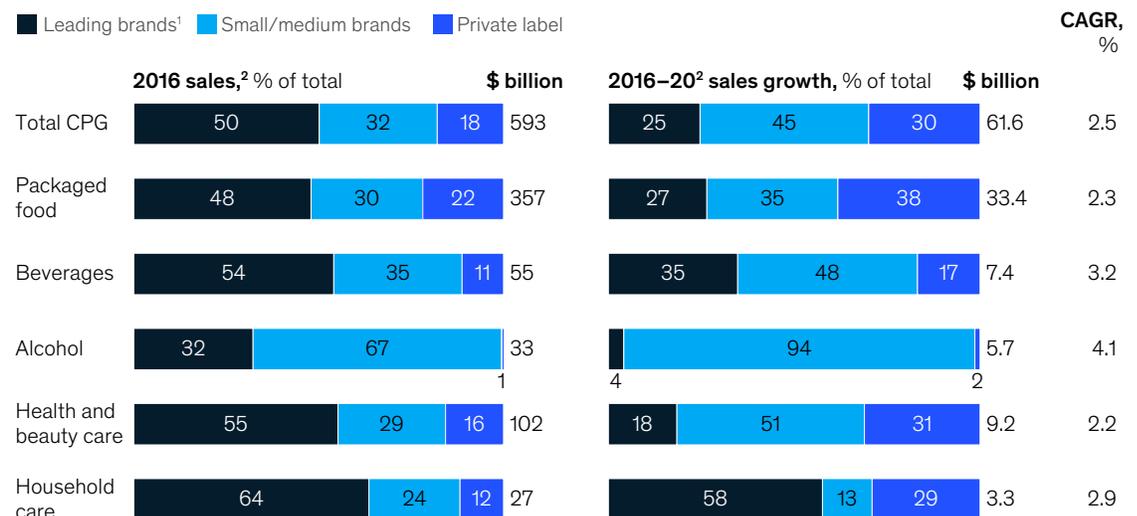
Industry performance mismatch with high market expectations

The market expects CPG leaders to overcome this growth challenge. We analyzed the valuations of 155 listed CPG companies. Their December 2019 aggregate market cap—chosen to avoid the distorting impact of COVID-19—suggests that investors expect significant performance improvements. Assuming constant margins, CPG players need to achieve one to 1.5 percentage points higher organic growth rates than they did in the last decade to meet investor expectations. Maintaining their recent growth rate of 2.6 percent risks an approximately 25 percent reduction in market cap (Exhibit 3).

Exhibit 2

In recent years, leading brands in each CPG category have generated only 25 percent of growth in US Nielsen-covered channels, despite being 50 percent of sales.

Sales growth across US Nielsen-covered stationary channels by type of brand (2016–20²), % of total



¹Leading Brands defined as the top 3 brands by TTM 04/2016 Sales by sub-category (eg, whiskey, hair care), small / medium brands as remaining brands apart from Private Label.

²Includes food/grocery, drug, mass merchandisers, Walmart, club stores, and dollar stores. Years refer to 12 months, ending in April of that year (eg, 2016 = 12 months from 05/2015 to 04/2016).

Source: Nielsen

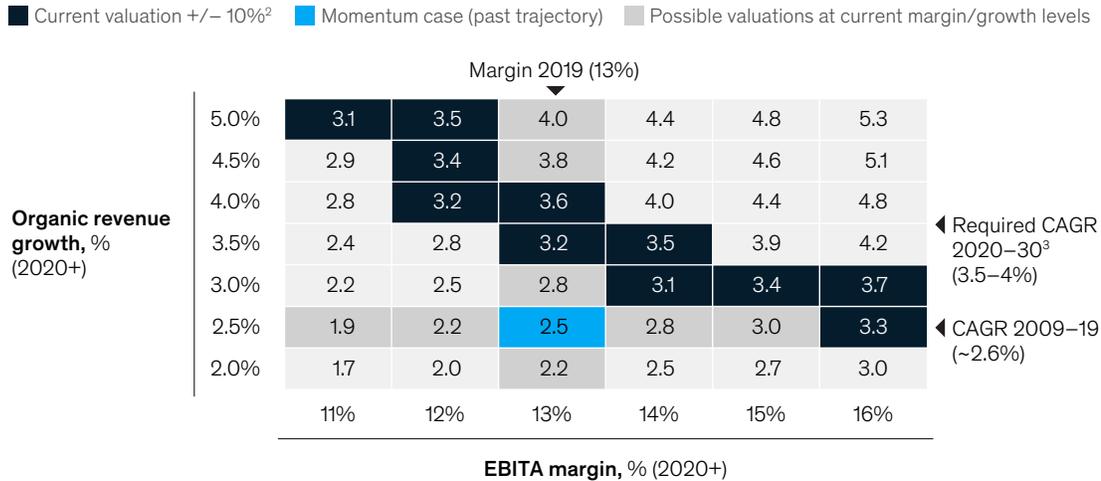
² US Nielsen data includes food/grocery, drug, mass merchandisers, Walmart, club stores, and dollar stores; *leading brands* defined as top three brands in each category, by 2016 sales.

³ US Nielsen data includes food/grocery, drug, mass merchandisers, Walmart, club stores, and dollar stores; *leading brands* defined as top three brands in each category, by 2016 sales.

Exhibit 3

Assuming constant margins, CPGs need to deliver ~1–1.5 percentage points higher organic growth than in the last decade to meet investor expectations.

Large CPG companies—aggregate market cap at different growth and margin scenarios,¹ \$ trillion



¹Based on DCF analysis using aggregated financial performance and assuming WACC of ~7.5% (D/E of 25%), tax rate of 24%, IC/Revenue ratio of 42% (based on last 5 years average), perpetuity growth beyond 10 years capped at 4%.
²Aggregate Market cap of \$3.4 trillion as of Dec 31, 2019 (pre-COVID-19 impact).
³Assuming constant margin.
 Source: S&P CapitalIQ, company reports, McKinsey analysis

Accelerating growth by ~40–60 percent is a tall order. To stay healthy and relevant to consumers, CPG companies must confront the challenge.

12 trends disrupting the traditional model

Why has the old success model stopped generating growth? Because 12 disruptive trends have battered the model over the last decade. Now COVID-19 is amplifying many of them (Exhibit 4).

Five of those trends are disrupting CPGs' traditional mass market brand-building. Digital media and the ubiquity of digital data are transforming how consumers learn about brands. Price sensitivity is skyrocketing in importance in the wake of COVID-19. In Western markets, what consumers value is shifting, with younger consumers seeking brands they see as special, different, and authentic. About half of Western consumers across age

groups are prioritizing conscious eating and living, preferring purpose-driven brands that help them meet personal goals like reducing meat consumption. Small brands are rushing in to deliver on these brand values (although execution challenges during the COVID-19 crisis have held them back, growing at only their fair share, instead of outgrowing large brands).

Four of the 12 trends are transforming selling channels. E-marketplaces have experienced meteoric growth of 17 percent over the last five years, generating 65 percent of the growth among the top 150 retailers across the globe (and across all categories). E-marketplaces surged in grocery categories during the COVID-19 crisis, with Amazon's grocery business growing 45 percent in the US and 80 percent in the UK, according to Slackline. Meanwhile, discounters are continuing their steady rise, especially in Europe and some developing markets. As a result, grocers are

squeezed and responding in ways that make them increasingly challenge trading partners. Now COVID-19 is driving foodservice market contraction—a major challenge, particularly for beverage players.

While developing markets will continue to account for 70 percent of consumer goods growth, the mix of geographies has shifted, with emerging Asia generating far more growth than other developing markets (representing about half of global private consumption growth over the next 10 years). Local

competitors and digitization of the trade structure are key dynamics in emerging Asia.

Of course, all trends vary by market. Averaging can risk masking the intensity of trends in leading countries— for example, China for digital sales, South Korea for beauty regimen, and Germany for price and value. We advocate monitoring lead markets to see and seed the future in others.

See the “Twelve disruptive trends” summary table for a more complete trend analysis.

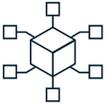
Exhibit 4

The old model stopped generating growth because 12 disruptive trends have battered the model over the past decade—now, COVID-19 is turbocharging many of them.

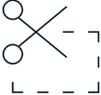
Moderate  very high 

The old value-creation model	Disruptive trends	Trend impact		Disruption due to COVID-19
		Past 10 years	Next 10 years	
Mass-market brand-building and product innovation	1 Digital ubiquity (data, mobile, and the Internet of Things)	2	5	↑↑
	2 Importance of value/price sensitivity	4	5	↑↑
	3 The millennial and Gen-Z effect	2	4	→
	4 Conscious eating and living	3	5	↑
	5 The explosion of small brands	3	4	↓
Partnering closely with grocers to gain broad distribution	6 Meteoric rise of e-marketplaces	3	5	↑↑
	7 Steady rise of discounters	3	4	↑
	8 Mass-merchant squeeze	2	5	↑
	9 Foodservice challenges	2	3	New
Building brands and distribution in developing markets	10 Battle for emerging Asia	3	4	↑
Driving cost out of the operating model, often through centralization	11 Pressure for profit from activist investors	2	3	Jury's out
Using M&A&D to consolidate markets and enable organic growth post-acquisition	12 Rising competition for deals	3	3	Jury's out

Twelve disruptive trends

Old value-creation model	Disruptive trend	Key facts
Mass-market brand building and product innovation	Digital ubiquity 	<ul style="list-style-type: none"> • Digital (data, mobile, and the Internet of Things) has been revolutionizing how consumers and brands learn about and engage with each other • Under stay-at-home mandates triggered by COVID-19, digital engagement surged across all platforms
	Importance of value 	<ul style="list-style-type: none"> • After the GFC, consumer confidence did not rebound to prerecession levels until 2011 in Germany, 2014 in the UK and the US, and 2017 in China • COVID-19 will likely trigger a much deeper recession than the GFC. Currently, 65 percent of European consumers surveyed said they were very or extremely concerned about the economy
	The millennial and Gen-Z effect 	<ul style="list-style-type: none"> • US Millennials are almost four times more likely than Baby Boomers to avoid buying products from “the big food companies” and almost six times more likely to find newer brands “better or more innovative”¹
	Conscious eating and living 	<ul style="list-style-type: none"> • Conscious eating and living are gaining traction, driven by three consumer desires—reduce meat consumption, contribute to sustainability, and accommodate dietary needs and preferences • 50 percent of UK consumers across the economy are conscious eaters, with 38 percent eating less meat, 30 percent factoring sustainability into food choices, and 24 percent accommodating a food intolerance or preference (with considerable overlaps)
	The explosion of small brands 	<ul style="list-style-type: none"> • Conscious eating is redefining what <i>healthy</i> means • Small brands have seen high growth, growing four times faster than large brands, 2018-2019, although they struggled with availability and execution during the COVID-19 crisis • Venture capitalists have provided \$18 billion of funding to small CPG brands in the past five years • Large CPGs acquired small brands successfully in the last few years, often accelerating their growth and helping them over the \$100 million scale barrier
Partnering closely with grocers to gain broad distribution	Meteoric rise of e-marketplaces 	<ul style="list-style-type: none"> • E-marketplace/online-to-offline (O2O) giants have generated 65 percent of the top 150 global retailers' growth, growing at 17 percent, 2014–2019, versus grocers' 0.8 percent • Three e-marketplace/O2O giants—Amazon, Alibaba Group, and JD.com—account for almost all of the growth • COVID-19 helped e-marketplace/O2O giants surge in grocery. Amazon grew its grocery business 45 percent in the US and 80 percent in the UK, according to Slackline • This disruption will accelerate as e-marketplace/O2O giants increase their geographic reach and move into brick-and-mortar

¹ McKinsey, “Millennial Survey,” 2019.

Old value-creation model	Disruptive trend	Key facts
	Steady rise of discounters 	<ul style="list-style-type: none"> • ALDI and LIDL grew 6.7 and 7.1 percent, respectively, between 2013 and 2018 • Discounters typically grow to secure market share of 20 percent or more in each grocery market they enter
	Mass-merchant squeeze 	<ul style="list-style-type: none"> • The rise of the e-commerce giants and the discounters is squeezing grocers and other omni-channel mass merchants • Together, the 76 largest mass players saw revenue growth of just 0.8 percent between 2014 and 2019 • This pressure is forcing mass merchants to become tougher trading partners, including participating in buying alliances, which accounted for 55 percent of retail value from multinational CPGs in Europe in 2019 and are projected to exceed 95 percent by 2025
	Foodservice challenges 	<ul style="list-style-type: none"> • The COVID-19 crisis is triggering foodservice consolidation • The ongoing economic impact and increase in remote working will further challenge foodservice
Building brands and distribution in developing markets	Battle for emerging Asia 	<ul style="list-style-type: none"> • China, India, and emerging Asia–Pacific will generate more than 50 percent of the world's growth in real private consumption, between 2019 and 2029. Yet they account for only 20 percent of private consumption today • Within a decade, 75 percent of Chinese households and almost 60 percent of Indian households will be part of the consuming class • The growth rates of other developing markets have nearly halved since 2009 so they will contribute only 12 percent of real private consumption growth between 2019 and 2029 • The US remains a key market, generating 20 percent of global growth (the bulk of the 35 percent developed market share of growth) • Channels in developing markets are evolving differently than they did in the West, e.g. emerging Asia's fragmented trade is digitizing
Driving cost out of the operating model	Pressure for profit from activist investors 	<ul style="list-style-type: none"> • Activists ran more than 110 campaigns per year against CPG players between 2016 and 2019 increasing attention to SG&A industry-wide • Activist investors encouraged some short-sighted choices from which the industry is still recovering
Using M&A to consolidate markets and enable organic growth post-acquisition	Rising competition for deals 	<ul style="list-style-type: none"> • Competition for deals has sustained high EV/EBITDA multiples in CPG of 10.1x–11.8x since 2013 • Despite the COVID-19 crisis, deal competition will increase as large assets grow scarce and private equity firms sit on an estimated \$1.6 trillion in dry powder

Tough questions and strategic choices

Before the COVID-19 crisis, major CPG companies were evolving toward a new model. They were sharpening their execution of the old value creation model, experimenting with ways to own the explosion of small brands in their categories, and pulling the lever of productivity more than ever to meet investor expectations.

Then the pandemic hit. Grocery volumes surged 20 percent with pantry loading and then settled at 5 to 10 percent, while restaurants remained closed or tightly restricted. Through this period, large CPG companies mobilized their supply chains and concentrated on top lines, while small players struggled to pivot. Further, 15 percent or more of consumers changed their primary grocery store, generating a shock to loyalty and lots of forced trial. This has created a powerful opportunity for brand leaders to get closer to the consumer, while reasserting the benefits of scale in the supply chain and key account relationships. But the crisis is also accelerating consumer demand for value and reliance on digital. All of this constitutes a call to action for the industry.

CPG companies need to confront these challenges by rethinking their “where to play” growth strategies across categories and brands to get more exposure to growing markets channels and brands. And they need to shift much faster to a new ‘how to win’ model that embraces digital marketing, sales, and operations, creating a new virtuous cycle that works for today’s consumers and trade. We outline questions to ask and moves to consider below.

Portfolio and category strategies

For each of our category franchises, where is the growth, and how well positioned are we to capture it with our current mix of evergreen brands and small brands, especially in the shadow of COVID-19? How are consumers changing? How are channels changing? How well-suited are our competitive advantages to these changes? Therefore, where should we play? In particular, should we participate in the value segment or allow the “good enough”

portion of our categories to grow without us? And do we need to divest any brands because they no longer fit our growth requirements or our business model? What capability improvements and what big bets, including true business model change, could unlock a new wave of growth for us?

Great portfolio and category strategies start with two inputs: a privileged view of what is happening with the consumer and the market and a deep understanding of the company’s competitive advantages. With these in hand, a company can determine how well-suited its current evergreen brands and small brands are to capturing growth and therefore what strategic goals to set for them. The company can then identify what new business models, external partnerships, and M&A agendas could generate exciting new growth.

Evergreen brand growth strategies

How relevant are our evergreen brands to growing consumer segments, especially those under 35? What will it take to get our evergreen brands on the right side of consumer and channel trends and accelerate their growth?

Many CPG companies have been renovating the brand equity of their large brands, imbuing them with more purpose, more originality, and more relevance. This is the right place to start. Particularly in the context of COVID-19, delivering on the brand’s promise is necessary but not sufficient. Consumers, especially younger consumers, want brands that understand them and share their values. They also want to know that the brand is virtuous on local community contributions, equitable commerce, and environmental performance. Trust and purpose matter more than ever.

Of course, superior functional performance is also essential for evergreen brands, and the bar keeps rising as private-label contract manufacturers mature. Evergreen brands must obsess over their functional performance across all consumer occasions, using innovation as needed to retain leadership.

Getting evergreen brands on the right side of marketing and sales trends is also vital. Marketing must be tailored by audience, delivering relevant messages through relevant channels in a granular way, while the product line of the evergreen brand remains appropriately streamlined. Evergreen brands must also embrace high-growth sales channels and retail formats, even when they require a different commercial model than grocery. Channel strategies will need to be even more customized to each country and category trend. For example, in Brazil, the cash-and-carry format should prove resilient in the aftermath of the COVID-19 crisis. In all cases, evergreen brands must shape the execution of their categories in their relevant channels.

Above all, evergreen brands must lead in consumer closeness, to guard against small competitive brands popping up in segments left unattended and against retailers offering good enough alternatives at lower prices.

Small brand growth strategies

What will it take to help our small brands achieve scale rapidly? How can we make small brand acquisitions successful?

Driving the explosion of small in your categories is an exciting prospect, offering the potential to extend category leadership with concepts that appeal to engaged niches and can command a

premium. Major CPG companies are getting the hang of it. Small US brands acquired by large CPGs grew faster than other small brands, between 2018 and 2020. But many small brands struggle to get over the \$100 million barrier so acquiring the right challenger brands is not easy. Would-be acquirers should look for the three hallmarks of a truly scalable proposition—longevity (fit with a growing lifestyle or consumer mindset), breadth (a natural direction for expansion into adjacent categories, channels, geographies, or needs), and momentum (loyalty that secures high returns through repeat purchase or word of mouth).

Acquirers can scale a small brand over time by guiding, intervening in, or integrating it, but they must act at the right time and remember why small brands often initially succeed on their own. On the journey to scale, small brands need to win on their proposition, be disciplined on commercial levers, and build the backbone for scaling. The small brand proposition is usually the “sparkle”—often predicated on new, niche consumer insights or a business model that big brands typically lack the authenticity to offer. The scaling risk lies in expanding beyond the core too early, before a small brand has earned the right to offer the adjacency.

Successful stand-alone small brands are very disciplined and very careful about spending. Small brands usually market efficiently with the core consumer in mind. As they grow, they leverage

The new model uses digital to move away from mass marketing and sales and toward targeted commercial execution.

their community and loyalty to “export” the brand. They also tend to focus on a key channel to deliver and delight the core audience before expanding distribution points to increase purchase frequency. An acquirer can open the door to a few thoughtful channel expansions, as well as guide the small brand in pulling commercial levers (i.e., pricing and promotional optimization) before scale takes hold, keeping the brand efficient.

The supply chain and the operating model are often a secondary focus for a small brand but essential for scaling. An acquirer can provide supply chain instruction or even integration support to help the small brand build a strategic and responsive supply chain. This is especially helpful in categories with long lead times, highly regulated environments, or fluctuating raw material costs.

The new model

To execute these category and brand growth strategies, CPGs need to adopt a new model—a new “how to win”—that looks quite different from the old

model. The new model continues to leverage scale advantages in marketing spend, distribution, supply chain, and back office but uses digital to move away from mass marketing and sales and toward targeted commercial execution. The new five-part model, which requires building or strengthening 16 individual capabilities, looks like this (Exhibit 5).

Relevance-led brand building, innovation, and marketing

Relevance-led brand building is vital for both evergreen brands and small brands. Most CPG companies need to do much more to sharpen their consumer targeting, enabled by new digital media. This targeting needs to cross all touch points and include personalized point-of-sale marketing, which remains very underdeveloped today. Insights from the vast amounts of data that consumers create then need to loop back into innovation priorities and results, maximizing the brand’s relevance to micro-segments and micro-occasions, while keeping the product line focused on an efficient core.

Exhibit 5

Getting on the right side of trends: Revamping ‘where to play’ and ‘how to win.’

Degree of change versus the old model: ● Extensive ● Moderate

Where to play	How to win	
Portfolio, category and brand strategies	The new model	Required capabilities
Portfolio strategy	● Relevance-led brand building, innovation and marketing	● Occasion- and purpose-led portfolio, innovation and design ● Data-driven marketing
● Category priorities ● M&A&D	● Partnering with all growing channels and embracing digital sales	● Precision revenue growth management ● E-marketplace management ● Building omnichannel and DTC businesses ● Digital route-to-market and customer contact
Category strategy	● Building brands and distribution in developing markets	● Local success models
● How consumers, markets and channels are changing ● Micro-pockets of growth combining category evolution, consumer sentiment, needs and occasions ● Your competitive advantages	● Evolving the operating model to excel at local consumer closeness and ever greater productivity	● Fitter, flatter, faster organization ● Agile sprints to accelerate innovation and change ● Next-generation design and procurement ● Intelligent supply chain ● Tech overhaul ● Back-office automation ● Agile budgeting and resource allocation
● Subcategory, market and channel priorities ● Big moves, e.g. new segments, new business models	● Using programmatic M&A&D to acquire small brands and capabilities and to divest low growers	● Programmatic M&A&D for small brands and capability ● Divestment of low-growth brands
Brand strategy		
● Brand promise and positioning ● Subcategory, market and channel priorities		

Partnering with all growing channels and embracing digital sales

While grocers will remain CPG companies' most important and strategic trading partners in most markets, CPGs also need to ensure that they achieve pervasive distribution of their evergreen brands, which requires embracing many channels, including e-marketplaces. Small brands need to be present in their best-fit distribution channels. Therefore, most CPGs need to strengthen four digital-driven commercial capabilities.

Precision revenue growth management (RGM).

Leading CPG players unlock the next growth curve by linking the core levers of RGM—pricing, assortment, promotion, and trade investment—to the company's occasion expansion and activation strategy. Precision RGM is powered by advanced analytics tools that automate key analyses at a very granular level and enable simulation and foresight.

E-marketplace management. Maximizing success on these platforms without triggering cannibalization of more profitable sales requires appropriate, tailored messaging and assortment at the point of sale. CPGs need to build developer teams that produce the necessary assets (pictures, videos, and key words) and drive technical execution, day in and day out. These teams need to be fully integrated with the business and prioritized as a critical capability required to maximize growth.

Building omnichannel and D2C businesses.

CPGs need to excel at omnichannel category management, setting the goal of overtrading versus each retailer's brick-and-mortar business, particularly given the expected two to three percentage point share gain that online will enjoy in most markets post-crisis. Direct-to-consumer (D2C) businesses are commercially viable for only select CPG propositions—namely, those with an average basket and purchase frequency high enough to justify customer acquisition costs and make per-order economics viable. Categories like pet care and non-OTC consumer health offer abundant opportunities. For other categories, D2C propositions may still be worthwhile to acquire

proprietary consumer data and create a test-and-learn opportunity.

Managing data for proprietary insights. CPG manufacturers must become experts on retailers' big data in order to keep their seat at the table. They must demonstrate expertise in big data analytics, insight generation, and ROI tracking of investments, particularly for e-marketplaces since these retailers often do not value traditional CPG category management.

Building brands and distribution in developing markets

Participating in developing markets of course requires deep local consumer understanding. Companies need to rebuild entrepreneurial, dedicated local organizations that can execute impactful global marketing campaigns in locally relevant ways.

CPG companies also need to evolve their routes to market as the trade changes. In emerging Asia, e-marketplace and online-to-offline (O2O) giants will continue to lead, while digital enablement of the fragmented trade will strengthen that format, leaving less room for Western-style modern trade.

For CPG players, early adopters of digital-led route-to-market models will have a clear advantage, both in shaping point-of-sale service level expectations and in leveraging the power of analytics. The value proposition to the fragmented trade will be increasingly customized, enabled by advanced recommendations on assortment and pricing that require different back-end processes in CPG commercial teams.

Evolving the operating model to excel at local consumer closeness and productivity

Historically, some CPG companies went too far in pursuing a global one-size-fits-all model and lost ground to more locally relevant competitors. Going forward, CPG players need to reinvest in local talent and decision rights in priority growth markets and use them as lead markets for understanding consumers and channels in the region or sub-region.

The local GM should own the game plan for winning in the market.

Companies at the forefront of implementing this more unbundled operating model have, for example, abandoned traditional paradigms of how to organize for innovation. Instead of driving innovation out of global R&D centers, they identify innovation needs by local market, with employees at all tenures having nomination rights. Then they form a cross-functional team within days, fast-track funding, and, with the help of global R&D capabilities pulled into the process, develop a marketable product in weeks, rather than years.

This operating model uses technology and digitizes wherever possible, from automating standardized tasks in HR, finance, and IT to supporting the decision making of signature roles, such as equipping brand managers with KPI cockpits and consumer insights dashboards.

Great operating models are adept at promoting change. We advocate establishing a high-profile, institutionalized sprint process that identifies, resources, and sponsors new capability-building and other priorities across the business in short-burst cycles. One CPG company, for example, identified mission-critical tasks in marketing and organized cross-functional teams in six-week sprints around each task. Coupled with senior sponsorship and a “fast-track removal of barriers” spirit, all the teams completed their tasks, which otherwise might have taken years. Such success makes it easy to rally the rest of the organization around the coming change and create a pull, rather than a push, transformation.

Operating models also need to unlock the next wave of productivity. We see several opportunities.

Next-generation design and procurement.

Product design needs to get closer to what the consumer values and reduce all other costs by modularizing, tearing down, and benchmarking every element in new designs. Even leading

CPG companies still lag behind industries like automotive and medical products in embracing design-to-value. Indirect procurement often offers another substantial savings opportunity. Most CPGs can achieve savings of three to seven percentage points on their addressable direct and indirect procurement base.

Intelligent supply chain. Today it is possible to realize the aspiration of an intelligent supply chain in which an integrated planning process takes relevant data from the demand side and turns it into reality on the supply side. Success requires harnessing digital data throughout the value chain and using it in an integrated, automated corporate planning process. A major benefit of this shift is the ability to move from monthly to more frequent sales and operations-planning cycles that maximize sales, while reducing obsolescence and working capital.

Tech overhaul. Tomorrow's supply chain must operate in real time and with insufficient information to enable cost reduction, resilience, flexibility, and traceability, especially post-COVID-19. Most mature CPG players need to jettison their legacy IT set-up, taking a zero-based approach and moving into a cloud scenario focused on customer-driven processes built for machines talking to each other, not humans emailing Excel spreadsheets.

Back-office automation. In the past 20 years, SG&A cost reductions came from doing the mess for less, making operations cheaper but not better. Now is the time to overhaul the processes built for the ERP environment of the 1990s and use emerging technologies like intelligent automation and artificial intelligence to modernize the back office, creating a service-oriented, low-touch/low-code environment to democratize automation, analytics, and artificial intelligence.

Agile budgeting and resource allocation. Our research shows that top performers reallocate 2 to 3 percent of resources per year, removing unproductive costs and channelling funds to priority

initiatives. The zero-based budgeting processes that many CPG companies have implemented make this ambitious goal more achievable than in the past.

Programmatic M&A&D

CPG companies have been using M&A&D extensively to pivot their portfolios toward growth and add capabilities rapidly. In the last decade, leading CPGs players turned over their portfolios at more than twice the rate of other large listed firms.⁴

The strongest CPG players will continue to develop the skills of serial acquirers adept at acquiring both small and large assets and at using M&A&D to achieve visionary and strategic goals—redefining categories, building platforms and ecosystems, scaling quickly, and accessing technology and data through partnerships. The most successful players employ a programmatic M&A approach focused on snapping up challengers, rather than market consolidation or expansion into adjacencies (8.3 percent total shareholder returns between 2013 and 2018, compared with 6.1 percent and –7.8 percent, respectively).⁵ These players often

complement their M&A&D programs with incubators or accelerators for small players, that, at their best, leave ample time to fully understand the success drivers of the brand and help the organization scale the brand without overburdening it with inflexible operating procedures.

After a period of disruption intensified by the COVID-19 crisis, the CPG industry is entering a new era. CPGs that prosper in the 2020s will make where-to-play choices that strengthen their portfolios and get their categories and brands on the right side of the disruptive trends. They will also adopt a new how-to-win model that focuses on relevant consumer marketing and selling across growing channels, and they will embrace an operating model that prioritizes consumer closeness and intelligent productivity gains to fuel commercial investments. These shifts will help industry leaders unlock growth with brands and business models, old and new.

⁴ McKinsey analysis.

⁵ McKinsey, "The next wave of consumer M&A: Executing for value," October 21, 2019 (median TRS data refers to programmatic M&A approach only).

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Consumer organization and operating models for the next normal

Many consumer-goods companies and retailers have risen to the challenges presented by the pandemic. Seven core practices can help them keep what has worked and prepare for what lies ahead.

This article was written collaboratively by the McKinsey Consumer Goods and Organization Practices, groups that span all of our regions and include: Ayush Agnihotri, Bryan Logan, Kristi Weaver, Oren Eizenman, Kate Lloyd George, and Lauren Ratner.

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The COVID-19 pandemic is posing staggering health and humanitarian challenges.¹ As the crisis evolves, companies must act on multiple fronts to protect their employees, customers, supply chains, and financial performance. Retail and consumer-goods sectors have been particularly affected, with frontline employees directly at risk and companies struggling with demand that is either rapidly evaporating or surging well past the available supply.

These most trying of circumstances have forced organizations to adapt quickly. In the process, many have achieved what they had aspired but failed to deliver for years. Decisions are made faster. Innovation cycles have dropped from months to days. Working remotely, previously a benefit offered to a portion of workers at some companies, is now an imperative for most employees. Companies are putting a greater emphasis on employees' physical and mental health than ever before, and they're celebrating leadership capabilities that weren't considered critical before the crisis.

These shifts occurred out of necessity—and, without thoughtful action, many of the recent changes are likely to revert over time to more traditional approaches. Leading companies will use this moment as an opportunity to rethink and reset their operating models for the future.

The seven shifts of the next normal

As companies reconsider and reconfigure their operating models, they need to be sure to underpin them with seven core practices that will define the next normal² (Exhibit 1).

1. Reset of operating model and rhythm based on fewer (and bigger) priorities

In the past few weeks, we have seen a sharper focus on top priorities, while less critical initiatives

have been paused or discontinued altogether. A recent McKinsey survey of more than 100 executives at consumer organizations³ revealed a desire for this sharpened prioritizing to continue and permeate into the next normal. As the fight-or-flight instincts triggered by the crisis relax, companies will be tempted to return to more familiar modes of employee engagement.

Sustaining the type of focus and strategic clarity we see today will require deliberate process changes and leadership commitment. The most focused companies use a variety of practices to align their organizations with a clear set of priorities. One such practice is having disciplined management meetings, including structuring the executive-team calendar to explicitly support strategic priorities. Organizations are also establishing working norms that ensure the management team's time together is focused on major decisions, avoiding tactical discussions and leaving ample time to ensure team alignment with company priorities.

Most companies also find that frequently—and formally—revisiting strategic priorities, a necessity during the COVID-19 crisis, is beneficial. This review can take the form of quarterly executive-team check-ins to assess existing initiatives and to determine whether to accelerate, evolve, or stop them or to address more structural elements, such as shifting from a three-year strategic-planning process to a more dynamic resource-allocation model.

Finally, aligning with fewer (and bigger) priorities may also enable an organization to reset organizational and operating structures. Narrowing down priorities can afford organizations a chance to realign their business segments with the top priorities, rather than with more traditional category or geographic segments, by elevating

¹ See Matt Craven, Mihir Mysore, Shubham Singhal, and Matt Wilson, "COVID-19: Implications for business," April 2020, McKinsey.com.

² See "The Next Normal" article series, at McKinsey.com.

³ McKinsey Retail and Consumer Goods Bold Moves Survey. One hundred executives at US consumer-goods and retail companies with at least \$2 billion in revenues were surveyed on the organization and operating-model implications of COVID-19. The survey was in the field the week of April 6, 2020.

New behaviors can evolve into the next normal for organizations.

	What organizations have shown		Aspirations for the next normal
	1. Rapid reprioritization		Reset of operating model and rhythm around fewer (and bigger) priorities
	2. Management of cost to maintain liquidity		Comprehensive cost reset
	3. Real-time innovation in digital channels		Significant resource distortion for must-win capabilities
	4. Experimentation with remote workforce		Acceleration to the flexible workforce of the future
	5. Reengagement with employees		Changed employee value proposition
	6. Faster decision making		Sustained metabolic rate and speed of decision making
	7. Resilient leadership during crisis		Heightened focus on leadership development

key brands, countries, or information to the CEO in a much more deliberate way. Moreover, it may allow the senior leadership team to incorporate new roles, both permanent and temporary, that reflect the new priorities: M&A, business building, and transformation.

2. Comprehensive cost reset

To recapture pre-COVID-19 margins, many consumer-facing organizations will need to reset their cost structures (Exhibit 2). Disrupted categories (for example, white goods and apparel) are suffering, but even surge categories such as grocery will be adversely affected in the longer term because of shifting consumer sentiment and models of consumer interaction, such as curbside pickup.

Our preliminary impact assessment found that retailers that don't proactively adapt to changing

conditions could see their margins fall 200 to 400 basis points because of increased labor and fulfillment costs. The short- to medium-term impact of shifts in costs and revenues is equivalent to 20 to 30 percent of general and administrative costs. This reduction doesn't include the additional investment necessary to build capabilities that will enable growth.

The story for consumer-goods companies is more nuanced; some categories have flourished thanks to near-term stock-ups while other, more discretionary consumer goods have been affected adversely. Although the margin implications will vary by subsector, the need to invest in new and emerging capabilities, such as digital, data, and analytics (DD&A), is universal. Focused priorities and streamlined decision making naturally create an opportunity to reset the cost structure.

Exhibit 2

Retail cost structures need to be revised postcrisis.

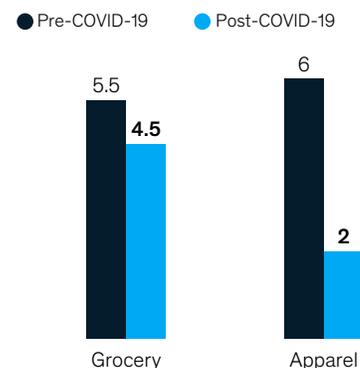
Profit and loss headwinds

Top line	⊖	Contraction for discretionary categories; return to normal varies based on economic response and virus containment
Pricing and promotions	⊖	Promotional intensity fueled by declines in consumer sentiment and spend
Shipping and handling	⊖	Accelerated shift to online and lower-margin fulfillment models
Labor costs	⊖	Swing from historically low to high unemployment, although wages likely to continue to rise
Occupancy	⊖ ⊕	Store closures and bankruptcies likely to put continued pressure on lease rates and terms, but deleveraging could continue as sales shift online

Profit and loss tailwinds

Top line	⊕	Demand surge in some nondiscretionary categories; return to normal varies based on economic response and virus containment
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Unmitigated EBITDA¹ impact for retailers, %



Many headwinds already in place before COVID-19 are now accelerated

¹Earnings before interest, taxes, depreciation, and amortization.

Cost resets are known commodities to most established organizations, but the coronavirus offers a twist on the traditional approach. Physical footprints will change to accommodate people coming back to work. Physical-distancing protocols will likely need to be put in place, at least in the near term, to make sure that employees feel safe. New flexible work options will have immense HR and IT implications. These and other changes will compel companies to adapt their organizational structures and operating models.

3. Significant resource distortion to must-win capabilities

Many of the shifts in recent months represent a substantial acceleration of consumer trends that had already been in progress for some time. For instance, online shopping is up by 20 to 70 percent since the pandemic began, and supply chains are adapting rapidly. Store economics have been strained for some time, and we expect store

footprints to continue to shrink. In the next normal, many stores could become nodes in a retailer's supply chain.⁴ These stores could also increasingly reflect the tastes of local consumers as they adapt product, pricing, and promotions to each market. Finally, the international spread of the coronavirus has accelerated the premium on flexibility in supply chains, including in partner terms and sourcing (particularly nearshoring).

We have observed other shifts that are much newer but likely to be similarly long lasting. For example, the unprecedented focus on hygiene during the crisis has prompted updated hygiene protocols and a rise in single-use plastics and wipes. These changes are having an impact on sustainability and are forcing companies to innovate ecofriendly alternatives. Physical-distancing protocols also have prompted a rush to adopt contact-free payment and fulfillment models: about 30 percent of consumers intend to continue using self-checkouts

⁴Praveen Adhi, Andrew Davis, Jai Jayakumar, and Sarah Touse, "Reimagining stores for retail's next normal," April 2020, McKinsey.com.

after the crisis, and companies have innovated new delivery and pickup models. The final, but perhaps most troubling, shift is the shock to customer loyalty. Up to 40 percent of consumers have switched stores and brands during the crisis, and many may choose to keep their new habits.

Retailers and consumer-goods companies should ensure that they are strategically positioned to capture growth from these significant trends. Doing so may require investing further in existing capabilities such as e-commerce or innovation or in a new set of capabilities—for example, flexible supply chains, omnichannel sales capabilities, and more accelerated DD&A. It may also include rethinking marketing strategy, capabilities, and spending to better engage with changing consumer sentiments and habits. Organizations may consider pursuing M&A to rapidly gain priority capabilities: the environment is changing quickly, and winners will be out in front.

An average retailer allocates about 6 to 9 percent of its total resources to e-commerce, DD&A, and flexible supply chains. In consumer packaged goods, the number is similar—about 5 to 7 percent of

resources. However, according to our recent survey of retailers and consumer companies,⁵ respondents believe they will need to allocate two to three times more than their current level of resources to increase these capabilities in the future (Exhibit 3).

4. Acceleration to the flexible workforce of the future

The COVID-19 crisis has dramatically increased experimentation with flexible workforce models. Use of video-conference applications has risen by a factor of five to seven, and organizations have become more adept at working remotely. Talent exchanges are being created to address the imbalances between labor supply and demand by, for example, connecting disrupted retailers and consumer-goods organizations that have furloughed or laid off employees with companies that are looking to hire workers quickly. One such exchange, powered by Eightfold.ai and FMI, was launched in early April and, within just two weeks, listed more than 600,000 job openings in the food industry. Some companies have internal talent exchanges: one Chinese cosmetics retailer used one to reposition its store workers to be online influencers.

Exhibit 3

Executives think important capabilities need greater investments.

Top 3 capabilities considered most important in the next 12–18 months¹

	E-commerce or omnichannel	Upgraded online-merchandising capability, strong social-commerce presence and ability to interact with customers when/where/how they want, differentiated channel strategy, cross-channel inventory and customer management
	Digital, data, and analytics	Advanced analytics and machine learning, big-data management, social media listening and response; personalized digital marketing and loyalty
	Flexible supply chain	Omni-supply chain with ability to route product in 2-speed model, last-mile delivery, “next product to make” adaptability, nearshoring; partner terms

Today, these capabilities² are limited

- **6–9%** of a typical retailer’s FTEs³
 - **5–7%** of a typical consumer-goods company’s FTEs
- 40% of peers believe they need to increase these capabilities 2–3x¹**

¹ Responses to “Which new capabilities do you expect to be most important to your organization in the next 12–18 months?” Top 3 responses allowed, so figures do not sum to 100.

² Considering average number of FTEs in retailer’s or consumer-goods company’s e-commerce, digital, analytics, and supply-chain functions (for supply chain, considered flexible, strategic, analytical omni-resources only).

³ Full-time equivalents.

Source: McKinsey Commercial Excellence Benchmarking Survey, 2019; McKinsey Retail and Consumer Goods Bold Moves Survey, April 2020 (n = 100); company reports; McKinsey analysis

⁵ McKinsey Retail and Consumer Goods Bold Moves Survey, April, 2020.

In the longer term, we will likely see two major developments. First, a so-called talent-anywhere strategy, with teams consisting of members across locations, could become increasingly common and allow employers to strengthen capabilities in geographies where they have been difficult to build. For example, we mapped the population of data scientists across the United States and found that nearly 70 percent of the headquarters for the top 100 retailers and top 100 consumer-goods companies were more than 50 miles from the nine largest concentrations of data scientists (Exhibit 4).

Second, to load-balance peaks and troughs, new talent marketplaces will emerge across functions to enable labor sharing by companies that don't compete with one another. This development may also establish a more standardized "certification" among retailers and consumer-goods companies for some common roles (such as cashier, stocker, line

manager, and distribution coordinator), potentially reducing the talent-recruitment burden for HR.

Last, the increased use of the gig economy for specialized labor, such as designers, could reduce the need for in-house niche expertise or large centers of excellence. Many retailers, for example, are rethinking their large in-house creative agencies.

5. Changed employee value proposition

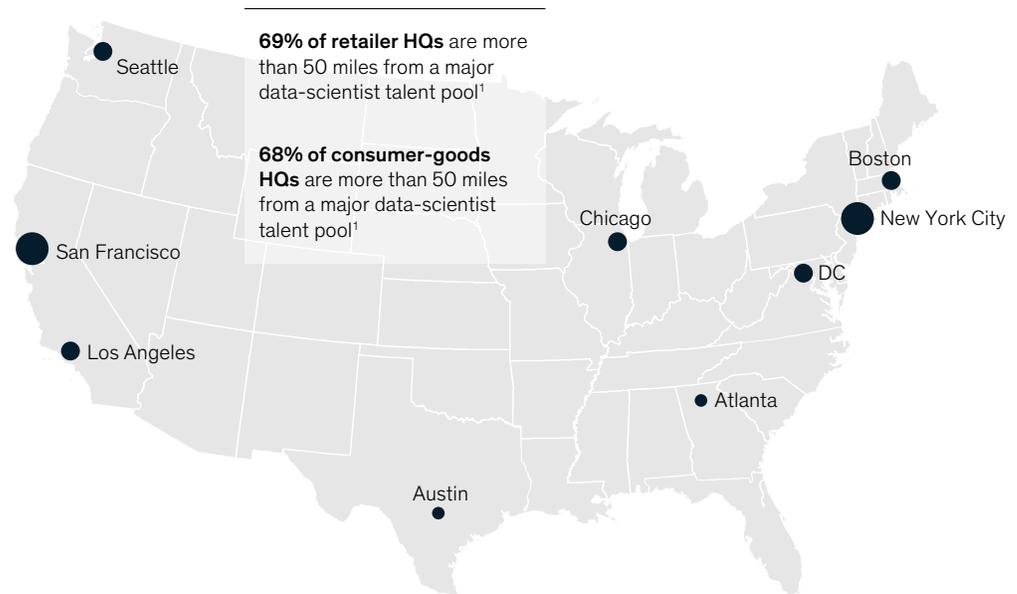
The COVID-19 crisis has changed the employer-employee dynamic. Recent events focused both parties on employee benefits (for example, health insurance and sick leave), protective measures (such as personal protective equipment), and the new norm of remote working.

While this focus will, with time, recede, it is possible that consumer expectations for how employees treat their talent will remain altered. Existing safety protocols may be expanded as personal

Exhibit 4

Talent centers don't overlap with consumer HQ locations (data-scientist example).

Top 9 US cities for data-scientist population



¹Percentage of top 100 US retailers and top US consumer-goods companies.
Source: Stores.org; Consumer Goods Technology; Talent Intelligence; McKinsey analysis

protective equipment becomes table stakes for many roles. Employees shocked by the high and rising unemployment rate will look for employers to provide opportunities for them to retrain in a lost-cost, online way. Employees in critical roles may be well positioned to demand that the expanded benefits they were offered during the crisis lockdown (for example, more generous sick-leave policies and enhanced medical benefits) be maintained.

That said, these benefits and improved working conditions come at a price—and most consumer companies will be keeping a close eye on their sales, general, and administrative costs over the coming months, if not years. The acceleration to a more flexible workforce may generate efficiencies that enable this changed dynamic.

6. Sustained metabolic rate of decision making

We have also noted the emergence of expedited

and more focused decision making across consumer organizations. In our survey, more than 80 percent of executives said that decisions during the COVID-19 crisis are being made faster than before the crisis. Respondents also revealed that major decisions, such as closing stores or exiting a business unit, are requiring far fewer meetings: almost two-thirds require five meetings or fewer compared with one-quarter before the crisis (Exhibit 5).

While the need for accelerated decision making is obvious during this trying time, the ability to sustain such speed is something that companies have struggled with for years. In addition to determining the right governance to continue to make decisions at pace, companies must also establish the infrastructure to communicate and implement them in a thoughtful way.

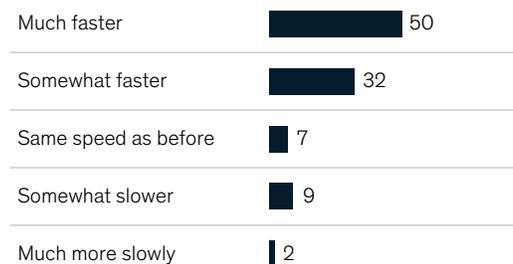
One way to help maintain this practice is by categorizing decisions and speeding up those

Exhibit 5

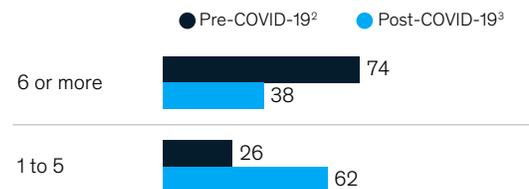
Focus on decisions, not meetings: Major decisions are being made faster during the crisis.

McKinsey CPG Retail Survey; n = 100 executives

Change in time required to make major decisions,¹
%



Number of meetings required to reach a final decision,
%



“Cross-functional communication has vastly improved with increased collaboration and quicker decision making across functions.”

“It absolutely made the team more agile, and decisions are now taken with much less time deliberating.”

¹ Response to “What has been the change (compared to pre-COVID-19) in the time required to make major decisions (eg, exit or enter business categories, opening or closing stores, something relatively important for your business)?”

² Response to “Think about a major decision you were involved in supporting in 2019 (eg, organization decisions, exit or enter business categories, opening or closing stores, or something relatively important for your business). How many meetings were required to reach a final decision?”

³ Response to “Think about a major decision you were involved in supporting since the COVID-19 crisis began in mid-March. How many meetings were required to reach a final decision?”

Source: McKinsey Retail and Consumer Goods Bold Moves Survey, April 2020 (n = 100)

that need to be made quickly and paying more attention to those that matter most or need careful handling. Some leading companies determine the level of impact (positive or negative) at stake and the frequency each decision is made (and therefore the familiarity of the decision). With this approach, organizations can delegate lower-impact decisions, which often accelerates their execution, and focus leadership time on the big bets, which frequently require time-consuming, cross-functional coordination.⁶

Another approach is to think about how to build a minimal viable product (MVP) for different types of decisions. Many companies have done this throughout the crisis without even realizing that they were doing it. Retailers have focused on MVPs for store reopenings, and consumer-goods companies have replanned and rebudgeted the year (which normally takes weeks or months) in days.

Using both a decision framework and an MVP mindset will help consumer organizations to sustain the metabolic rate and speed of decision making they have had during the crisis.

7. Heightened focus on leadership development

The crucible of COVID-19 is highlighting leaders who are stepping up in new ways—as well as revealing unexpected gaps in leadership. In these extraordinary times, an intuitive leader may often be more effective than a tenured one, since a reliance on experience and traditional skills may be insufficient. The best leaders can:

- be empathetic—and open to empathy in return
- shift their management style to enable instead of “command and control”

- demonstrate decisiveness amid uncertainty
- be a role model of deliberate calm and bounded optimism⁷

As companies restart and settle in to the next normal, they should aim to create more opportunities for leaders to make rapid, high-stakes, and cross-functional decisions as part of the normal operating model. Organizations should identify individuals in their leadership pipeline who may fall short in the next-normal operating model. Should any succession plans be reconsidered in light of COVID-19? How could leaders benefit from peer-to-peer coaching?

Putting it all together

When all of these trends are viewed together, it's clear that this crisis has required, and will continue to require, companies to make big and bold changes. The recent pace and depth of change have demonstrated what's possible; companies will need to continue to push beyond the way things have been done in the past, but first they must cement the positive changes they have made since the onset of the pandemic.

By restructuring their organization to focus on the newly created priorities, modernizing their operating models to account for remote working and faster decision making, and shifting routines and rituals to bring value to shareholders, customers, and employees, leading companies will find ways to emerge from the COVID-19 crisis stronger than they were before. Such opportunities do not present themselves often, and organizational leaders need to act now to prepare for the next normal—which, before we know it, we'll all be living in.

⁶ For more, see Aaron De Smet, Gerald Lackey, and Leigh M. Weiss, “Untangling your organization's decision making,” *McKinsey Quarterly*, June 2017, McKinsey.com.

⁷ Jacqueline Brassey and Michiel Kruyt, “How to demonstrate calm and optimism in a crisis,” April 2020, McKinsey.com.

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The next normal in consumer: Implications for Consumer Goods M&A

Lessons from the global financial crisis teach us that consumer-goods companies should consider an active approach to M&A, adapted to the current context, to emerge stronger in the next normal

This article was a collaborative, global effort by Harris Atmar, Sara Hudson, Anish Koshy, Stefan Rickert, and Rodrigo Slelatt

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COVID-19 poses staggering health and humanitarian challenges.¹ In this rapidly evolving crisis, companies must act on multiple fronts to protect their employees, customers, supply chains, and financial results. All consumer sectors will feel the economic impact of COVID-19. This impact is likely to reshape short- and long-term M&A activity, as investors and organizations explore the implications and reassess how best to shape their business and deploy and/or shore up capital. To understand how Consumer Goods M&A may evolve, we draw on lessons from the global financial crisis (GFC) of 2008–2009 and explore the impact of trends in the consumer sector that COVID-19 has created, accelerated, or reversed.

M&A in the consumer goods sector before COVID-19

While recognizing the meaningful differences between today's COVID-19 crisis and the GFC, we

see lessons from the GFC worth considering today. Analysis of the GFC has shown that companies can drive value creation through M&A during downturns by pursuing active M&A programs (Exhibit 1). Similarly, private equity funds that were more acquisitive during the GFC outperformed their less acquisitive peers.²

We evaluated Consumer Goods M&A activity from 2013-2018 in “The next wave of consumer M&A: executing for value,” which took an “archetype” view of deal activity during that five year period.³ We identified the three most common consumer goods deal archetypes, based on a review of 1,040 acquisitions completed by 119 companies between 2013 and 2018 (Exhibit 2). Our analysis found that companies focused on “snapping up challengers” achieved the highest median TSR (6.3 percent), while companies that “bet on adjacencies” had the lowest (0.4 percent), and companies that sought to “expand the portfolio” landed in the middle

¹ “COVID-19: Implications for business,” updated July 2020, McKinsey.com.

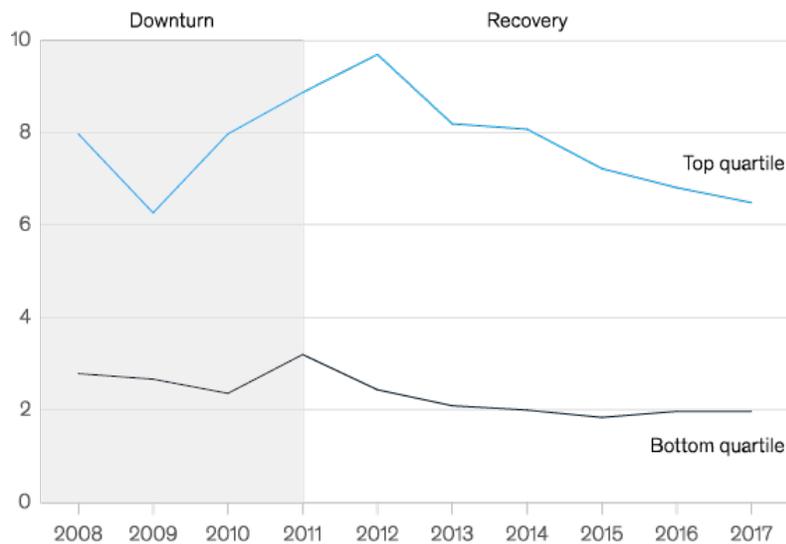
² Preqin Fund Data.

³ Anish Ksohy, Rocky Lipsky, Stefan Rickert, Rodrigo Sletatt, and Kristi Weaver, “The next wave of consumer M&A: Executing for value,” October 2019, McKinsey.com.

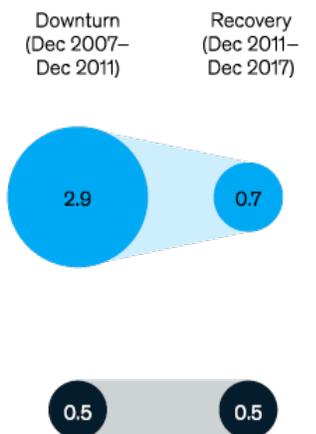
Exhibit 1

In the last downturn, the most active programmatic M&A acquirers outperformed their less active programmatic peers by about 6x.

Average number of acquisitions per year for programmatic acquirers, by quartile¹



Average excess Total Shareholder Returns,² %



¹Based on deal volume.

²Calculated as the average excess total return to shareholders for each quartile. Source: CPA, Deal Patterns 2017, Thomson Reuters

All consumer sectors will feel the economic impact of COVID-19.

(3.3 percent). This was particularly true for those companies that took a programmatic approach to challenger acquisitions (that is, companies that did ≥1–2 small to medium deals per year and primarily participated in “challenger deal” archetypes). Their corporate performance exceeded the industry substantially with 8.3 percent TSR.

Several trends that emerged during the GFC (such as shifting to value brands and channels) and after it (such as the explosion of small and challenger brands) influenced consumer-goods companies’ strategies for the future. Similarly, we believe COVID-19’s impact on consumer sector trends,

seen in our recent article, “How consumer-goods companies can prepare for the next normal,” will help inform how these M&A archetypes will evolve.⁴

Impact of COVID-19 on consumer sector trends and implications for Consumer Goods M&A

COVID-19 has accelerated existing trends and created new realities that will affect the frequency of M&A activity and the types of deals in the sector.

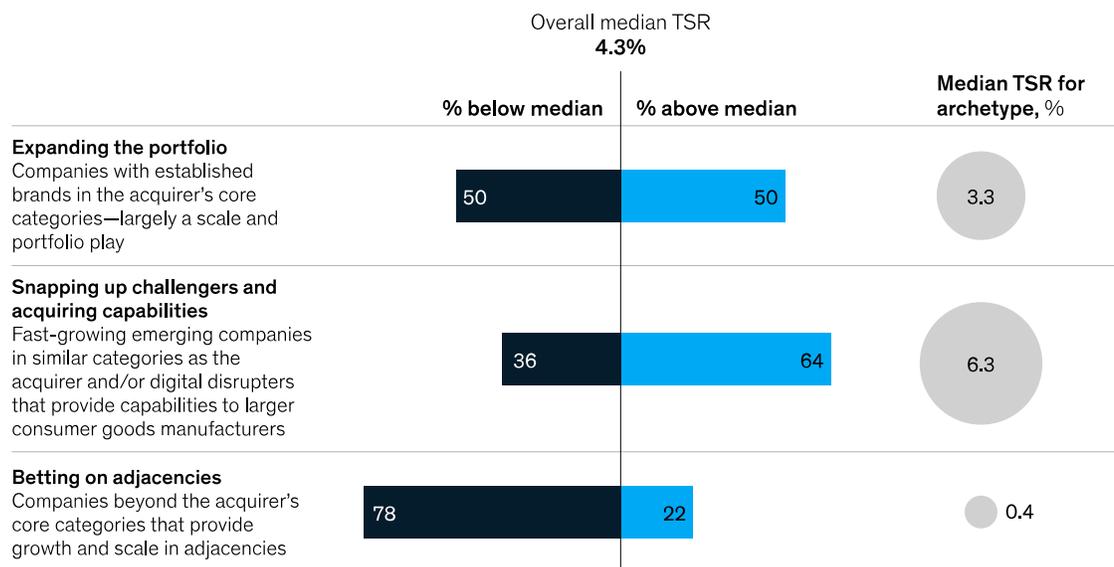
Heightened consumer awareness of health and wellness is reinforcing the trend toward healthier

⁴ Raphael Buck, Tracy Francis, Eldon Little, Jessica Moulton, and Samantha Phillips, “How consumer-goods companies can prepare for the next normal,” April 2020, McKinsey.com.

Exhibit 2

There are three deal archetypes.

Distribution of total shareholder returns (TSR) for consumer goods companies, by archetype, % (n = 119)



foods and lifestyles. This should continue to pique interest in assets in this space and may accelerate large manufacturers' interest in smaller, more "natural" food brands across categories.

The financial uncertainty associated with an economic downturn is increasing consumer focus on value, leading some consumers to switch to private-label or value-oriented products. As companies look to protect category market share, they may consider acquiring value brands that help insulate them from a shift to private label.

This time of crisis has also led consumers to return to big brands they know and trust. While large consumer goods manufacturers represented ~50% of sales in 2018, they accounted for only 16 percent of growth in 2015–2018, that share of growth rose to 39 percent in 2018–2019 and reached 55 percent in the first three weeks of April 2020.⁵

This new strength will support large traditional manufacturers' pursuit of smaller brands that may not enjoy such tailwinds as a result of the crisis. Larger manufacturers may reassess their strategy for slower-growing heritage brands. They may take the opportunity to divest noncore heritage brands at more attractive valuations or allocate investment to foster innovation and growth of their heritage brands.

COVID-19's demand shocks have increased the importance of supply chain resilience as retailers actively manage product availability. This challenge has laid bare the shortcomings of smaller producers that depend heavily on co-manufacturing. Large producers may look to purchase smaller challenger brands at lower valuations and/or shore up supply control through additional vertical integration.

Increased e-commerce penetration and in-home consumption likely will increase interest in digital and last-mile delivery capabilities across large manufacturers, leading large producers to participate in emerging ecosystems and seek acquisitions in data and analytics or last-mile delivery.

Evolution of Consumer Goods M&A deal archetypes postcrisis

As companies continue to navigate the crisis in the coming months, their focus on the health of employees, customers, and consumers and on financial resilience will remain paramount. After addressing these core issues, their focus will shift to emerging from the crisis stronger and to reimagining their businesses. We expect today's trends to encourage companies to undertake a holistic evaluation of their strategic ambitions, business models, categories, and brands.

As part of this re-evaluation, some companies will identify a role for M&A in their portfolios, which may mean acquisitions to pursue inorganic growth or divestitures to fuel growth elsewhere. M&A decisions, as always, will be company-specific, as a deal that's right for one company (for example, buying a challenger brand at a potentially lower multiple than last year) may not be the right deal for another. Financial stability, multiyear strategic direction, product and brand portfolios, and pre-crisis positions will all be important factors for companies to consider. The key for companies will be to take the time required to think about M&A strategy before rushing into deals. Finding the right asset is preferable to getting the wrong one at a lower cost than usual.

For consumer goods companies for which M&A can jump-start a new journey or course-correct a current one, we see multiple possibilities for each of the deal archetypes to propel growth—as well as the need in some cases for divestitures.

Expanding the portfolio. First and foremost, scale will matter again. Across categories, retailers will have more confidence in the supply chains of larger manufacturers; big brands are again winning consumers' trust; and products from scaled consumer goods companies will be more readily available. While driven in part by COVID-19, the re-emergence of household brand names and growth in large manufacturers' portfolios were already happening before the crisis.⁶

⁵ Nielsen, nielsen.com. (52 weeks ending June 16, 2019) – (52 weeks, ending June 20, 2015); (52 weeks, ending June 15, 2019) – (52 weeks, ending June 16, 2018); seven weeks ending April 18, 2020.

⁶ Nielsen, nielsen.com. (52 weeks ending June 16, 2019) – (52 weeks, ending June 20, 2015); (52 weeks, ending June 15, 2019) – (52 weeks, ending June 16, 2018); seven weeks ending April 18, 2020.

While scale is coming back, it has changed. New types of scale in the form of data, platforms, and advanced analytics capabilities will provide a competitive edge in the future. As companies look to secure such scale, they will need to consider a wider range of partnerships.

With the right timing, companies with healthy balance sheets and debt ratios will find opportunities to acquire long-desired assets at a discount. Furthermore, deals to expand the portfolio are the clearest winners in reducing per-unit costs across the portfolio. Company executives will need to look seriously at the value of increased resiliency and ask how long the window of opportunity to shape their portfolio, while realizing incremental value, will last. Recent shifts in market sentiment demonstrate how quickly opportunities can disappear.

Large manufacturers with some combination of relatively low leverage, access to investment-grade debt, and a cash-heavy balance sheet will be particularly well positioned to capitalize on this deal archetype. They will, however, likely need to navigate increased scrutiny from shareholders on the size of synergies that can be achieved.

Snapping up challengers and acquiring capabilities. We believe that consumer trends will encourage companies to use M&A to bolster their capabilities and build their next normal business model.

While growth is likely to be tempered for some challenger brands, the original premise that made them attractive to large consumer goods companies still holds—bringing larger companies new capabilities, loyal fan bases, and innovative products.

The crisis has highlighted the structural disadvantages that many challengers face. Heavily co-manufactured supply chains mean less control over shifting production in a crisis, and smaller balance sheets highlight the cash-flow issues associated with highly variable demand. Both can cause retailers to prefer larger brands with greater supply reliability. Furthermore, large manufacturers

have invested heavily in digital capabilities to close some of the gaps with their smaller peers. These dynamics will likely depress the valuations for many challenger brands and provide an opportunity for larger companies to build capabilities through acquisitions and/or partnerships.

The challenger-related M&A activity that we expect to see will probably mix partnerships and acquisitions. Some deals in this archetype have proceeded through COVID-19 (for example, Nestle Purina's acquisition of Lily's Kitchen,⁷ Puig's acquisition of Charlotte Tilbury⁸), and many of these smaller companies' attributes that attracted larger manufacturers in the first place remain—leading digital engagement capabilities and extremely loyal consumer bases (such as with Glossier) or e-commerce-related go-to-market advantages (such as with Pharmapacks). The shift to e-commerce, greater reliance on digital marketing, increased importance of ingredient transparency, decline in the food-service channel, and the critical role of last-mile delivery all suggest the need for stronger digital connectivity between consumers and manufacturers and emphasize the importance of e-commerce capabilities.

Consumer goods companies will have to answer several questions about building tomorrow's capabilities today. What downstream partnerships can you forge that will give you an advantage as e-commerce gains importance? What data, analytics, and digital marketing capabilities should you invest in and how? How can you boost your e-commerce capabilities quickly? What distribution or last-mile delivery investments should you make? What should you bring in-house to better prepare you to manage this new ecosystem?

Our past research indicates that a programmatic approach to snapping up challengers and building capabilities yields the best outcomes of the three deal archetypes. We believe that consumer goods companies at the forefront of acquiring and/or partnering with disrupters will likewise win down the line.

⁷ "Nestle's Purina PetCare acquires natural pet-food brand Lily's Kitchen," Nestle, April 1, 2020, nestle.com.

⁸ Aaron Kirshfeld and Dinesh Nair, "Spain Perfume firm buys makeup brand Charlotte Tilbury," Bloomberg, June 4, 2020, bloomberg.com.

While scale is coming back, it has changed. New types of scale in the form of data, platforms, and advanced analytics capabilities will provide a competitive edge in the future.

Betting on adjacencies. This is the hardest archetype for consistently extracting value, as these deals generate the lowest median TSR. Postcrisis, we expect most companies to hunker down and focus on their core business. However, it is helpful to distinguish between horizontal adjacencies (that is, primarily diversifying into altogether different businesses or categories) and vertical adjacencies (that is, making acquisitions up or down the value chain).

Companies with the means and intent to pursue a portfolio diversification strategy will find the opportunity less expensive in a time of depressed but varied valuations. The impact of COVID-19 and the lack of resiliency it has exposed in some consumer sectors may increase the need for diversification. In addition, the divergence in valuations across sub-sectors may make equity financing of some adjacent deals more attractive.

Consumer goods companies with heavily co-manufactured supply chains may look to increase long-term resiliency by integrating upstream with critical suppliers. The crisis is highlighting the value of direct control, and some reduction in efficiency may prove an acceptable trade-off. Owning these assets may also support longer-term strategies to satisfy

consumer preferences like sustainability. Some suppliers may require a cash infusion or outright purchase to survive.

The downstream disruptions caused by COVID-19 and shifts in channel consumption habits will require consumer goods companies to think more broadly about how they engage their downstream partners. Partnerships with traditional retailers, food-service companies, distributors, and online delivery platforms (including logistics) likely will need to evolve in line with long-term industry trends.

As companies look forward to the next normal and reassess the role of M&A in their postcrisis corporate strategies, several questions can help them rethink their M&A strategies (Exhibit 3).

Private equity. As PE players shift from managing their current portfolios in the crisis to looking for investments, we expect the role of PE funds in Consumer Goods M&A to evolve.⁹ The current climate of uncertainty, state of the leveraged loan markets, and more limited ability to realize synergies (unless executing a buy-and-build approach) are likely to make would-be financial investors approach valuations cautiously.

⁹ Alejandro Beltran de Miguel, Jeremiah Connolly, Alexander Edlich, Ari Oxman, Vivek Pandit, Laurens Seghers, and Elizabeth Skovira, "Private equity and the new reality of coronavirus," March 2020, McKinsey.com.

Implications of COVID-19 for deal archetypes going forward

	Implications of COVID-19	Questions to consider
Expanding the portfolio	<p>Scale matters again</p> <ul style="list-style-type: none"> ● Increased importance of resilient supply chains ● Consumer trust in big brands ● Breadth of product availability ● Long-term cost reduction 	<ul style="list-style-type: none"> ● What categories do I play in that would benefit from further scale? ● What categories and brands would be a source of strong growth? ● What dream deal may now be within reach? ● How will expanding my portfolio make me more resilient?
Snapping up challengers and acquiring capabilities	<p>Challenger value proposition remains relevant</p> <ul style="list-style-type: none"> ● Loyal fan bases and direct to consumer connectivity ● Innovative products, better-for-you appeal ● New capabilities <p>“Challenger” acquisitions to “capability focused deals”</p> <ul style="list-style-type: none"> ● Increased reliance on digital marketing due to shift online ● Greater importance of ingredient transparency ● Reduction in food service and the critical role of last-mile delivery 	<ul style="list-style-type: none"> ● What can I add to the brand that will help it survive and significantly grow in this environment? ● What downstream partnerships will give me an advantage as e-commerce becomes increasingly important? ● What data, analytics, and digital marketing capabilities should I be investing in and how? ● How can I quickly gain greater e-commerce capabilities? ● What investments should I make in last mile delivery?
Betting on adjacencies	<ul style="list-style-type: none"> ● Previously “outpriced” adjacent industries, sectors, subsectors may now be more affordable ● Potential increase in upstream integration to ensure supply-chain resilience ● Increased importance of downstream partnerships to reach consumers in new ways 	<ul style="list-style-type: none"> ● Are there adjacent industries I've wanted to enter but haven't been able to in the past? ● How resilient is my supply chain? ● Are there any upstream parts of my value chain that I should consider vertically integrating? ● Are there any downstream or go-to-market partnerships I should establish? ● Can my balance sheet now afford a measured bet?

However, the global PE industry has an estimated \$1.7 trillion in dry powder,¹⁰ and some players have indicated that they see the current situation as an opportunity to invest in traditionally inaccessible companies and brands.¹¹ Furthermore, those who invested in consumer goods companies during the GFC saw slightly higher median exit multiples than in the prior or the following two years (Exhibit 4).

The financial impact of the COVID-19 crisis (for example, depressed multiples, scarcity of capital), coupled with the revival of large brands, provides the right conditions for PE investors to play a significant role in consumer goods deals, including in carve-outs of noncore assets, an area that has historically been of great interest to PE firms.

Divestitures. By and large, we expect most consumer goods companies to weather the crisis well. That said, some distressed companies will need cash to secure business continuity and strengthen their balance sheets, and many companies were already conducting strategic reviews of their portfolios before the crisis. COVID-19 provides fresh impetus for portfolio review, as companies will be able to compare how different brands performed in a unique period of demand fluctuation and see which brands did and did not benefit from increases in category demand.

Some otherwise well-performing companies will use this opportunity to carve out and sell underperforming businesses, or businesses that

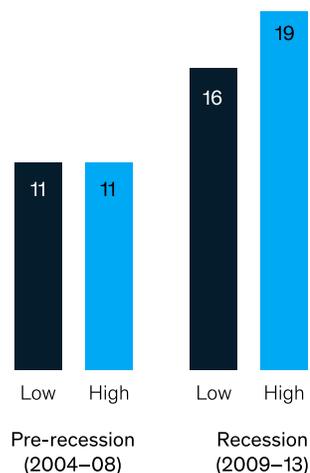
¹⁰ Preqin, May 13, 2020, preqin.com.

¹¹ K. Wiggins and M. Vandeveld, *Financial Times*, April 6, 2020, ft.com.

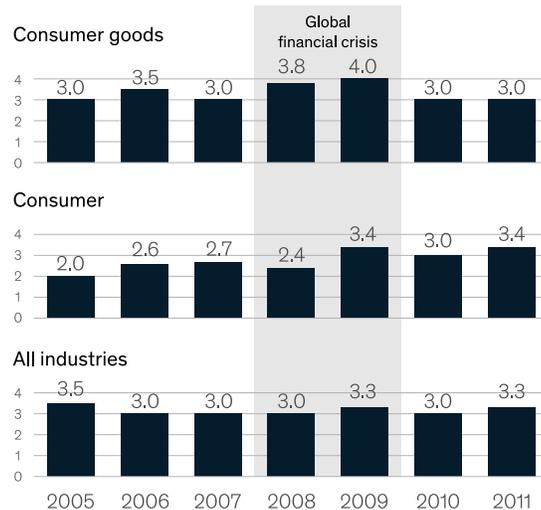
Exhibit 4

Private equity funds that kept investing during the global financial crisis outperformed, as did investments in consumer goods assets that were done in this period.

Average internal rate of return, by acquisitiveness level,¹ %



Median PE exit multiple, by investment year



¹Firm's acquisitiveness was measured by proxy as total deal value divided by total fund size. Firms were then classified by top vs bottom half on this measure. Performance returns are calculated based on the firm's acquisitiveness in the same time period—eg, 2009–2013 vintage returns are split based on whether the firm had low or high acquisitiveness during 2009–2013
Source: Prequin fund data

do not align with their portfolio strategies, to free up cash and invest in growth. As the recession loomed in 2008, the most resilient companies divested underperforming businesses faster than their peers and reduced debt by about one dollar for every dollar of capital on their balance sheets, while less resilient competitors added more than three dollars of debt.¹² TSR performance indicates that shareholders reward companies that take an activist mindset and use divestitures to dynamically manage their portfolio. Analysis from 2007–2017 indicates that companies that refreshed their revenue source by 10 to 30 percent outperformed those that did not on TSR by approximately four percentage points.¹³

Next steps for consumer goods companies

COVID-19 and the onset of an economic slowdown will likely reshape the landscape of consumer deals and partnerships in the sector. We encourage consumer goods companies to take three steps now as they contemplate M&A and partnerships going forward, all grounded in the three Cs of excellent M&A strategy—competitive advantage, capacity (financial and operational), and conviction.

Define the next normal—and where your competitive advantage lies. The first step in redefining M&A and partnership strategy is

¹² For more, see Martin Hirt, Kevin Laczkowski, and Mihir Mysore, "Bubbles pop, downturns stop," *McKinsey Quarterly*, May 2019, McKinsey.com.
¹³ S&P Capital IQ, 2017; McKinsey analysis of 209 large listed companies.

M&A due diligence during the crisis

The crisis is consuming management attention (for both the acquirer and the target), leaving little management mindshare to engage in due diligence. In this climate, most diligence activities must proceed without any physical visits to facilities or the relationship-building, face-to-face meetings that often clinch or nix the deal.

These are unprecedented times, but we believe diligence can proceed despite the obstacles. Most diligence analyses happen remotely, and we see limited impact on them. To compensate for the lack of physical access, we have seen companies deploying creative solutions. For example, a single employee conducted a virtual site visit, live-streaming an in-person plant visit to a team of experts. We also see the business world getting more comfortable with virtual conferencing and 1:1 video calls to continue to make key decisions. While not a full replacement for physical meetings, these substitutes can work well in our current circumstances.

In addition to the typical diligence checks, two areas warrant heightened scrutiny:

Company health and liquidity

- Reviewing the pre-crisis growth profile and financials of the target and understanding how strong the company was then. Was the company already struggling, or was it doing well?
- Assessing the pre-crisis brand strength of the target and understanding the potential impact of COVID-19. Is this a strong brand that will benefit from increased consumer scrutiny?
- Evaluating the security and stability of the supply chain. Is the target a priority client of its suppliers, and will it be at the head of the line if capacity falls short?
- Assessing the financial position of the target (including cash) to understand the company's current situation and resilience in an extended period of disrupted economic activity. How long can the target withstand the crisis, and how long can you support the company if the crisis is prolonged?

Growth outlook

- Understanding the impact on the target of expected structural changes in consumer demand and behavior. Which changes are temporary and crisis-related; which are permanent?
- Given the structural changes, is the target well-positioned to thrive in the recovery and the next normal (from sales to operations)?
- What is the conservative base ("bankable") case? This is particularly important if COVID-19 has had a positive short-term impact.

understanding what the next normal means for your company. The new reality will depend largely on the lasting impact of COVID-19 on your core consumer segments, including their behaviors and spending habits. Where are the growth opportunities today, and where will they be tomorrow? Where are consumers spending money—in which categories and channels? How have their tastes, preferences, and concerns changed, creating new opportunities

for differentiation? In this context, how have your competitive advantages changed, and what new advantages have emerged? How can M&A and partnerships accelerate your growth?

Assess your capacity to execute acquisitions and partnerships. A realistic assessment of balance sheet strength and your ability to make acquisitions independently, as well as your ability to secure

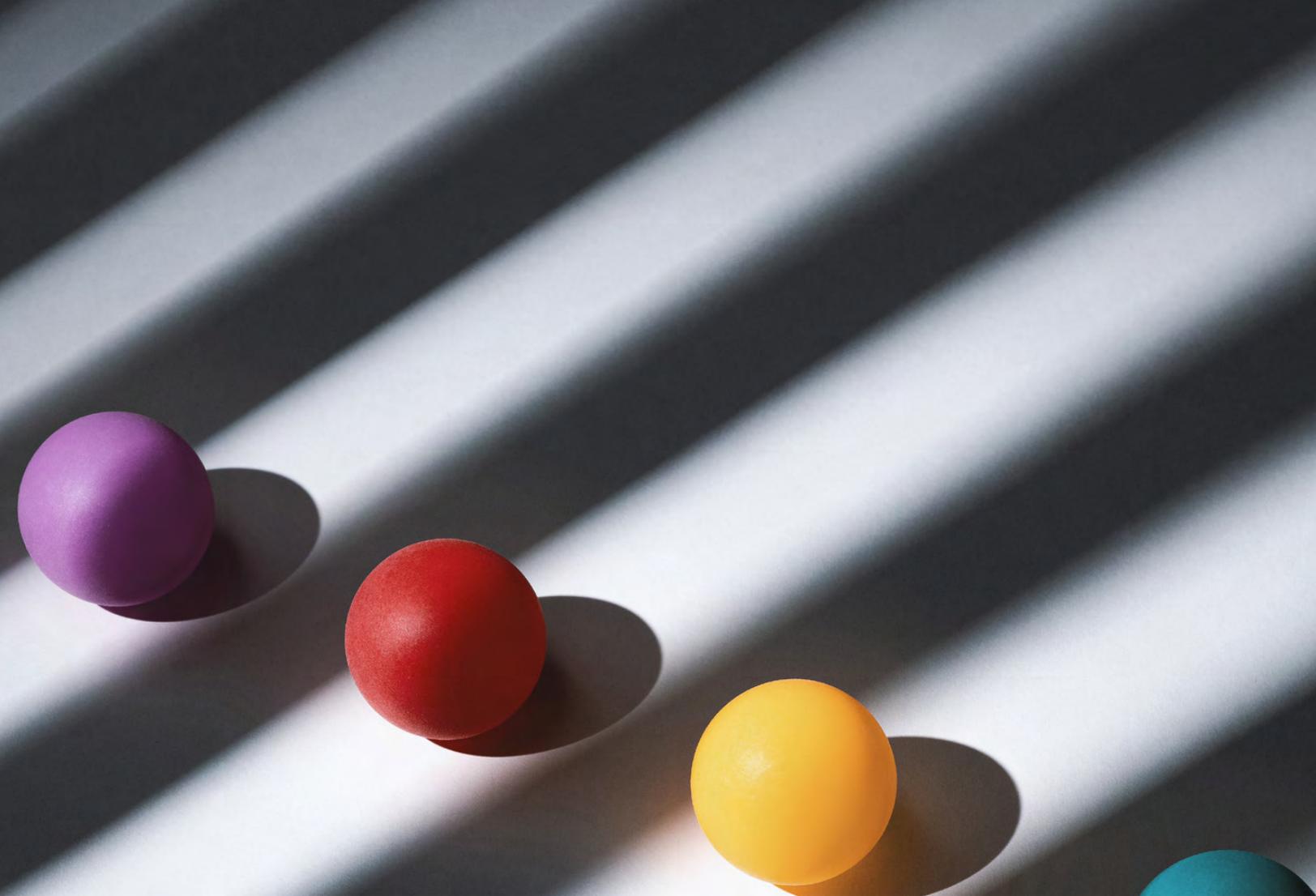
financing in the postcrisis environment, will provide the critical foundation for your M&A strategy. Assessing the willingness of existing shareholders to accept dilution for attractive equity deals will also play a key role. Determining feasible acquisition targets will lay the foundation for prioritizing exploratory actions.

Build conviction with early exploratory actions in the M&A market. Consumer goods companies should generate data-supported perspectives on market trajectory, next normal scenarios postcrisis, and the risks of further disruption. Short-listing top priorities and securing executive and Board commitment to M&A will accelerate decision-making as markets thaw and potential targets emerge.

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The SG&A imperative in times of crisis

A crisis presents unique challenges in making wise spending decisions. Zero-based principles can help leaders move SG&A investments where they should be—rather than where they have always been.

by Ankur Agrawal, Stefon Burns, Kyle Hawke, and Matt Jochim

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The humanitarian cost of COVID-19 continues to unfold across the globe, affecting lives and livelihoods. Organizations are reassessing almost every aspect of their operations, asking urgent questions about how to allocate and deploy limited resources amid extraordinary stresses.

As the crisis evolves, with uncertain timelines and an unclear path to recovery, leaders are responding on multiple fronts simultaneously—working to safeguard their employees and customers and to understand significant volatility in demand, supply, and cost.

To support their businesses in the short term—and, ultimately, enable a recovery in the long term—organizations will need greater operational and financial flexibility. That will mean looking for opportunities both to preserve cash now and to be ready to reinvest nimbly for the future.

This requirement is leading CFOs to rethink how they can manage their sales, general, and administrative (SG&A) activities to identify opportunities for realigning spending in a rapidly changing business environment. Within separate business functions, leaders are also balancing the immediate need for resources against the longer-term need to build and maintain capabilities critical for a recovery, all while ensuring that their spending aligns with their corporate purpose and their many responsibilities to employees, customers, and communities.

One business leader noted that the easy decisions, such as those relating to travel and events, have already been made (or taken out of businesses' hands completely). By contrast, the majority of spending choices involve harder trade-offs, requiring new levels of visibility, governance, and thoughtful discussion so that leaders can align on priorities in making some of the most consequential decisions they are likely to face.

Lessons from resilient leaders

In 2019, our colleagues demonstrated that resilient companies—those that most successfully

weathered the 2008 downturn—moved faster to create balance-sheet flexibility than their peers, and then accelerated faster as economic conditions showed signs of recovery. They achieved three times the improvement in operating expenses as a percentage of revenue than their “nonresilient” peers, and did so substantially earlier, “saving their powder” and preserving capacity to invest in growth, while keeping SG&A in line with sales as revenue fell. Additionally, most companies classified as resilient stand apart from peers on multiple financial and operational metrics through both downturns and recovery, including revenue and earnings before interest, taxes, depreciation, and amortization.

Building on experience from prior downturns, and recognizing the unique characteristics of this global crisis, we suggest a four-phase approach to help organizations respond to COVID-19-related shocks and the potential for prolonged economic uncertainty across the SG&A spend base. By utilizing some of the core principles of zero-based productivity, the approach enables increased spend visibility, enhances spend-management mechanisms, and improves the links between business strategy, financial forecasting, and frontline spending.

The four phases correlate to the stages we expect companies will follow as they find their paths to the “next normal” (Exhibit 1). In “resolve,” companies manage an immediate reduction in spend. In building “resilience,” organizations enable better spending choices by a deeper understanding of trade-offs. The “return” phase shapes longer-term reallocation and investment. Finally, “reimagine and reform” builds on new capabilities and knowledge to create a healthier long-term approach to SG&A.

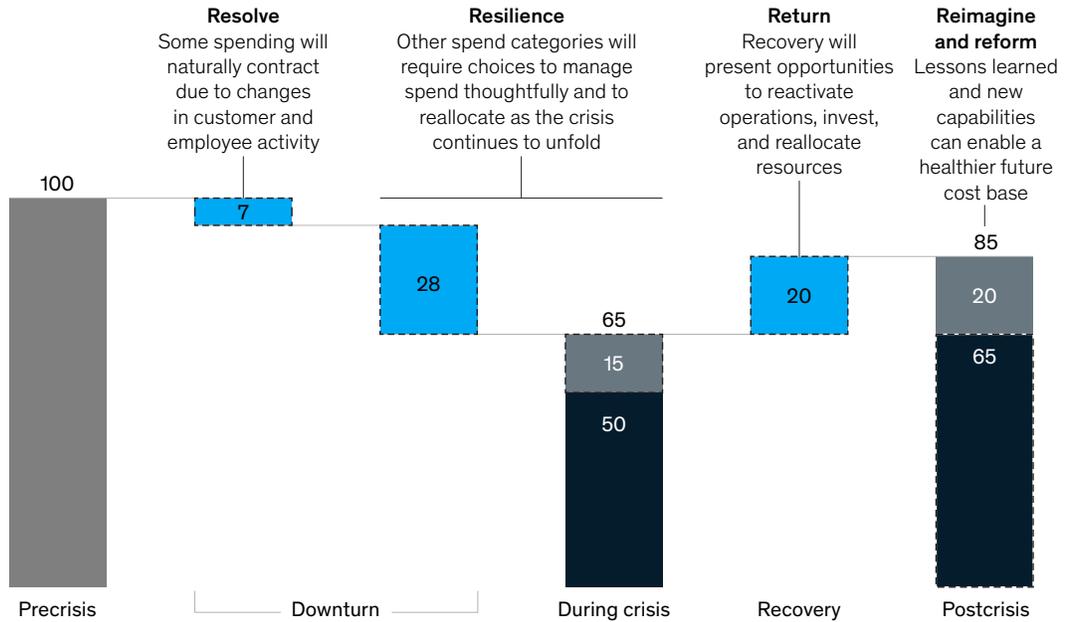
Resolve: Preserve savings

At this writing, many cities, states, and entire countries are currently under policies to shelter in place or stay at home, with varying levels of stringency. As a direct result, organizations are seeing an immediate reduction in some areas of spending due to lower activity levels from both employees and customers.

Exhibit 1

Reviewing all sales, general, and administrative investments helps leaders make conscious, strategic choices.

Sales, general, and administrative investments, illustrative, indexed to 100



Perhaps the most glaring example is travel spend, which has become effectively zero for many companies. Requirements for facilities maintenance and utilities are falling almost as quickly, as offices close and increasing numbers of people work remotely.

By taking quick steps to increase spend visibility, finance leaders can capture and preserve these savings—perhaps to fund immediate needs such as for new worker-safety measures—before they are absorbed elsewhere in the organization.

Resilience: Understand short-term spending trade-offs

A second set of spend categories within SG&A functions will also be affected by the crisis, but will not ebb on their own because the connections

between the demand drivers and the resulting spend are not as straightforward. Instead, these categories will require a more involved set of choices about how to allocate resources—with a view not only to the immediate crisis but also to enabling longer-term changes as well.

In areas such as marketing, where return-on-investment (ROI) models often exist, a data-driven approach can inform decision making. For example, some campaigns, tactics, and brands that are no longer profitable will be easy to pause. Similarly, for products where volatile demand is outstripping available supply, uncommitted promotional spend can be curtailed. ROI-driven marketing models can also be used to reallocate investments across channels and geographies as consumer sentiment changes in specific markets.

Most large organizations are seeing major increases in demand for cloud computing, videoconferencing, and other remote-work technologies.

In the same fashion, investment in IT will likely need to be readjusted to free up resources in line with demand. Most large organizations are seeing major increases in demand for cloud computing, videoconferencing, and other remote-work technologies. Additional support may also be required for virtual selling channels as stores remain closed or salespeople are unable to meet with customers.

To sustain greater flexibility while making spending choices, organizations will likely need a mechanism for challenging spending requests—including those that are usually preapproved—based on a rigorous, ROI-focused process. These practices will reveal fast opportunities to implement shifts in strategy and policy as the crisis continues to unfold.

One organization recently launched a centralized spend-management team across its wide and distributed network of manufacturing sites. At each location, representatives from finance and procurement serve as spend challengers whose task is to question proposed allocations to make sure that each one has a thoughtful supporting ROI case. After remote training, the challengers now join daily videoconference sessions to review purchase requests across all indirect-spend categories. Purchase orders are approved, deferred, or denied based on rationale and criticality, freeing up resources almost immediately.

Through a similar process, organizations can challenge service levels across SG&A functions, embracing a zero-based approach by linking requests to essential requirements rather than the previous budget allocation.

Return: Make long-term resource-allocation choices in recovery

As the weeks and months progress, a recovery will ultimately appear on the horizon. Organizations will start to move beyond day-to-day crisis management, creating an opening to focus on decisions about how to reallocate resources to support recovery. One executive recently said, “Coming out of this, I want to put resources where they should be, rather than where they have always been.”

The strategic implications from longer-term application of zero-based approaches will naturally vary, but a few examples have repeatedly proved fruitful for businesses facing dramatic changes in their competitive situations.

- Shifting from fixed to variable-based arrangements with external service providers allows for increased flexibility and agility as revenue uncertainty continues. When revenue outlook becomes more certain, these shifts could be reserved, reverting to more dedicated structures.

- Rethinking the balance of dedicated external sales staff and inside sales teams to focus higher-cost resources on the higher-value interactions and potentially reduce cost.
- Reevaluating service models, such as by creating tiered service levels (gold, silver, bronze) for different parts of the business. The team responsible for contract management, for example, would automatically route requests from sales teams serving key accounts to the highest-level service team, while requests from sales teams serving smaller customers would be routed to a self-service option based on contract forms.

For example, one company—with a postcrisis reallocation in mind—has scaled its reskilling initiatives with a focus on known areas of future investment, expanding its curriculum for customer-service managers to cover new digital and analytics capabilities. This first wave of trainees will form a stable future pipeline of shared-service-center managers, who will be well equipped to lead the updated function as the business emerges from the crisis.

Reimagine and reform: Reset the approach to SG&A

With volatility already a rising concern for leaders over the past decade, the likelihood that reverberations will become part of the normal course of business seems high. Companies that realign their SG&A management can build in even more flexibility and resilience. This is a time to codify innovation into entirely new ways of working, based on robust, virtual working capabilities, strengthened collaboration tools, and expanded channels and modes of communication.

To sustain new ways of working, managers will need to develop and deploy talent more effectively, such as through targeted, accessible, on-demand capability building to help teams work better in a remote environment. Managers themselves will likely need new training to oversee centralized pools

of employees, replacing the duplicative “shadow functions” structure in which business units staffed their own HR, IT, or legal teams, often in addition to headquarters functions. And for everyone, opportunities for up- and reskilling will aid retention and transition as redesigned processes enable people to focus less on repetitive, low-value-added tasks and more on valuable decision-focused skills.

The final move to consider is to align incentives and role-model new practices. At one organization, a finance director took on a “cost category leadership” role to demonstrate the behaviors expected from other leaders. While her role was focused on optimizing spend in the category she led, she talked regularly with individual team members, sharing best practices, communicating challenges to senior leadership, and celebrating achievements so that everyone in the organization could see that the way people worked was really changing—and that everyone from the top team down thought the changes were important and valuable. Other organizations add a new budget-transparency component to their core performance-management systems, so that new behaviors and mechanisms are maintained postrecovery and reset cultural norms.

Shift the operating model

To implement the new methods described above, three shifts in financial-planning and performance-management processes can help. These relate to spend visibility, budgeting, and resource reallocation (Exhibit 2). Across all three of these is one common theme: move SG&A investments where they should be—rather than where they have always been.

Improve spend visibility

Too often, corporate leaders have only limited understanding of what their organizations are really spending on. This is partially due to IT and financial-planning systems, and partially to a reluctance to share details by the people most directly responsible for costs—the cost-center owners.

Exhibit 2

Better financial planning, capital allocation, and ways of work enable important mindset shifts.

	Resolve truly variable expenses as demand falls	Drive resilience by making choices on where to adjust as the crisis unfolds	Return to normal by reactivating operations and reallocating dollars to where they should be, not where they have always been	Reimagine and reform investment levels and expectations coming out of the crisis
How	<ul style="list-style-type: none"> Spending visibility Spend linked to demand drivers Policy changes 	<ul style="list-style-type: none"> Dialogue and debate on investments as scenarios unfold Spend management based on return on investment (ROI) 	<ul style="list-style-type: none"> Quarterly plan with discretionary investment fund Investments linked to ROI and approval process 	<ul style="list-style-type: none"> New ways of working (eg, improved efficiency, technology enablement) Mindset and behavior change (change stories, role modeling)
When	Happening now	Likely throughout FY 2020	Scenario dependent, eg, Q4 2020	Scenario dependent, eg, FY 2021
Enablers	<div style="background-color: #1a3d4d; color: white; padding: 5px;"> <p align="center">Spend visibility Facilitate better dialogues on choices and trade-offs</p> </div> <div style="background-color: #0070c0; color: white; padding: 5px;"> <p align="center">Scenario-based planning Set up a plan-ahead team</p> </div> <div style="background-color: #0056b3; color: white; padding: 5px;"> <p align="center">Intelligent zero basing Link costs to drivers; force-rank discretionary investments to scale up or down easily</p> </div> <div style="background-color: #99d9ea; padding: 5px;"> <p align="center">Dynamic resource allocation Create a pool of funds for investment requests</p> </div>			

But better visibility leads to better dialogues, choices, and trade-offs. The best type of visibility is always forward looking, so managers can make better decisions on spending before it occurs. Looking backward (for example, at budgeted amounts versus actual spending) is also helpful, as this visibility leads to a better understanding of any variances in budgets or plans. That helps cost-center owners develop action plans for future spending.

Achieving better visibility can be as simple as defining standard forecasting templates or tools, which are easy to aggregate and make comparisons across functions and geographies. The inherent uncertainty surrounding COVID-19 suggests that planning processes would ideally incorporate

several forecasted scenarios. Nevertheless, with consistent application of the templates and tools across the scenarios, a simple set of key performance indicators can allow leaders to identify outliers, ask questions, and probe on granular investment decisions. This is in contrast to a black-box process, where forecasts are reviewed for SG&A in total at the business-unit level, and only compared to the prior year.

Move toward zero-based budgeting

The second enabling shift allows for budgets and forecasts that work from the bottom up to identify what is required to meet current internal and external demands, especially when those demands are frequently changing. This can take one of two forms: a driver-based plan or a zero-based plan.

Driver-based plans are helpful for indirect spend and transactional activities where a productivity rate can be defined. A driver-based plan takes three inputs—the volume demanded, a rate of productivity, and a price per unit—to calculate the budget automatically and adjust the plan as volume changes. For example, a telecommunications company used a driver-based plan to model how many outsourced call-center agents would be required as call volume increased and decreased. An automotive-distribution company is using a driver-based plan to flex their driver and fleet capacity as volume declines in the near term and comes back in the recovery. In both examples, the companies have effectively merged their financial and operational plans to eliminate duplicative work and keep the two plans in sync.

A zero-based plan is relevant for more strategic and discretionary activities. A zero-based plan means truly starting with a clean slate, with no reference point or other inputs, which forces the manager to define what they truly need. For example, an appliance manufacturer is using a zero-based budget to define, force-rank, and prioritize all outside services spend. This organization started by asking cost-center owners to plan all one-time projects from a cleansheet and do their own prioritization. This function-level prioritization was then aggregated for the executive team to review and decide how to allocate scarce financial and human resources. In this example, the executive team defined multiple thresholds that allowed them to pull back or further invest as market conditions evolved.

Dynamically reallocate resources

The final operating shift required is toward dynamic resource reallocation, which requires cost centers to plan in two steps: first, only for their bare minimum needs, and second—separately—for value-added investments and strategic initiatives. This simple change enables decisions to be made as business scenarios unfold, so that management teams can promptly defer, pause, or accelerate strategic

initiatives. It is also powerful in unlocking the tight grip managers hold on their budgets, and identifying which spend is truly discretionary.

In the first step, managers identify what is required to “keep the lights on,” using a simple but clear definition. For example, “If I don’t spend this for two years, will we lose significant sales or market share?” In the second step, managers propose value-added activities, including both cost and benefits (financial or otherwise). These are aggregated and compared across the enterprise to make choices, and accept the implications.

Some companies choose to implement an “investment pool” approach. The executive team can make allocation decisions from a central pool of funds until they run out of good ideas or the fund is depleted. The first step is done annually to minimize work for the organization, and the second step is typically done on a quarterly (or even monthly) basis to fund new priorities as they come up throughout the fiscal year.

Other companies find a more workshop-driven approach to be helpful to create alignment. For example, the CEO of a European consumer-products company convened the leadership team for a series of full-day working sessions to discuss productivity proposals across businesses and functions, including the appropriate level of ambition, recommended changes, and implications across the business (such as for new processes, service levels, and ways of working). The team reached consensus on everything from harmonizing disparate management-report formats and changing the frequency and granularity of business-forecast updates to the role that HR business partners should play. The outcome was an aligned view of how the team would run the business going forward—and the productivity improvements they would be accountable for (collectively and individually) as a result.

These sorts of changes are best supported by a compelling change story that helps managers see how their actions support enterprise priorities when they might conflict with function-specific ones. At one industrial company, this was supported under the banner of “margin resiliency” and a series of communications to show how individual actions could allow the enterprise to emerge from the crisis stronger than they were coming in.



The current crisis has sharpened the imperative for CFOs to drive SG&A cost transparency and capital

preservation. And while aftershocks and uncertainty will likely continue in the short term, organizations should remain vigilant and hopeful, identifying spending opportunities, making short- and long-term spending choices, and resetting their cost bases—guided by the operating-model foundations of better spend visibility, zero-based budgeting, and dynamic resource reallocation.

A crisis presents unique challenges complicated by uncertainty. Zero-based principles can help organizations thoughtfully align on what’s important and put SG&A investments where they should be, rather than where they have always been.

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How CPG companies can sustain profitable growth in the next normal

After safeguarding their employees and businesses from COVID-19, consumer companies must develop new strategies to find micropockets of growth amid changing consumer preferences and market dynamics.

This article was a global, collaborative effort by Victor Fabius, Julie Lowrie, Max Magni, Ryan Murphy, and Björn Timelin, representing views from McKinsey's Consumer Goods and Retail Practices.

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The arrival of the COVID-19 pandemic suddenly and completely reshaped the consumer landscape at the start of 2020. At the same time consumer-packaged-goods (CPG) companies were looking to break out of a decade of inconsistent growth, many saw their expectations of growth replaced by a struggle for survival, while others had to ramp up production to meet never-before-seen spikes in consumer demand. Channels have also been shaken up: for example, e-commerce and omnichannel grocers have benefited greatly to date, while restaurants and food-service companies are facing the specter of bankruptcies and a major overhaul. All companies must now confront the prospect of navigating the worst economic downturn since the Great Depression.

The transition from responding to the pandemic to recovering and navigating the path forward means that executives will have to manage several priorities simultaneously: tracking changing consumer preferences, identifying micropockets of growth to prioritize in future plans, adjusting commercial strategies, and becoming more agile to pursue opportunities. As CPG companies embark on the road to recovery, a consumer-centric, analytics-driven, and comprehensive approach that increases top-line revenues profitably—what we refer to as predictive growth—has never been more critical. Such an approach must start with understanding the contours of the next normal. Companies should then devise an intentional plan to build the commercial capabilities needed to win in the next normal and permanently adopt the agile decision making that got them through the first stages of the pandemic.

Contours of the next normal

In the immediate response to the pandemic, the wave of lockdowns forced consumers to adjust their daily routines and purchasing habits. A critical challenge for CPG companies is to develop comprehensive strategies that are rooted in the needs of the consumer of the future.¹ This process starts with effectively harnessing all the insights,

data sources, and analytics techniques available. Initial McKinsey research into the pandemic's impact explores how consumer behaviors have changed, in many ways permanently, across eight areas (Exhibit 1).

The stickiness of these areas and the degree to which they penetrate a consumer segment will vary by region and market, depending on how the pandemic evolves and how long it takes for consumers to get back to their “normal” ways of life. Similarly, these eight areas' impact on any given consumable category can vary greatly within a market. Further, stickiness will likely depend on the quality of the experience, so the actions that companies take now can have a significant impact in the next normal. However, we believe changes in five areas will have an impact on occasions and influence CPG companies as they plan to achieve the right balance of top-line growth and profitability in the future.

Life at home. During the pandemic, the home has been recast as the new coffee shop, restaurant, gym, and scene of entertainment—leading to an unprecedented increase of in-home activities. Nesting has fueled spending on at-home categories and compelled previously offline individuals to try e-commerce offerings; for example, more than 10 percent of US consumers that had never shopped for groceries online before have started to do so. Globally, people have turned to online sources for entertainment, learning, and communication while exploring contactless and digital alternatives to shopping.

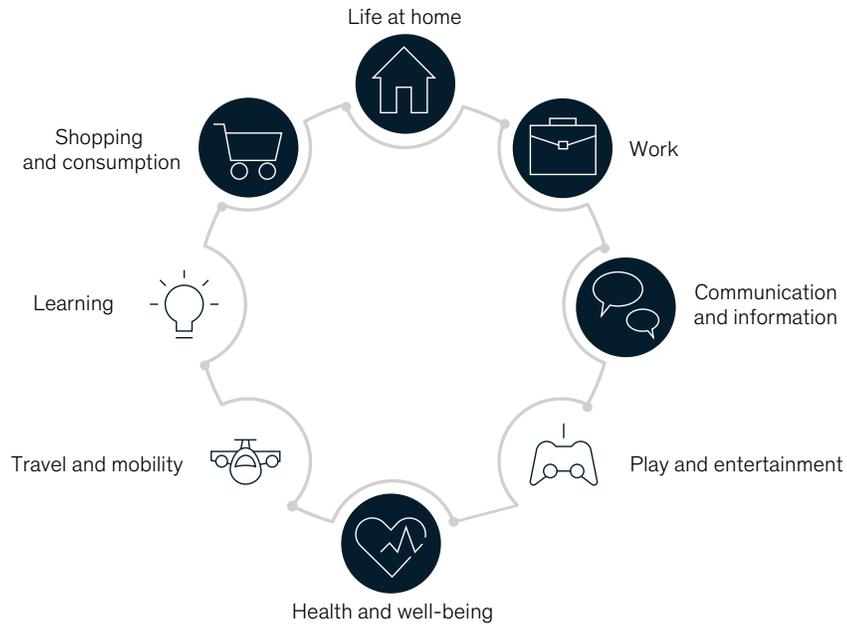
Shopping and consumption. As lockdowns have naturally reduced shopping frequency and consumers spend more thoughtfully during economic uncertainty, consumers have decreased their overall spending and consumption, with the largest impact on discretionary categories such as jewelry and gum. In Europe and the United States, consumer spending is on track to fall by ten to 20 percentage points for the near future. Importantly—driven by convenience, availability, and affordability—almost 20 percent of consumers

¹“Survey: US consumer sentiment during the coronavirus crisis,” June 26, 2020, McKinsey.com.

Exhibit 1

COVID-19 is transforming every aspect of people's lives.

● Most critical for consumer goods



indicate they have switched from preferred brands and retailers during the pandemic, and about half of those consumers indicate they expect to make these switches permanent.

Health and well-being. Consumer spending has increased in health and hygiene. Health concerns are largest in Brazil, India, Italy, and the United States, suggesting consumers in such markets may prioritize future spend in these and related categories. The higher awareness of personal health has led consumers to embrace brands that they consider safer; some are moving away from products that are manufactured in harder-hit countries and toward perceived healthier options. The United States has seen a tenfold increase in the sales of organic produce and a 130 percent rise in vitamins and supplements. And in Brazil, purchases of fresh food have outpaced groceries overall during the lockdown.

Communication and information. Consumer media consumption has increased considerably, with a

focus on social media, digital channels, and TV and radio. This shifting behavior has led companies to adjust their marketing approach: some have reduced their in-person sampling and testing, more than 40 percent have canceled campaigns, and 65 percent plan to decrease ad spending. Consumers have also been drawn to brands with an active response to the COVID-19 outbreak—especially in emerging markets—elevating the importance of communications that matches the prevailing consumer sentiment.

Work. The economic downturn has resulted in rising unemployment and the disruption of traditional business environments. Companies that were able to transition to remote working have fueled spending on collaboration tools and home office categories. Executives are starting to understand the potential of remote-work arrangements as well as the associated challenges and are seeking to find a sustainable balance. After having experienced the full lockdown, 80 percent of employees surveyed in China preferred

a hybrid model where they can work remotely part of the time. Overall, the higher number of people working from home will result in a shift of occasions.

CPG companies must monitor trends in these areas and be prepared to reexamine and adjust their growth strategies accordingly.

Developing a winning growth formula for the next normal

To win in the next normal, where some degree of the changes to these eight areas of life will stick, CPG companies should follow a three-step predictive growth process: predict, rebound and transform, and sustain (Exhibit 2).

Predict consumer demand

Data and analytics have become more critical than ever to accurately forecast demand across product segments. The pandemic has created significant challenges to what was already a difficult task. Time-series data sets have been disrupted, making it more difficult to identify trends, and we don't yet know the extent of a given trend's stickiness in specific regions, markets, or categories. One-off effects that should be considered include work-from-home arrangements, temporary closures of schools and restaurants, brand switching caused by stockouts, and shifting channel and retail-outlet preferences as shopping occurs closer to home.

Consumer responses to the pandemic have made

demand more difficult to gauge accurately. The past is no longer a predictor of future demand. In the initial stages, the spike in purchases of certain categories was caused, in part, by pantry loading in preparation for shortages. So while actual consumption during this time didn't rise, spending toward some foods (such as lunch meat) did increase. Other categories (such as beauty supplies) saw a drop-off because of declining consumer confidence. Through the use of analytics, companies should seek to recognize these patterns and plan for a potential second wave of outbreaks.

We believe CPG companies should rely on three principles when developing more accurate category, brand, and product projections for the next normal:

- *Base analytics on the most up-to-date understanding of consumer behaviors.* As countries gradually transition out of lockdowns, CPG companies will need to develop a robust comprehension of the short- and long-term applicability and impact of changes in consumer behavior. This process is usually best informed by a mix of consumer sentiment research, proprietary category-specific research, online search, and digital engagement data.
- *Harness a wide range of data sources as inputs for fit-for-purpose machine-learning techniques.* The pandemic has forced companies to aggregate and process more data and data sources than they likely have in the past. By

Exhibit 2

Revising and iterating on three predictive growth elements can help refine and clarify scenarios over time.



Predict

What growth goals should we target after COVID-19? What is the full potential across the three growth cylinders considering each company's unique evolution during COVID-19?



Rebound and transform

Which levers should we pull to drive profitable growth in a COVID-19 world? In which sequence? Where and how much should we invest given changing consumer preferences?



Sustain

What operating model changes will be required to sustain profitable growth in the mid- to long-term in a postpandemic world?

casting a wide net, executives can create an up-to-date snapshot of category, brand, and competitive dynamics. To accurately predict demand, we believe analytic practices should not only track historical sales trends but also stitch together offline and online data with dozens of macroeconomic variables—such as GDP and the consumer price index. Consumer sentiment, social listening, search trends, and category-specific data (for example, products that tie in with movie releases) should augment these data sources. Finally, machine-learning techniques can identify underlying predictors of consumer trends.

- *Translate insights into scenarios that help provide corridors for the unknown.* Since there are still degrees of unknown (for example, the future progression of COVID-19 in a given market or the effectiveness of government stimuli in jump-starting economies), CPGs must navigate multiple scenarios—and

concentrate on the most likely ones as time passes and certainty increases. Companies should use data and analytics to explore a range of scenarios and determine the demand elasticity of specific categories.

To some extent, these three elements should be iterative as frequent revisions will contribute to refined, more precise scenarios over time. A set of scenarios developed in a given month should be regularly updated with new data and insights (Exhibit 3).

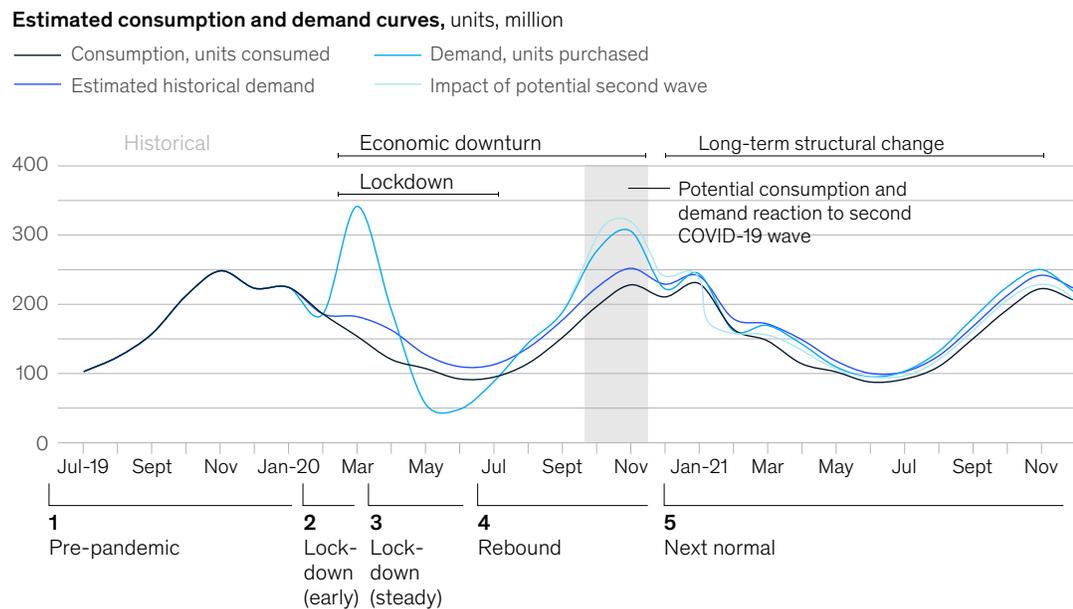
Rebound and transform to thrive

As lockdowns lift and detailed demand forecasts help identify growth opportunities, companies should prioritize rebounding and transforming. Plans to boost organic growth should include four core commercial capability areas: portfolio and innovation strategy, marketing, revenue growth management (RGM), and sales (omnichannel and in-store excellence). Any or all of these areas could apply for

Exhibit 3

Predictive growth can produce a real-time snapshot for a specific brand in a specific market.

Example output of integrated model across five phases



every company, but their mix will vary by context—the timing of the transition to the next normal, geography, product categories, share position, and existing capabilities, among other factors. As part of efforts to achieve profitable growth, executives should evaluate, at a minimum, all four capabilities.

Portfolio and innovation strategy. In the wake of the pandemic, CPGs will need to realign their product portfolios and innovation engines with changing consumer needs; this capability will be more critical than ever in the next normal. Companies too often rely on commoditized data and insights, settle for small moves that don't meaningfully improve the top line, or struggle to scale disruptive innovation sustainably. By contrast, winning companies deploy multiple capabilities, including consumer-back analytics (that is, growth maps or other granular views into consumer behavior) and "right brain" creative thinking early in the portfolio-strategy process. They build new full-stack-innovation operating models that lead from insights to strategy to execution, and they redesign products using a renovation-to-value approach to better meet true consumer needs. Last, leading companies establish integrated-delivery mechanisms such as innovation garages—cross-functional teams empowered to develop disruptive innovations end to end.

With these insights in hand, companies should reassess their portfolios against next-normal trends and rapidly accelerate their innovation pipelines to meet consumer preferences for affordability, health and hygiene, and packaging. Big brands, which once again have momentum, should channel "small brand" test-and-learn capabilities and focus on renovating and innovating bigger platforms. Such moves will enable big brands to respond to evolving consumer needs across new product development, package configuration, and sustainability.

These companies must also look to portfolio simplification and streamlining R&D processes to increase speed to market, cut small projects with low returns on investment, and refocus investment on high-ROI projects—as well as build the organizational muscle to assess their overall

portfolios and core SKUs in each channel on a rolling basis.

Marketing. COVID-19 reset the way consumers view products and brands. In a time of uncertainty, companies that demonstrate both empathy and how their products could provide comfort and security are the ones to excel. Executives also have the opportunity to translate potentially temporary effects (such as pantry loading and brand switching) into more sustainable gains. Accelerating investments in selected areas can create more stickiness. Media consumption has shifted to digital even further than in the preceding decade. Meanwhile, with many companies cutting back on media spending, media rates have plummeted, offering a window to connect with consumers in a moment of captive attention.

Leading CPG companies have looked to data-rich industries that had once raised the bar in areas like contextual personalization and targeting. This new approach moves away from the "mass reach with mass waste" model to embrace personalization across products and messaging in digital platforms such as video on demand. Speaking to customers through their preferred channels and addressing their current needs—with the right tone, language, and brand promise—will be critical to success in the next normal.

Data-driven marketing yields three valuable tools: granular consumer audience creation, which entails developing a 360-degree view of the consumer and identifying relevant target groups with different needs; a content-creation model that enables more personalized (or at least segmented), engaging content to outperform "mass" efforts; and dynamic placement and measurement, which allocates and optimizes spending across channels.

Ongoing cost pressure will compel leading companies to look for opportunities to find efficiencies (for example, reduce nonworking spending and reallocate resources from low-ROI channels) to fuel growth. As CPGs deploy funds back into high-ROI marketing channels in the

next normal, they will require a more-dynamic, hypercustomized approach to provide consumers with the personalized experience they expect.

Revenue growth management. Over the past five to ten years, most CPG companies have built basic capabilities in RGM—the discipline of achieving sustainable, profitable growth through a range of strategies focused on assortment, promotions, trade management, and pricing. More recently, companies that have generated outsized impact from RGM have done so by supplementing basic and tactical capabilities with a long-term strategic focus; scaling capabilities across markets, divisions, and categories; and relying more heavily on data and advanced analytics.

The best companies in a post-COVID-19 world will continue these efforts while also elevating RGM to adapt in several ways.² To take the right action, CPG companies will need to rapidly understand changes in consumer preferences, such as trading down on products and brands, and the implications of these changes on assortment by channel and corresponding price architecture. In addition, adapting quickly to changing shopping occasions and missions requires a reassessment of promotion strategy. And the pandemic's impact on the channel and retail landscape will necessitate adjustments to assortment and trade-management practices.

At many CPG companies, RGM functions and capabilities are currently ill suited to achieve the expected outcomes for several reasons. The companies' processes are often too bogged down by overall corporate-planning processes, the skill sets of RGM team members are not sufficient to accommodate rapid updates, and organizations lack access to sufficient data. CPG companies must begin addressing and potentially transforming now. Without urgent action, they risk losing share to competitors with RGM capabilities that are nimbler and more advanced.

Holistic omnichannel sales strategy. CPG sales models have been under pressure over the past

five years as a result of retailer consolidation, the emergence of buying groups, and a continued shift to omnichannel and value channels. In the next normal, sales employees will have to embrace more frequent and agile decision making and increased omnichannel partnerships to respond to potentially permanent shifts in shopping and consumption (such as increased digital usage and new retailer and brand preferences). We believe the CPG sales model needs to fundamentally transform.

Sales leaders will determine how to serve an increasingly differentiated market. Doing so will require them to develop a granular view of omnichannel growth priorities and identify opportunities in outlets, micro markets, or consumer segments. These opportunities can't be assessed in isolation; instead, executives must take into account their organization's competitive differentiators. Variances in channel and customer profitability mean that sales leaders will need to make trade-offs: companies using a portfolio approach can capture the most valuable pockets of growth while balancing margins on lower-growth accounts.

The pandemic accelerated the shift to online channels by three to four years, so omnichannel must now function as way to engage with consumers broadly. Depending on the organization's starting point, CPG sales leaders might focus on forging more omnichannel partnerships, creating clear channel strategies, and improving e-category management. At the same time, they should be developing new capabilities—performance marketing, customer journeys, and direct-to-consumer supply chain management—that can be shared with other functions in the organization.

Across key account management, we expect the new, agile ways of working developed during the early stages of the pandemic to become the next normal. The quick adoption of digital processes and agile decision making led to a faster commercial cadence and reduced planning—from quarters to weeks. Frequent ad hoc sharing of insights and category reviews will offer a way to jointly create

²Simon Land, Sheldon Lyn, Ryan Murphy, Pieter Reynders, and Joel Saa-Seoane, "Revenue growth management in the COVID-19 crisis," May 15, 2020, McKinsey.com.

value and respond to rapidly changing consumer trends and shopper behaviors. In the medium to long term, we see winning sales leaders developing additional mechanisms to tailor customer engagement based on individual characteristics; for example, joint business planning could evolve to focus on deep, long-term joint value creation with a few selected partners while transitioning to B2B online portals for all other customers.

Last, for in-store sales excellence, leaders will digitize and automate route to market (RTM) and their direct sales force to super-charge activation at the point of sale. Companies will need to adapt their service models to changing retail restrictions. For example, route-to-market models have incorporated more contactless modes, which often proved more cost effective. The use of B2B platforms for distributors and end customers will become an integral part of the value proposition, and competition with digital disruptors and aggregators will intensify.

Companies should seek to dynamically define the RTM model for each customer segment, basing the frequency and mode of service on the growth potential and ROI. They can then redeploy sales efforts from underperforming segments to other value-added activities and adjust over time to accommodate for changes in demand and possible disruptions.

Sustain performance with agile new models

COVID-19 forced CPG companies to accelerate the pace of operations because their very survival depended on moving quickly. Decisions that used to require months of deliberations were made in

just weeks or days. Executives, having seen what's possible, have no reason to go back. An agile operating model will change the ways of working to achieve better outcomes more rapidly. Agility and a test-and-learn philosophy can sustain the organizational strengths that emerged during the pandemic and enable CPG companies to respond to evolving consumer needs in real time.

For instance, agile war rooms that use data to target consumer segments on a microlevel can contribute significantly to growth. Even companies with advanced marketing functions have increased revenues by shifting to agile marketing. Organizations are now experimenting with similar agile teams to go after opportunities for joint business planning that could yield double-digit growth from the companies' most strategic customers. Across commercial functions, the response center that was formed to lead the pandemic response should evolve to become the new model to deliver growth and instill obsessive performance tracking as the new way of working.

When everything changes, business as usual isn't an option. In times of crisis, companies can gain a robust competitive advantage with a razor-sharp focus on identifying pockets of growth. CPG companies that were preparing for incremental growth this year are now focused on navigating toward the best position in the next normal. Predictive growth, fueled by data and analytics, can give them the insights and tools they need and help transform core commercial capabilities to excel.

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Revenue growth management in the COVID-19 crisis

The fundamentals of revenue growth management remain, but CPG companies will need to pivot fast to respond to the crisis and lay the groundwork for the next phase.

by Simon Land, Sheldon Lyn, Ryan Murphy, Pieter Reynders, and Joel Saa-Seoane

© Getty Images

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The coronavirus outbreak is first and foremost a humanitarian crisis. As the situation evolves, the number-one priority for all companies must be the health and safety of employees and customers. At the same time, consumer-packaged-goods (CPG) leaders are facing an increasingly unpredictable and dynamic economic future, which will require thoughtful action to guide their business through the crisis.

Broadly, companies are focusing on three phases of action. The first is to navigate the now by safeguarding and protecting their employees, their customers, and the viability of their business.¹ The second is to reorient the business so it can navigate the disruption and plan for the recovery. Finally, the most sophisticated companies are already positioning their business for the next normal after the crisis. Revenue growth management (RGM)—the discipline of driving sustainable, profitable growth through a range of strategies around assortment, promotions, trade management, and pricing—has an important role to play in phases two and three.

RGM strategies have traditionally allowed top performers to generate profits that they can

reinvest in innovation and brand building. Sustaining this approach through the crisis will be a major challenge, as some categories have seen demand crater, and most consumers are bracing for a weak economic outlook. (Only 35 percent of US consumers were optimistic or very optimistic about economic conditions after COVID-19,² and only 10 to 15 percent in Italy, France, Spain, and the UK.³)

Navigate the disruption

The crisis has affected consumer-goods companies in very different ways through changes in consumer behavior across several dimensions: category consumption, channel selection, shopper trip frequency, brand preference, and media consumption. (For an overview of these changes and their implications for demand, see *Rapidly forecasting demand and adapting commercial strategies in a pandemic.*)

These changes in consumer behavior require a new type of rapid planning, with a high level of uncertainty around the magnitude and duration of changes in consumer behavior. We recommend a “SPRINT” approach, which can be completed in four to six weeks (Exhibit 1).

¹ See “How Consumer Goods companies can prepare for the next normal,” April 17, 2020, McKinsey.com.

² See “Survey: US Consumer sentiment during the coronavirus crisis,” April 29, 2020, McKinsey.com.

³ McKinsey & Company COVID-19 Consumer Pulse surveys, conducted globally between April 2 and April 19, 2020. All data relating to surveys are based on the McKinsey Global Consumer Pulse surveys conducted weekly since March 26 and expected to continue for the remainder of the COVID-19 pandemic. The most recent surveys for each country, usually including a comparison with the two previous weeks, are accessible at “Global surveys of consumer sentiment during the coronavirus crisis” on McKinsey.com. Not all dated surveys cited in this article are still available online, since older data are removed as surveys are updated. We will continue to provide in footnotes the relevant dates for which the data in this article were compiled, even if they are no longer available online.

Exhibit 1

Navigating the crisis calls for rapid and coordinated execution of a SPRINT-based plan.

Revenue response



The essence of the SPRINT model is to develop a view of the expected revenue and margin evolution of the business based on each category-level demand archetype, and then to design appropriate actions across multiple commercial dimensions. The SPRINT model is comprehensively laid out in *Rapidly forecasting demand and adapting commercial strategies in a pandemic*. We focus here on the RGM component in step 5 ('N'):

Navigate RGM adjustments with caution. Coupled with supply realities, any demand spikes or drop-offs will create opportunities and challenges for CPGs. With respect to the four core aspects of RGM (pricing, promotions, assortment and portfolio, and trade), companies need to tread carefully. Any action on RGM should abide by the principle of building stronger relationships with

customers and consumers (for example, by extending payment terms for more vulnerable customers or by delaying planned price increases on essentials). At the same time, there will be value-driving actions to take (Exhibit 2).

Plan for the next normal

Even as companies work nonstop to stabilize their business, we believe it is critical to allocate significant time to planning for the postcrisis phase. It can be as simple as executives spending a few hours every week thinking ahead, or as committed as assigning a specific team responsibility for creating RGM plans for 2021 and beyond. To succeed at RGM in the next normal, CPG companies need to focus on consumers, shoppers, and customers, and define scenarios for each.

Exhibit 2

RGM in a crisis requires strategic choices.

Core aspects of RGM	What to do	What to avoid
Pricing	Consider planned, moderate price adjustments on non-essentials	Increase price on essentials
Promotions	Shift promo spend to defend share in categories with surging demand and where there is a risk of switching as tolerance for trying new brands increases	Run "business as usual" promotions that are inefficient or where supply constraints limit the ability to support higher demand
Assortment and portfolio	Streamline the assortment to most productive SKUs to drive logistics/store operations efficiencies Reconsider timing of product launches to account for delayed consumer demand and supply-chain disruptions	Pushing higher-priced variants of products simply to improve profitability
Trade	Reinforce performance principles of trade terms (eg, customers with strongest performance orientation are prioritized for investments, including supply)	Take actions that could affect the viability of more vulnerable customers (eg, find ways to extend payment terms rather than making aggressive collection moves)

Consumers

Product and brand preferences—leading to assortment and pricing changes

Stockpiling and product unavailability are disrupting consumers' traditional preferences for specific brands or product attributes, especially in categories deemed essential. As a result, 30 to 40 percent of US consumers and 65 to 75 percent of those in India and Vietnam have already tried alternative brands or products during COVID-19.⁴ The expected postcrisis recession is likely to exacerbate this trend as consumers look for and switch to more affordable options.

To respond, CPGs will need to make assortment and pricing changes:

- Re-evaluate portfolio positioning and pack-price architecture, and consider whether to change the pricing for certain SKUs or launch new packs that are more affordable or convenient. One coffee-subscription company saw growing consumer demand for its home-delivered coffee and made a five-pound pack, normally reserved for wholesale, available to end consumers online, which was an instant hit.⁵
 - Consider whether they need new sub-brands with a differentiated proposition, specifically as an affordability play or to fulfill needs that matter more to consumers post-COVID-19.
 - Consider whether to invest in a specific growth category through innovation or M&A. As an example, many manufacturers of beauty and personal-care products have started to produce alcohol gels to support health workers and their communities. Now, with increased demand for hygiene products, should these become part of their standard offering?
- Address health concerns, in particular hygiene-conscious packaging. Examples are beverage companies adding aluminum-foil tops on cans or fresh-food producers packing products. Notably, these changes will also need to align with consumers' rising standards on sustainability.

Consumption occasions—leading to assortment and promotions changes

The shift to at-home consumption may become structural as consumer habits around working from home or spending social time outside change. Since the impact would vary by category, consumer-goods companies need to have a clear understanding of this evolution by holding new consumer-usage panels more frequently or using new household-penetration data in more detail.

Early evidence from China also suggests that some of the consumption occasions most impacted by COVID-19 are not likely to return quickly to precrisis levels, and recovery is not uniform across the country. In Tier-1 cities, sales in restaurants and food service in early March (with reopening rates above 90 percent) were still 40 percent lower than in December 2019.⁶

CPG companies will need to leverage these insights to develop new occasion-led assortment and promotion strategy changes. If occasion insights are not yet a significant input to activation and innovation strategy, now may be the time to bring them forward. This can lead to developing products better suited to new or more important occasions, reallocating communication investment toward them, and improving the activation of products to match the occasions. Several wine companies, for example, have started to offer virtual educational wine tastings, with complimentary at-home delivery.

⁴Consumer Pulse surveys: US 3/19–20, 2020; India 4/10–13, 2020; Vietnam 4/18–21, 2020.

⁵Meggen Taylor, "Trade coffee launches a five-pound bag to satisfy consumer demand and to keep their roasting partners in business during the pandemic," *Forbes*, April 7, 2020, www.forbes.com.

⁶MIYA payment engine data. Tier-1 cities are Beijing, Shanghai, Guangzhou, and Shenzhen.

Shoppers

Shopping occasions / missions—leading to promotions changes

Stock-up missions in grocery retail significantly increased during the initial crisis and may continue to be more functional, shorter, fewer in number, and higher in ticket value. In addition, the shopper may change: in China, male shoppers at brick-and-mortar stores increased more than 50 percent during the crisis.⁷

With consumers spending less time in stores, space for second placements is potentially restricted due to social distancing and a changing shopper profile. CPG companies need to redesign their promotional plans and reallocate budgets, including stimulating new-promotion volume uplifts, returns on investment, and reflecting changes in the assortment focus.

Channel and store preferences—leading to assortment and trade management changes

Shoppers are trying new ways of shopping and many may stick with them, leading to dramatic channel shifts:

- E-commerce is growing, albeit at vastly different speeds in different places. US grocery e-commerce household penetration increased from 13 percent before the pandemic to more than 31 percent in late March.⁸ This acceleration is likely to remain to some extent after lockdowns are over, with consumers in Asia expecting to shop online significantly more after the crisis than they did before: +15 percent in China, +16 percent in Indonesia, +38 percent in India, and +47 percent in Vietnam.⁹

- Bricks-and-mortar retail is seeing a substantial change in store mix and shopper experience. For example, in Europe, 14 percent of shoppers switched to a discount store, and in the US, 17 percent of shoppers were already going to new stores during the COVID-19 situation. In China, 50 percent of shoppers who had changed stores reported they do not intend to shift back.¹⁰

Various data sources and analysis techniques can help CPGs monitor these shopping habits very closely. For example, shopper surveys and geospatial-location data can shed light on how shopping behaviors and missions are changing—and given how fast the crisis is evolving, weekly or monthly updates are desirable.

Companies should start positioning themselves now to succeed by:

- accelerating efforts to win in growing purchasing channels such as e-commerce and click & collect, including expanding e-category management capabilities and providing easy-to-handle, e-commerce-specific packaging. A consumer products brand, for example, refocused its promotional budget on its own website, offering over 50 percent discounts to match customers' changes in channel focus.
- ensuring sufficient product availability and distribution of a “must-have assortment” across all store types. Companies could also consider having a presence in the discount channel, provided they carefully assess the tradeoffs of such a move.

Customers—leading to trade-management changes

⁷ Consumer Pulse surveys: China survey 3/21–23, 2020.

⁸ Brick Meets Click and ShopperKit Online Shopping surveys: August 21–23, 2019, and March 23–25, 2020.

⁹ Consumer Pulse surveys: Vietnam 4/18–21/2020; China 4/8–13, 2020; Indonesia 4/10–12, 2020; India 4/10–13, 2020.

¹⁰ Consumer Pulse surveys: Europe (including Italy, France, Germany, Spain, UK, and Portugal) 4/16–19, 2020; US 3/19–22, 2020; China 3/21–23, 2020.

In light of the changes to channel and store preferences described above, CPG companies will need to focus efforts with customers along four dimensions:

Strengthen operational relationships to ensure the basics are in place—for example, ensuring an effective supply chain to make sure there is always stock.

Support customers who may be under critical pressures—this can include extending payment terms or temporarily enabling consignment-based selling models. For example, an alcoholic-beverage company is encouraging outlet consumers to buy gift cards that can be redeemed later, helping to protect one of its core channels.

Reassess focus of investments across customers, given likely changes in the channel landscape, and who are going to be the “new winners.” CPG companies will need to redefine their customer segmentation and purposefully tie investment amounts, components, and size to the new segmentation.

Redefine trade-terms agreements with retailers, as they are being disrupted by changes in shopper habits and preferences. This will include changes to:

- *promotion plans*—as noted above, promotional uplifts and returns are likely to fundamentally change, and CPG companies will need to reset promotional plans agreed with retailers, redefining terms, in particular

fixed-sum payments.

- *growth bonus thresholds*—as shoppers spend more on essentials and less on discretionary items, growth thresholds may be arbitrarily hit or become completely out of reach.
- *timing of annual negotiations*—negotiations between CPGs and retailers typically start gearing up at the end of Q3 and accelerate in Q4. However, in light of the crisis, CPGs may want to delay negotiations until they have more clarity on what the next normal looks like, negotiate different components at different times, or agree to more flexible terms. At all times, companies should avoid being locked into a contract that has not been adjusted for the new reality.

There is no playbook for navigating a global pandemic, and there are shifts that will be hard to anticipate. But experience shows that companies that take a proactive approach, repositioning themselves to navigate the disruption and planning ahead for the postcrisis world as best they can, stand the best chance of not only surviving but coming out on the other side stronger. Companies that already have a dedicated RGM function should be putting that capability at the forefront of their effort. The actions they help direct should deliver for consumers and shoppers and strengthen relationships with key customers.

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A woman with voluminous curly hair, wearing a light blue button-down shirt, is looking at a tablet computer. She is standing in a store with shelves of various products in the background. The image is overlaid with a semi-transparent white box containing text.

Will innovation finally add up for consumer-goods companies?

In a changing landscape, companies can better meet consumers' needs by understanding the true value of innovation.

by Vinit Doshi, Stacey Haas, and Jon McClain

© Ljubaphoto/Getty Images

In response to massive consumer-behavior changes due to COVID-19, multiple consumer companies have recently announced cutbacks in their innovation pipelines. These announcements may signal a new era for the consumer-packaged-goods (CPG) sector, one in which the innovation agenda can escape the endless line extensions of the past several years. The lower-value launches that pervaded pre-pandemic innovation portfolios have failed to drive meaningful growth or return on investment for many CPGs (Exhibit 1). The average first-year sales for new-product pacesetters declined by an astonishing 50 percent between 2012 and 2018.¹

Innovation will be more important than ever as we move toward the next normal amid changing consumer needs and occasions. Companies can rethink their innovation agendas to more effectively address those needs and drive growth. However, many executives see barriers to boosting innovation

performance, including the complexity of multi-functional organizational dynamics and the difficulty of predicting consumer preferences and behaviors. In addition, these innovations seem to be occurring faster than ever. Disruption due to the pandemic lends even greater urgency to ensuring that innovation strategies adapt well to changes in consumer needs and retail environments.

The industry has been weighed down by innovation that fails to deliver meaningful, incremental growth. While challenges exist, they can be overcome. CPG companies can significantly boost the performance of innovation by measuring it more effectively, managing it more strategically, identifying ideas worth pursuing, and supporting them with necessary resources. Understanding the true, incremental impact of innovation is fundamental to developing a pipeline that delivers on the strategic objectives of the company.

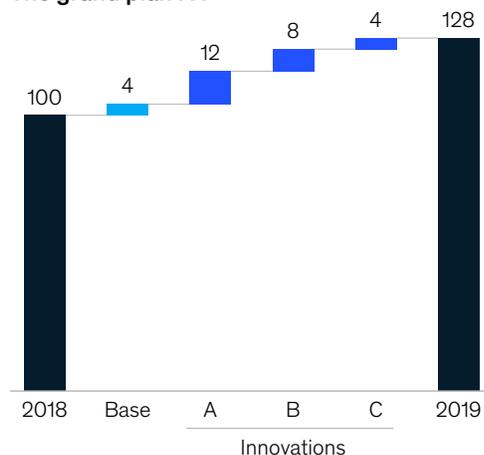
¹ Joan Driggs and Larry Levin, *New product pacesetters: Product innovation and the pace of change*, IRI, May 2019, iriworldwide.com.

Exhibit 1

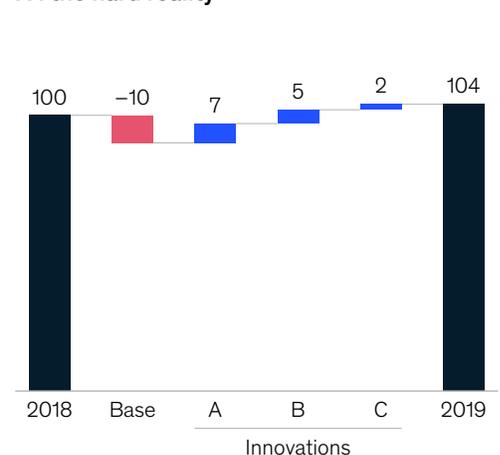
Consumer-goods companies face a different landscape than the one they imagined.

Portfolio sales, \$ (2018 = 100)

The grand plan . . .



. . . the hard reality



Leading CPG innovators aim to be first to scale, rather than first to market.

Implement a better measure of innovation

In a previous article, we described successful innovators' strategies, agile processes, investment approaches, and organizations.² The first element of a winning model is to focus on targeted consumer needs. For example, instead of casting a broad net, they aim precisely at well-defined pockets of winnable opportunity that are linked to a broader platform. They launch more "speedboats"³ by applying agile approaches to iterate their way to growth instead of risking everything on a few big bets. They also manage innovation as venture investment managers would, tracking progress against key performance indicators, adapting quickly to in-market performance, and appointing leaders to make decisions with autonomy. Leading CPG innovators also aim to be first to scale, rather than first to market. They identify high-potential ideas and trends and then leverage size to get to scale quickly.

Many companies also aim to have better insight into innovation impact that can inform the next set of innovations to launch. We previously described how companies can benchmark their overall innovation performance using measures of R&D-to-product conversion and new-products-to-margin conversion.⁴ These metrics provide valuable insights on efficacy of R&D dollars and impact of new products on overall margin. We now have the rigorous data, systems, processes, and analytic knowhow to expand this to include additional metrics.

Currently, many companies track the share of sales coming from innovation, known as the vitality index. But with its simplistic focus on total revenue, this metric not only fails to differentiate profitable and unprofitable investments but also evaluates all innovation through the same lens, regardless of strategic intent. The vitality index is a kind of thermometer: it measures temperature but does not improve health. It can distract companies into shifting volume, effectively cannibalizing existing sales, rather than driving more valuable and disruptive innovation. Indeed, many companies with a strong vitality index—as much as 20 percent of sales from products launched in the past three years—are not growing their top lines. In a world of endless line extensions, the feel-good vitality index is becoming less and less meaningful. The decline in first-year sales of new products is evidence of the challenge facing large brands.

In a postpandemic world, this challenge of anticipating consumers' needs—and managing innovation to address those needs—is likely to get tougher as a result of massive, lasting behavioral disruption across consumers, categories, and channels. Consumers are placing greater priority on necessities. They're seeking larger sizes, shelf-stable and easy-to-prepare products, and products that deliver a higher value. They're shifting their shopping behavior to online and direct-to-consumer channels. Changes in disposable income and consumer attitudes increasingly favor brands that stand for trust, safety, health, and value. Established

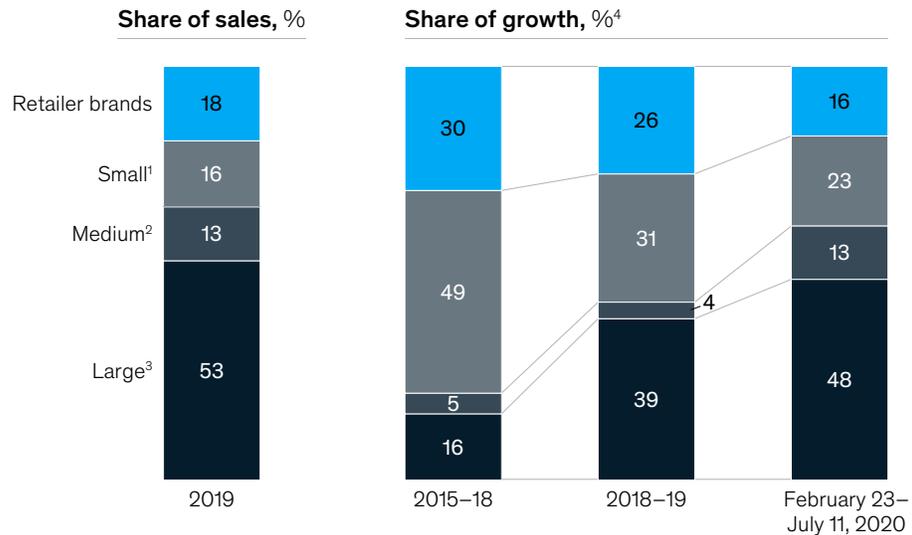
²Mark Dziarski, Stacey Haas, Jon McClain, and Brian Quinn, "From lab to leader: How consumer companies can drive growth at scale with disruptive innovation," September 2018, [McKinsey.com](https://www.mckinsey.com).

³Smaller launches to test and refine products in-market.

⁴Guttorm Aase, Erik Roth, and Sri Swaminathan, "Taking the measure of innovation," *McKinsey Quarterly*, April 2018, [McKinsey.com](https://www.mckinsey.com).

Exhibit 2

Since March 2020, large companies have made significant gains in growth share.



¹Companies with annual sales less than \$500 million.
²Companies with annual sales \$500 million to \$2.5 billion.
³Companies with annual sales more than \$2.5 billion.
⁴Figures may not sum to 100%, because of rounding.

brands, which had been suffering slow growth compared with smaller, more nimble brands, have now rebounded and account for nearly half of growth (Exhibit 2).

Leading companies are evaluating and adjusting their portfolio strategies in anticipation of the eventual recovery. Many are acting decisively to adjust assortment, fill product gaps, evolve price-pack architecture, adjust promotional activity, and increase omnichannel presence. Some companies are further exploring ways to align brand priorities with growth opportunities and accelerate the right innovation initiatives to compete effectively in an altered landscape. One leading food marketer sought to establish a more consistent and objective process for assigning limited resources to the right places earlier in the process. To achieve this, the company's innovation team is testing a data-driven approach to simulating innovation potential ahead of extensive product-development and -launch efforts.

The pandemic is also lowering barriers to brand switching. According to a recent survey, 75 percent of consumers have started a new shopping behavior—including 36 percent of consumers who have purchased new or alternative brands and products—often out of necessity due to product unavailability but also out of changing attitudes.⁵

This potential for easier trial may be good news for future innovation. But before that happens, marketers will need to know which past innovations have been successful and why (or why not); this knowledge is key for ensuring that innovation strategies can meet evolving consumer needs in a demanding retail environment.

It is critical to measure, simplify, and manage innovation performance differently and more effectively. To identify the true impact of innovation, marketers need a strategic and fact-based view. Better measures of innovation performance

⁵McKinsey & Company, COVID-19 US Consumer Pulse Survey, conducted between June 15 and June 21, 2020.

allow senior leaders to make superior decisions on the R&D, marketing, branding, and commercial levers used to support those innovations. A disciplined approach allows companies to institutionalize the process of learning and incorporate lessons back into strategic planning. Most important, it can shift organizational mindsets toward a relentless focus on ensuring that innovation works.

To accomplish this, we recommend three improvements to innovation: determining strategic roles, measuring net incrementality, and shifting evaluation from sales to profit and returns.

Determine strategic roles for each innovation

Not all innovations are equal. The most successful innovators understand the roles different kinds of innovation play in the overall growth algorithm—and the portfolio composition required to reach growth targets. Portfolio innovation can be grouped in four categories, each with a distinct role and a different path to achieve scale (Exhibit 3):

- **Line extension**, a low-risk, close variant of an existing brand that delivers the same essential benefit proposition—such as vanilla-flavored soy milk
- **Innovation expansion**, in which a new product in the same category delivers new or more benefits in ways that fundamentally expand total category potential—such as almond milk in the space of plant-based beverages
- **Disruptive innovation**, where marketers innovate to enter white space (new categories or business models) to serve new or unmet needs, reach new opportunities, and engage with consumers in pioneering ways—such as plant-based beverages as alternatives to dairy milks
- **Renovation** of an existing brand’s positioning, product, or packaging to deliver improved benefits—such as cookies without trans fats;

Exhibit 3

Companies focused too heavily on line extensions can apply incrementality learnings to shift the balance toward expansion and disruption.

	Line extension	Expansion	Disruption	Renovation
Description	Extend existing product or positioning with similar benefits	Innovate with new product in current categories, consumers, or occasions	Disrupt to enter white space, such as a new category or business model	Improve existing brand’s overall benefit delivery
Strategic objective	Renew the core value proposition through additional product choices	Create competitive advantage with meaningful product differentiation	Create new spaces for highly incremental and sustainable sources of growth	Improve the core value proposition of an existing brand; eg, “fix what we have”
Actions	Extend existing brand in category with new packs, format, flavor, or sizes	Launch new product under existing or new brand to serve consumers differently and more effectively	Launch into new categories, new consumers, occasions, unmet needs, or new business models	Improve existing brand’s product, positioning, packaging, or benefit delivery
Investment¹	Low	Moderate	Large, sustained	Low to moderate
Impact	Smallest	Moderate	Largest	Moderate
Typical timing	<12 months	1–2 years	2+ years	Immediate

¹Represents typical scenarios; actual investment profiles vary widely across companies and categories.

this underused approach can benefit growth by delivering meaningful differentiation to the entire brand in a cost-efficient way

It is critical to measure each type of innovation against different standards of performance and over varying investment horizons. One critically insightful and necessary measure of performance is incrementality, or the portion of innovation volume that comes from new buyers and additional usage occasions. Incrementality can also be thought of as a new product's volume after netting out cannibalization from a brand's existing buyers.

A typical line extension's incrementality might not exceed 10 percent, but it should require less support and pay out more quickly. An expansion, which requires greater product differentiation and spending, can deliver incrementality of 20 to 50 percent. Disruptive innovation can deliver more than 50 percent in incrementality but typically requires more time and money to develop and scale. It is important to note that true breakthrough innovation (a step further than disruptive) requires different measurement approaches (both before and after launch).

Measuring innovation in the context of a portfolio helps senior leaders set the right performance bars for each initiative. It also provides strategic

flexibility in innovation sequencing and mixes that can deliver both near-term results and sustained portfolio growth.

For example, a leading food manufacturer found that its rate of innovation was similar to those of its peers, but two-thirds of its launches were line extensions that yielded little incremental revenue. Many investments in innovation produced negative returns, diverting valuable resources from the more disruptive ideas required to build sustainable competitive advantages. With a clearer view of end-to-end profit and return on investment (ROI), including capital- and operational-expenditure costs, the senior team reprioritized innovation initiatives, favoring expansion and disruptions over line extensions. The shift significantly improved net sales, gross margins, and ROI.

Measure net incrementality to the portfolio

A critical step is measuring each innovation's true incremental impact to the brand and portfolio, net of cannibalization. Measuring the baseline can often prove a tricky affair. But recent advances in analytics using data-driven models of consumer behavior have made it possible to measure true incrementality while controlling for other factors. This shifts the conversation from what to sell toward which consumer behaviors innovation should strive to replace. The focus on incrementality is useful

Measuring innovation in the context of a portfolio helps senior leaders set the right performance bars for each initiative.

both in postlaunch evaluation and in identifying where to play when developing innovation strategy. Incrementality metrics can identify impact from new buyers to a brand and portfolio as well as incremental purchasing from existing buyers, net of cannibalization.

For example, a leading brand of household cleaners launched a close-in line extension touting superior cleaning benefits, but it resulted in less than 20 percent incrementality because it had entered a crowded space where headroom was limited. The challenge was even more difficult given the dynamics of a category with limited expandability, a high bar for consumer credibility, and consumer momentum moving from liquid cleaners to tools. Moreover, the overall brand declined by 4 percent

as the new product cannibalized marketing support from the rest of the brand's products, resulting in negative ROI (Exhibit 4). These shortfalls persuaded senior leaders that they needed to innovate in growing spaces, create more differentiated benefits, and avoid cannibalizing the parent brand of its own marketing support.

A similar analysis in the milk and milk-alternatives market shows that plant-based beverages such as almond or soy milk were about 44 percent incremental to the overall category, meaning that 44 percent of growth in alternative-milk consumption came from other beverages, not dairy milk. The remaining 56 percent represented cannibalization from dairy milk, a number that may sound alarming but ultimately represented only a tenth of the

Exhibit 4

One brand entered a declining liquid segment with limited headroom and with consumer momentum going to tools.

Retail sales, year-over-year change

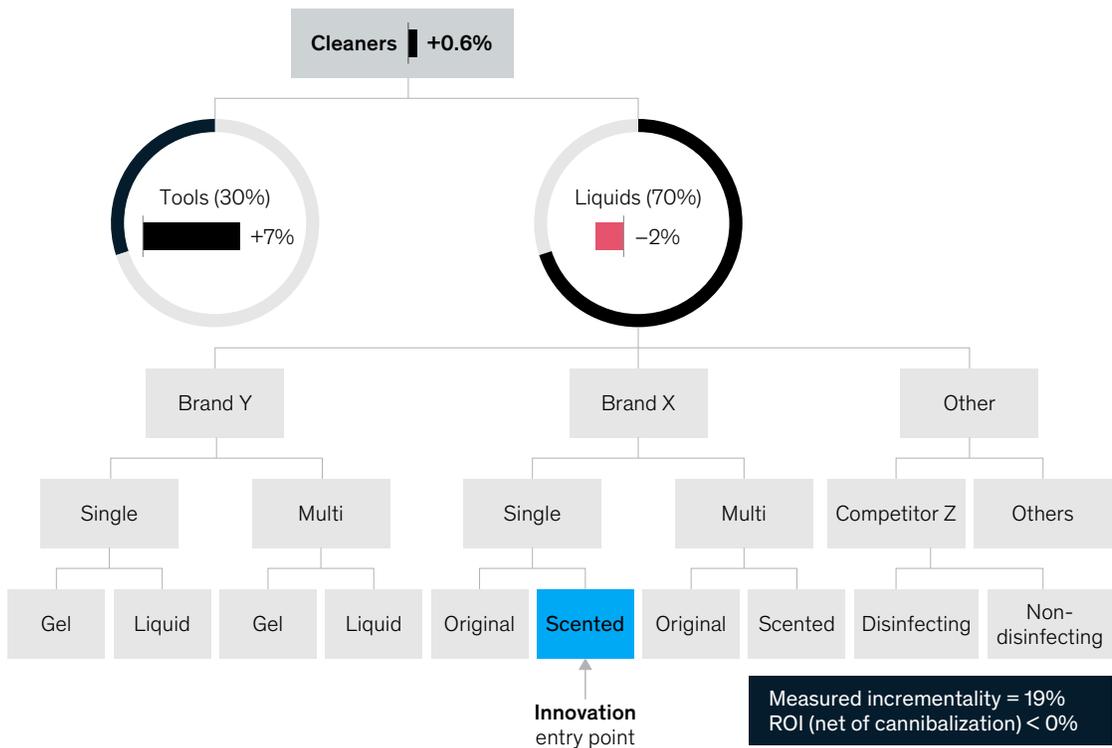
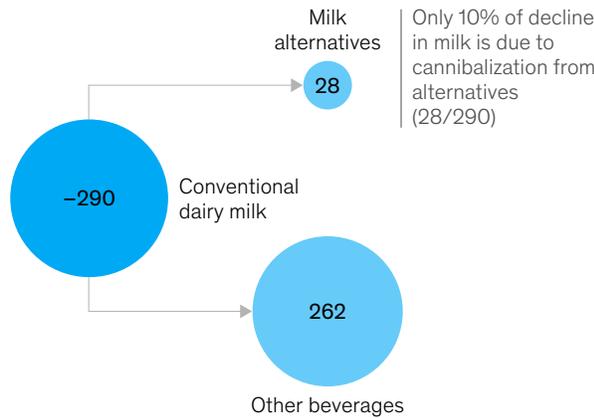


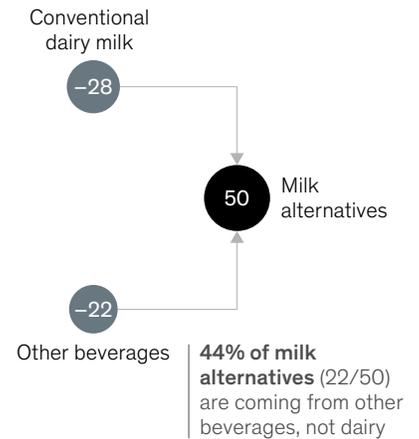
Exhibit 5

An analysis of incrementality shows that milk alternatives are not the main cause of declines in conventional dairy sales.

Milk: Beneficiaries of volume losses,
gallons, millions



Milk alternatives¹: Sources of gains,
gallons, millions



Most of the decline (-262 million) in conventional dairy milk is due to other factors not directly caused by plant-based alternatives: erosion of product appeal related to changing consumer tastes, loss of distribution, less effective marketing, price changes, etc

¹Milk alternatives include almond, soy, coconut, oat, and rice. Conventional dairy milk includes cow's, lactose-free or -reduced, and other milks. Source: Nielsen, 2015–19 sales; McKinsey Growth Mapping

total decline in conventional dairy milk. The quantification of true incrementality showed how the emergence of milk alternatives was more a symptom than the cause of decline in dairy (Exhibit 5).

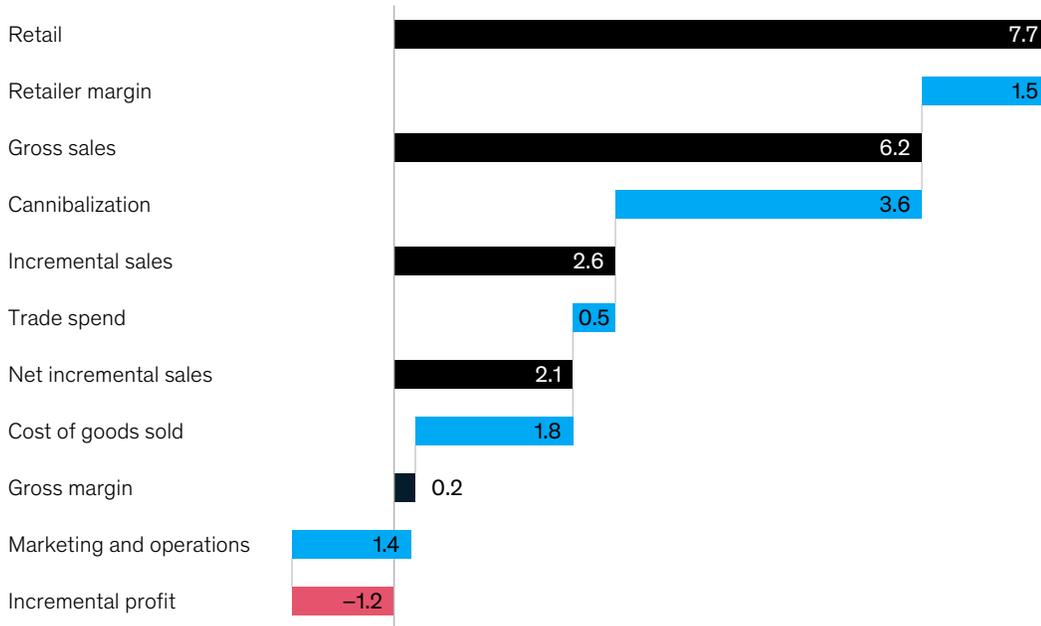
Shift innovation evaluation from sales to portfolio profit and return on investment

Marketers who manage innovation based on incremental profitability to the portfolio, instead of sales or share, stand to make better decisions to drive portfolio growth. They need to measure whether the innovation is profit accretive to the portfolio mix and quantify the ROI. With this fresh perspective, marketers can plan for accretive margins from the early stages—and give more disruptive innovation enough time and investment to become profitable.

For example, a leading snack-food manufacturer launched a fruit-flavored line extension of its brand in a fragmented category. The extension delivered the expected gross sales, based on the size of the parent brand. And by the standards of a line extension, its 42 percent incrementality appeared healthy. But after fully accounting for cannibalization and the costs of product development, marketing, and operations, the company discovered that the innovation yielded a negative ROI (Exhibit 6). Although a low ROI is not unusual for new products in the first year, the comprehensive measurement of incremental sales and profit led the company to revisit resource allocation behind line extensions.

Exhibit 6

For one company, an innovation netted negative returns after considering true incrementality.



Note: Figures may not sum, because of rounding.

Next steps

It may feel daunting to manage and measure innovation in the context of complex portfolio-growth strategies. But it doesn't need to be. We recommend starting with an unbiased assessment of the organization's capabilities and practices by asking nine questions:

1. Does innovation empower sustainable, profitable portfolio growth?
2. Do we use an analytical, data-driven framework to choose where to innovate?
3. Do we develop innovation systematically, based on consumer-led and analytical insights?
4. Are we able to accurately predict the size of innovation and sources of volume?
5. Do we pursue a balanced mix of innovations with distinct roles to meet specific strategic goals?
6. Do we set metrics and targets by type of innovation based on objectives and portfolio roles?
7. Are we able to accurately measure innovation incrementality?
8. Do we measure the impact of innovation to understand if it is margin accretive to the portfolio?
9. Does our organizational structure use a disciplined process to measure and manage innovation?

In our experience, nearly every CPG company could stand to make meaningful improvements in one or more of these areas. Leaders who commit to managing innovation performance in more purposeful and rigorous ways can expect to drive more profitable portfolio growth through innovation.

Advances in data and advanced analytics make it easier than ever to rapidly measure root causes and improve innovation performance. The real challenges lie in finding the discipline to establish a consistent and agile measurement process, glean the right insights from consumer and shopper data, and apply powerful advanced analytics based on machine learning to evaluate performance.

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+0.03▲	587,451	0.007%	550,000
-2.09▼	150,037	1.561%	375,000
+1.17▲	916,598	5.033%	821,000
+0.72▲	634,270	1.34%	1,000,000
-0.51▼	530,014	2.00%	1,000,000
+3.16▲	692,360	0.00%	1,000,000
-1.23▼	237,981	0.00%	1,000,000

Accelerating the recovery in consumer goods through digital and analytics

More than ever, scaling impact through digital and analytics is an imperative for consumer-goods companies. Here's our emerging recipe for navigating the recovery.

by Ford Halbardier, Brian Henstorf, Robert Levin, and Aldo Rosales

The pursuit of large-scale impact through digital and analytics is not a new topic. Ask any consumer-goods executive if his or her company has invested in digital and analytics, and you'll almost certainly get an affirmative response. However, COVID-19 has severely accelerated disruption and highlighted the need for reinvention across four main areas:

1. ***Seismic shift to digital engagement.*** The longer the crisis persists, the more likely it is that the substantial channel shift to e-commerce, direct to consumer, and other digitally enabled purchase journeys will be transformative and lasting.
2. ***Rapidly changing consumer behavior.*** As consumers shift to online channels and dramatically change their habits, it has become increasingly important for companies to establish agile digital-marketing and consumer-insights capabilities to enable better decision making.
3. ***Increased focus on supply-chain resiliency.*** Unpredictable demand patterns, combined with the disruption of physical supply chains, have resulted in high volatility and uncertainty that require immediate and coordinated action across manufacturing plants, suppliers, and retailers.
4. ***Growing need to rethink the product portfolio.*** Consumers are looking for more-convenient, safer, and less-expensive alternatives. Suppliers have been struggling to fulfill those needs in this environment. Companies will have to innovate faster, reduce complexity, and simplify the product portfolio.

Scaling digital and analytics will be a key differentiator between resilient and nonresilient companies as they emerge from this crisis. In light of the recovery and reinvention challenge that the industry is up against, the call to action is loud

and clear: either fully tap into the power of digital and analytics, or get left behind.

In this article, we describe the most common pitfalls that companies encounter in their journey toward digital and analytics scale-up, as well as the imperatives to consider in the context of COVID-19. We also explore an emerging recipe for success.

The most common failure modes

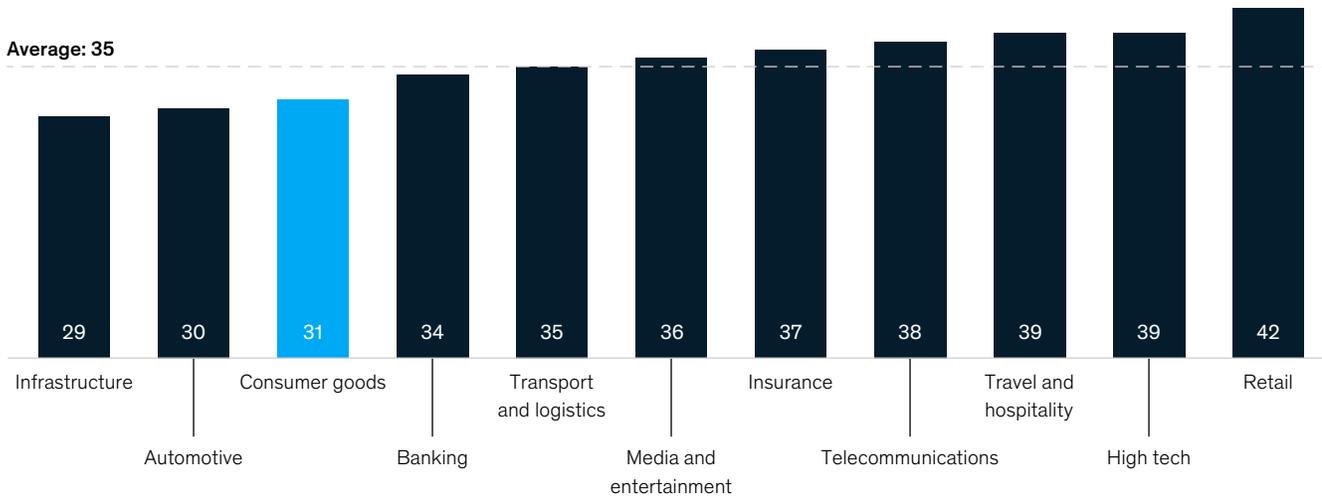
Drawing on our experience working with consumer-goods players around the world, we have identified the four most common failure modes—the mistakes that hinder organizations from capturing value at scale from digital and analytics:

1. ***Neglecting to connect digital and analytics programs to the enterprise strategy.*** Laggards tend to treat digital and analytics efforts as side projects rather than important enablers of enterprise-wide priorities.
2. ***Making big investments prematurely.*** Some companies, enamored of having the latest technology, invest in digital and analytics before they thoroughly understand what the business truly needs and what will deliver significant impact.
3. ***Holding out for “perfect” hires.*** Laggards spend as much as six months searching for two or three data scientists or wait until they feel they've found the “perfect” hire to lead the team.
4. ***Underinvesting in change management.*** Executives often tell us that they wish they'd spent as much or more on change management as they did on technology. As a rule of thumb, digital and analytics leaders should allocate their energy and investment as follows: 25 percent on data, 25 percent on technology, and 50 percent on change management.

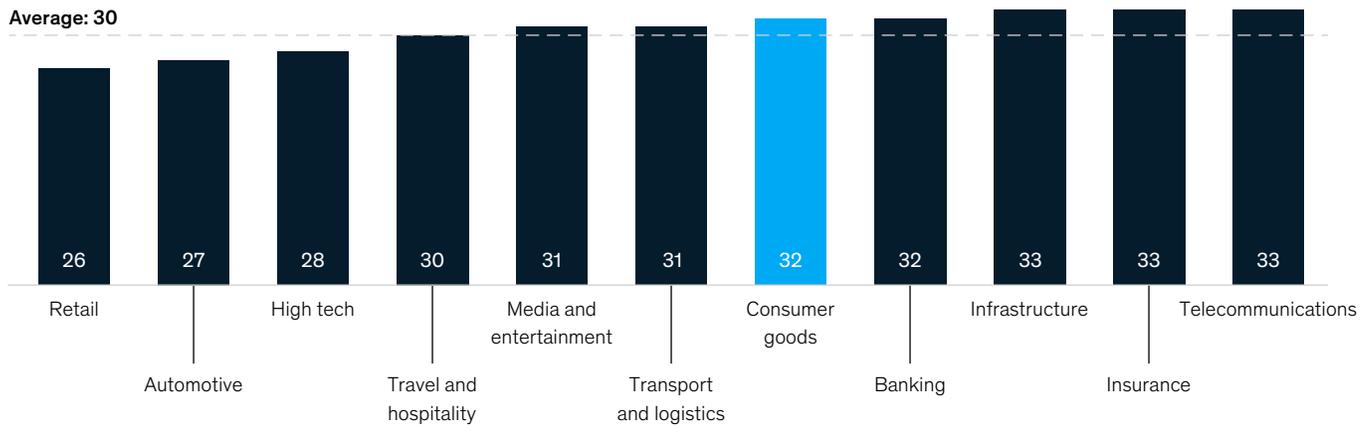
Exhibit 1

Consumer goods is among the least digitally mature industries.

Distribution of Digital Quotient score by industry, global, points (out of 100)¹



Distribution of Analytics Quotient score by industry, global, points (out of 100)¹



¹As of June 2019.

Complexity in the context of COVID-19

The pandemic has created additional complexity that consumer-goods players must consider as they navigate the recovery phase.

First, speed is more important than ever. Companies have had to make decisions quickly. Remote working was adopted practically

overnight, allowing companies to mobilize global talent instantly. Organizations have realized that this new way of working is enabling speed and flexibility. Coming out of the crisis, many will consider a permanent change to the traditional operating model, and companies that fail to adapt will most likely struggle to capitalize on this momentum.

Second, the cost and liquidity challenges will intensify as the economic downturn becomes more severe. Uncertainty about the duration of the COVID-19 crisis will make it challenging for companies to incur discretionary capital expenditures—such as digital and analytics investments—with confidence.

Third, COVID-19 will most likely increase the availability of technical talent. As start-ups struggle with short-term liquidity and companies across industries look for efficiencies, there could be an increased supply of skilled people pursuing new challenges. Consumer-goods players can become new hubs for digital and analytics talent.

An emerging recipe for success

Before the crisis, only a few consumer-goods players had delivered impact at scale from digital and analytics efforts; however, the recipe for success is becoming clear.¹ The following are four core elements of digital and analytics success that companies should put into practice as they navigate the recovery.

1. Set a bold long-term aspiration

Companies should avoid articulating only a vague, generic aspiration (“we will build excellent analytics capabilities”), which will inevitably fail to take hold. Instead, they must begin with a concrete digital and analytics vision clearly linked to the corporate strategy. One consumer-goods company, for instance, had the following vision for its transformation: to “create a best-in-class sales force using digital and analytics to enable the right actions, in the right outlets, at the right time, executed flawlessly every day.”

Albeit long term in nature, the vision must address themes that the COVID-19 crisis has made more important than ever, such as e-commerce capabilities. Coming up with a balanced aspiration—one that is transformational but also targeted to short-term value areas—will help determine priority areas and investments.

Importantly, the aspiration must be informed by a candid, detailed assessment of the starting point, using a shared vocabulary and well-understood criteria and standards to ensure that people at all levels recognize the magnitude of the change required. One business unit’s definition of “digital and analytics” might be vastly different from another’s, so it’s critical to establish a thorough understanding of the current state of affairs and a common definition of success.

2. Pursue ‘domain transformations,’ not unrelated use cases

At the heart of any digital and analytics program are use cases, which define specific business problems to be solved through new ways of working. Use cases can be found across the front, middle, and back of an enterprise. They can be grouped together in “domains”—subsets of use cases that share a common element, such as a deployment mechanism, data sources, or business users (Exhibit 2). We’ve found that to bring about transformational change, it’s best to pursue use cases within the same domain.

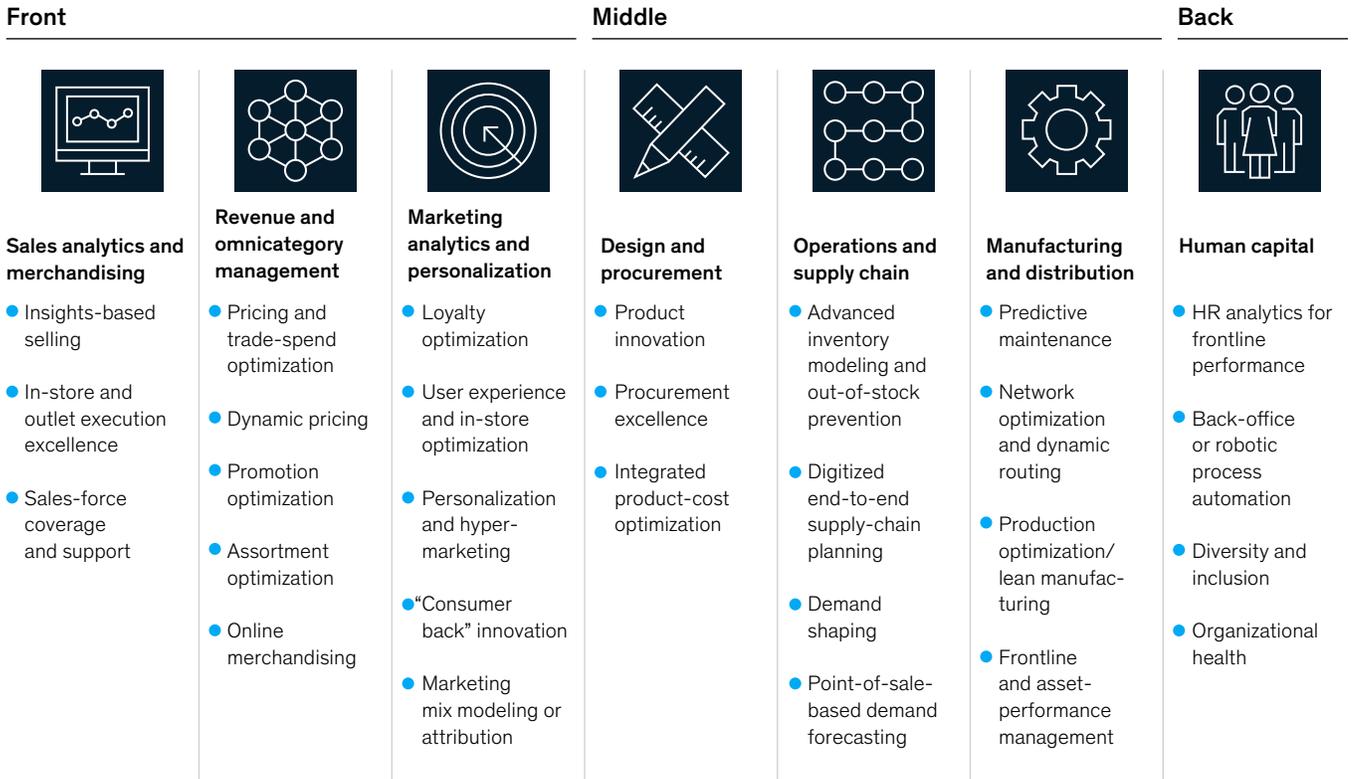
In the early days of digital and analytics transformations, companies prioritized individual use cases, largely in the commercial functions, based on feasibility and impact. To support the highest-priority use cases, companies then established a set of broad-based enablers—for instance, a data lake, a technology stack, and a technical organization that housed all-new talent profiles, such as data scientists. In theory, these enablers would meet the needs of the entire enterprise.

In practice, however, generic enablers rarely meet specific business requirements. Successfully scaling up digital and analytics efforts thus requires a different approach: one that prioritizes fully enabled domain transformations rather than unrelated use cases. Instead of pursuing the three highest-impact use cases in different domains, a company might pursue, say, the first, fourth, and

¹ For a cross-industry analysis, see Peter Bisson, Bryce Hall, Brian McCarthy, and Khaled Rifai, “Breaking away: The secrets to scaling analytics,” May 2018, McKinsey.com.

Digital and analytics programs should support entire domains rather than unrelated use cases.

■ Domain ■ Use case



sixth highest-impact use cases, if these reside within the same domain. The company can then develop domain-specific enablers, such as data the domain needs, surgical changes to the tech stack, or capability building for business users. In this way, the company reaps higher returns on its investment because these enablers support all the use cases within that domain.

This approach also allows companies to tackle each domain’s unique challenges. The sales analytics and merchandising domain, for instance—particularly for large, dispersed sales organizations—typically requires an intense focus on handheld tools linked to the core tech stack and deployed through broad-based capability building. On the other hand, the revenue-management and omnichannel-management domain is much more

about sophisticated, granular analytics conducted by a relatively contained team, with limited implications for the tech stack. By transforming domains, companies can home in on these domain-specific challenges and more rapidly achieve impact at scale.

Domain transformations in the middle of the enterprise are often the most difficult: consumer-packaged-goods (CPG) companies typically have hundreds (or even thousands) of people in their supply-chain organizations, as well as multiple data sources scattered across planning teams, plants, and distribution centers. One CPG manufacturer had historically struggled to optimize the availability of its products while keeping the cost of goods sold (COGS) and inventory low. The executive team agreed to prioritize one domain—sales and

Data and architecture are among the toughest enablers for consumer-goods organizations to get right.

operations planning (S&OP)—and selected two use cases within that domain that would both deliver outsize impact and build the necessary foundations for future efforts. The first use case was digitized end-to-end supply-chain planning; the second was demand forecasting based on point-of-sale (POS) data.

The main enablers of the domain transformation included a data ecosystem that integrated inputs from more than 100 data sources and became the organization’s “single source of truth”; a robust set of digital and analytics tools—jointly chosen and refined by the planning managers and use-case experts—to automate key portions of the planning process and free up the planning team’s capacity; and an intensive capability-building effort that touched all 200-plus people spread out across multiple planning cells. This third enabler, overlooked in previous transformation efforts, was crucial to success, especially in light of the wide variability in technical expertise across the talent pool.

The impact was evident within the first year: higher revenues through lower out-of-stock levels and better customer service, reduced costs through a decrease in the number of obsolete products, and significantly reduced inventory through lower safety stocks. The company’s demand-forecasting accuracy, already above average for the industry, improved by more than six percentage points. In hindsight, prioritizing this domain was critical to establishing a competitive advantage in a COVID-19 environment, where the capacity to react quickly has become a true differentiator.

3. Ensure the coherence of enablers across domains

Each domain must be fully enabled to succeed—but there must also be coherence in the enablers as they are built out across domains. Creating a bespoke digital and analytics organization for each domain, for example, isn’t sensible. Instead, leading companies have only one digital and analytics organization—centralized, federated, or a mix of both—and then deploy specific skills and capabilities to each domain as needed.

Data and architecture are among the toughest enablers for consumer-goods organizations to get right (see sidebar, “Instilling a healthy data culture”). Many companies don’t have as much consumer data and retailer point-of-sale data as they’d like. The relevant assets they do have—internal financial, product, and customer master data—typically reside in siloed legacy systems that are difficult to access and harmonize. And consumer-goods companies tend to lack the strong data-governance processes to use, secure, and share data across the organization in compliance with privacy regulations.

Some consumer-goods companies, recognizing these inadequacies, mistakenly believe that they need to change their entire data infrastructure at once. But in our experience, prioritizing the enablers that will yield the greatest value is much more effective and helps ensure the coherence of enablers across domains.

When a regional consumer-goods manufacturer embarked on a digital and analytics transformation,

Instilling a healthy data culture

by Alejandro Diaz and Mike Doheny

In scaling digital and analytics, the gap between leaders and laggards—both within and among industry sectors—is growing. For all consumer-goods companies, the emergence of digital and analytics as omnipresent realities of modern organizational life means that a healthy data culture is becoming increasingly important. A culture that brings together data talent, tools, and decision making can unleash competitive advantage.

Our experience suggests that instilling a data culture strengthens the nuts and bolts of a company's digital and analytics enterprise, helping it avoid the pitfalls that often trip up transformation efforts. Here are some of the practices that have helped companies build a culture that clarifies the purpose, enhances the effectiveness, and increases the speed of their digital and analytics efforts:

- **Don't amass data for data's sake.** Some companies approach data analysis as a cool "science experiment"

or an interesting side project. The fundamental objective in collecting, analyzing, and deploying data should be to make better decisions. Data culture is decision culture.

- **Make sure the CEO and the board show commitment.** Leaders' commitment to a data culture must manifest in more than occasional high-level pronouncements. Instead, there must be an ongoing, informed conversation with top decision makers and those who lead data initiatives throughout the organization.
- **Get data in front of people.** Building cool digital experiments or imposing analytics tools top down doesn't cut it. To create a competitive advantage, stimulate a grassroots demand for data. When you put data in front of the people who can actually use that data, they get excited.

- **Marry talent and culture.** The competition for data talent is unrelenting. But there's another element that's sometimes overlooked: integrating the right talent for your data culture. That calls for striking the appropriate balance for your company between hiring new employees and upskilling current ones. Take a broader view in sourcing talent and a sharper look at the skills your data team requires.

Culture can be a compounding problem or a compounding solution. When an organization's data mission is detached from business strategy, it should come as no surprise that the results of digital and analytics initiatives fail to meet expectations. But when excitement about data analytics infuses the entire organization, it becomes a source of energy and momentum. The technology, after all, is amazing. Imagine how far it can go with a culture to match.

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for instance, it chose a decoupled technology stack that could expand as needed. Modernizing the core platform, typically a multiyear effort, was postponed until the return on investment could be clearly articulated. Instead, the company launched an effort to develop a set of application programming interfaces (APIs) that could effectively perform all required data exchanges. A cloud-based data layer would serve as the company's single data repository

across all domains, with the APIs acting as the communicating vessels between the top layer and the rest of the core systems. Data were ingested incrementally, so the company could first tackle the most critical data elements required by the highest-priority domains and use cases.

The company also emphasized data governance from the start of the transformation effort by

appointing a chief data officer (CDO) within the IT organization. The CDO had “data ambassadors” embedded into each business unit. These ambassadors collaborated with business-line leaders in defining the end-state requirements and domain-specific initiatives.

4. Reconfigure your operating model for speed and flexibility

Consumer-goods companies aren't typically structured to move fast or flexibly. Digital and analytics leaders have begun to organize their efforts around “squads” or “pods” that can move and react more nimbly, and such investments have proved effective under current working conditions.² One manufacturer revamped its operating model to incorporate the following elements:

- **Business-led squads with dedicated IT support.** Squad leaders are responsible for defining the specific business problems that the squads tackle and for ensuring value capture. Squad leaders (or product owners) aren't IT or other technical staff but rather experts from the business lines, with deep knowledge of each domain and the relevant use cases. All squads also have IT and data-science experts as needed and can thus achieve rapid progress, from a minimum viable product to impact at scale, using a sprint-based working model. Even when working remotely, squads can hold agile ceremonies effectively.
- **A technical center of excellence.** The company built a team of data scientists and engineers, sourced both internally and externally, for a new center of excellence (COE). The COE is distinct from other technology teams, such as

those for infrastructure and security. It oversees data science within each squad, as well as best practice and knowledge sharing across squads.

- **An empowered transformation office.** To help ensure the transformation's success, the company formed a transformation office comprising top-team executives. During regularly scheduled reviews, sponsors and squad leaders update the transformation office on the progress of initiatives; sponsors can also pitch new ideas. This structure and cadence allow the company's senior leaders to track milestones and dynamically reallocate resources to priority areas.
- **An emphasis on leadership training.** Executives and managers completed a mandatory capability-building curriculum that taught them not only how the digital and analytics program would help the business outperform, but also how to adjust their management styles to the new ways of working. One way, for example, was to steer clear of a “command and control” style and to empower teams to make decisions in agile sprints. The investment in leadership development sent a strong signal to all levels of the organization, generating excitement and enabling more credible change management.

Digital and analytics programs are no longer optional. COVID-19, while a near-term headwind, also provides an opportunity for reinvention. The time to act is now: companies that take bold actions will reshape the industry, whereas companies that merely react will be left behind.

² For more on squads and other aspects of agile organizations, see Daniel Brosseau, Sherina Ebrahim, Christopher Handscomb, and Shail Thaker, “The journey to an agile organization,” May 2019, McKinsey.com.

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Retail industry

136

The next normal in retail:
Charting a path forward

144

Redefining value and
affordability in retail's next
normal

152

The next normal: Retail
M&A and partnerships after
COVID-19

160

Adapting to the next normal
in retail: The customer
experience imperative

170

Automation in retail:
An executive overview for
getting ready

178

The end of IT in retail

184

Fashion's digital
transformation: Now
or never

194

How restaurants can thrive
in the next normal



The next normal in retail: Charting a path forward

To succeed in the next normal, retailers must assess their revenue management practices, operating models, digital capabilities, capital investments and M&A strategies – then make bold moves to transform themselves.

by Steven Begley, Becca Coggins, Matthew Maloney, and Steve Noble

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So now what? That's the eminent question US retailers face in the wake of the COVID-19 pandemic. After months of quarantines and phased recovery, it's clear that standard operating procedures in retail have changed and will continue to change as health and economic implications of the novel coronavirus evolve.

Retailers must act now, not only to keep pace but also to thrive in new market conditions. Most will need to significantly rethink their strategies and business models in the next normal—for example, what kinds of goods and services do consumers want and need in this changed environment? What macroeconomic factors will inform their purchasing decisions? Which new consumer habits will stick, and for how long?

Retailers' ability to answer these questions and find success in the next normal will depend, in part, on the subsectors they operate in and their overall liquidity. It will also hinge upon the degree to which they can adopt new capabilities and draw on new expertise—some of which they may need to leverage through mergers, acquisitions, and partnerships.

To begin this transformation process, retailers will need to systematically assess their capabilities in five areas that are critical for any retail operation to succeed: revenue management, operating models, digital, capital investments, and M&A and partnerships. Through this exercise, retailers can

identify gaps and requirements and make bold moves to position themselves differently in the next normal.

In this article, we consider how the landscape has changed for three retail subsectors—grocery; apparel, fashion, and luxury (AF&L); and restaurants—as well as the moves companies in these sectors can make to adapt and thrive postpandemic.

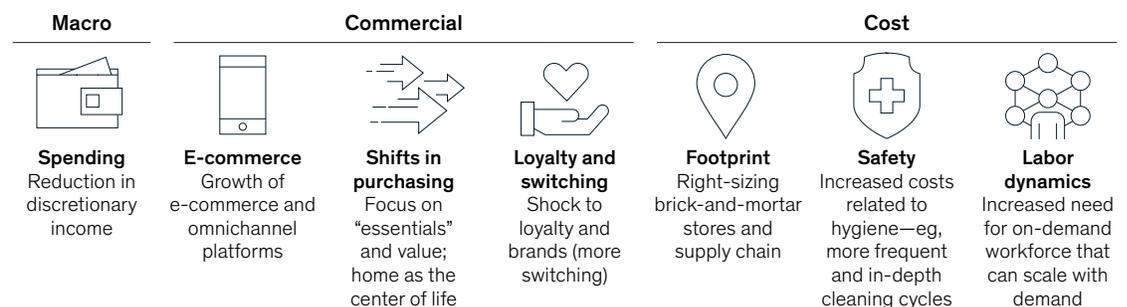
What's changed

According to our “consumer of the future” research, the pandemic has already altered consumer purchasing patterns and behaviors in deep and perhaps lasting ways. Given high unemployment and widespread quarantines, for instance, consumers are at home more often than not. They are shopping less, spending less when they do shop, and focusing more on health and well-being products and concerns.

Significant macroeconomic, commercial, and cost shifts over the past six months or so are changing the landscape for retailers as well (Exhibit 1). Most are anticipating limited containment of the novel coronavirus. Those operating in discretionary categories, in particular, are expecting a slow recovery over the next 18 months or so. And they expect a resurgence of the virus in late 2020 or early 2021, which could mute long-term growth and global recovery.

Exhibit 1

Key shifts in the retail landscape will inform companies' pathways to success in the next normal.



It's clear that standard operating procedures in retail have changed and will continue to change.

Shifts in spending. Macroeconomic factors during the pandemic period have altered the playing field for retailers. Demand for discretionary products has been significantly different than that for nondiscretionary products. For example, demand in the AF&L sector has dropped significantly, along with demand in the air travel, hospitality, commercial aerospace, and oil and gas sectors. The drop in demand for AF&L products has hovered between 20 percent and 45 percent at various points over the past few months. Overall numbers in the food and restaurant industries are down, although some segments—such as grocery stores and some takeout restaurants—have done well. The demand for groceries, which skyrocketed to between 7 percent and 17 percent as consumers stocked their pantries ahead of and during the pandemic, will likely revert to precrisis levels (between 1 percent and 3 percent) by the first half of 2021. According to our research, sit-down restaurants will likely take much longer to get back to previous norms—perhaps not until 2022 or 2023, depending on which economic scenarios emerge.

Shifts in purchasing, loyalty, and switching. Commercial changes as a result of the pandemic also loom large for retailers. There's been a significant (if predictable) increase in online sales and pickup and delivery services, as consumers have been unable or unwilling to enter brick-and-mortar stores for fear of infection. Over the past several months, online shopping has increased

about 20 percent in the grocery category. As a result, consumer loyalty has been disrupted, and switching has become more common. This is partly because consumers have learned to replace favored brands with more available or more affordable ones in the face of product shortages. More recently, consumers have also shown little compunction when switching to brands they can purchase through contactless or other “safe” methods.

Shifts in footprint, safety, and labor costs. Retailer cost considerations have also changed—among them, greater investments in interventions required to bolster or maintain supply chains, safeguard employees' and customers' health, and maintain staffing levels. For instance, as they have started to reopen, restaurants have seen a marked increase in costs because of new cleaning and social-distancing requirements as well as greater attention being paid to employee safety.

Of the three subsectors we examined, grocery is the most likely to expand both revenues and margins, given its starting point. By contrast, our research shows that AF&L is likely to experience significant revenue decline and margin contraction because of consumers' reduced discretionary spending and increased use of e-commerce, which tends to be a higher-cost channel for many retailers. And the restaurant sector is likely to see profit-margin pressure—primarily because of higher delivery costs—as well as decreased revenue.

How to transform

Many of the disruptive trends in retail were already in flight before COVID-19 emerged. But in many ways, the pandemic has accelerated these trends from decades to just days. Most retailers likely have not fully planned or addressed all of these trends; thus the capabilities required to transform the business in the next normal will not be first nature to most of them. Most have begun to expand their use of e-commerce, social media marketing, or analytics-based supply-chain management, but hardly any have developed these capabilities to the degree needed to meet current demand.

True transformation and reinvention will come only when senior retail executives take a step back from the turmoil and systematically evaluate their current products, capabilities, and strategies; identify any gaps; and devise a transformation plan (or roadmap) for addressing those gaps. Specifically, retailers should consider their capabilities along the following five dimensions:

Revenue management. Retailers should assess the full suite of revenue levers at their disposal and then double-down on them to sustain and accelerate sales and gross margin. For instance, senior finance and business unit leaders can undertake a clean-sheet evaluation of product assortment, price, and promotion levers to optimize sales and customer loyalty. They can also pursue innovations required to address consumers' changed needs and behaviors as a result of the pandemic. For example, a grocer might consider adding local, organic foods to its product mix—goods that postpandemic consumers may now be willing to pay a premium for.

Operating models. Successful retailers should use this unprecedented period to rethink their operating models—examining store footprints, labor, and supply chains to optimize cost structures and meet changing consumer preferences. Through this

analysis, they may identify new sales models or new ways of working that could help alleviate margin pressures. Something as simple as building more flexibility into pickup and delivery operations could help a retailer reallocate resources more effectively and better balance demand loads.

Digital capabilities. Continued social distancing—mandatory or voluntary—will require that retailers develop or purchase reliable e-commerce or digital capabilities to serve consumers who remain concerned about health and safety in the wake of the pandemic. Retailers may want to establish (or accelerate) expansion into new channels, a curbside pickup option, online-ordering applications, home-delivery options, and other digitally driven services.

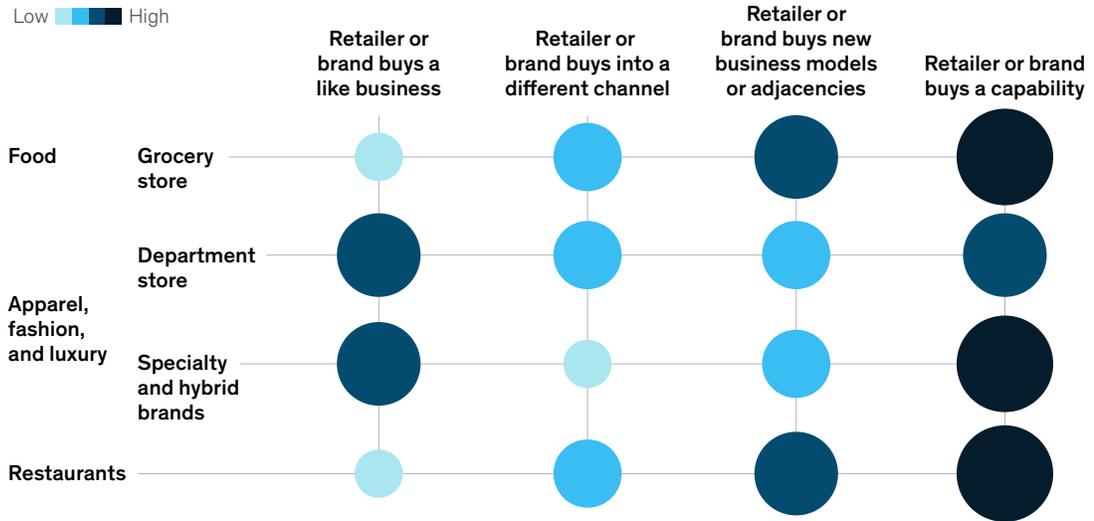
Capital investments. Most retailers understand the critical need to take a closer look at capital investments postpandemic—not only to address consumers' changing preferences, but also to position their organizations for growth in the next normal. With increased investments in technology, for instance, companies may be able to automate and streamline central work processes or otherwise accelerate digital transformation. And companies that are experiencing increased e-commerce demand will likely need to invest in updating their omnichannel networks.

M&A and partnerships. For many retailers, organic moves may be intuitive while inorganic ones, such as M&A and partnerships, may require even more deliberate consideration, especially in this time of great uncertainty. A number of leading indicators suggest that M&A and partnerships hold a lot of promise for retailers in the next normal, as the industry undergoes consolidation and retailers seek new capabilities, technologies, and expertise to address changing customer demands—and do so quickly (Exhibit 2).

Exhibit 2

M&A and partnerships hold promise for retailers in the next normal.

Anticipated relative level of M&A and partnership activity



It's important for retailers to acknowledge that not all deals are created equal; the potential deal must be aligned with the company's overarching strategy. Continued concern over the coronavirus means most grocers will need e-commerce and alternative delivery options, including scan-to-go and contactless payment and pickup services. Thus they may want to seek out deals and partnerships that can provide the necessary technical capabilities (speech-recognition software, for instance) and skill sets (data scientists, for instance); for many, it may simply take too long to acquire the expertise and build the required new systems from scratch. By contrast, retailers with high liquidity may be on the lookout for bargain acquisitions that can help them maintain or even grow revenues—such as seeking out distressed assets or adjacent brands that can help elevate their existing customer-loyalty tactics and programs.

Plan-ahead team. Through a systematic self-assessment, retail executives can pinpoint the organic and inorganic moves to execute that can help them survive and thrive in the next normal. At

that point, a plan-ahead team should be convened to prioritize and execute the transformation. These teams identify the actions that can offset long-term headwinds—such as developing new marketing plans to counteract disruptions in brand loyalty or determining what optimal store footprints and shopping experiences should look like in the next normal. The plan-ahead team collaborates with the executive-leadership team to align on the transformation roadmap and to monitor and report back on the results. The plan-ahead team also works closely with the company's finance team to stress-test and update budgets, as initiatives are rolled out, and to assess acquisition targets. Similarly, this team should engage with operations leaders to manage the daily initiatives necessary to drive transformation.

The outlook in three subsectors

Using the self-assessment framework, we can see potential pathways to success in the next normal for companies in the grocery, AF&L, and restaurant subsectors.

The pathway for grocery

Grocery is the subsector of retail most likely to experience revenue growth, as consumers have changed their buying patterns and are cooking more at home. As mentioned earlier, our analysis indicates that topline growth in grocery will continue but eventually stabilize. However, this sector is also likely to face meaningful margin compression because of the limits being placed in the short term by states and municipalities on the number of shoppers allowed in stores, as well as higher costs for cleaning and delivery. McKinsey analyses show that, without transformation, grocers' margins could drop from between 2 percent and 5 percent, on average, before the onset of the pandemic, to between 1 percent and 4 percent going forward.

Continued economic pressure could force grocers to compete on price as they battle for customer loyalty. For this reason, we believe market share could partly shift from supermarkets to lower-cost, more convenient channels, such as mass, clubs, and discounters. The latter are favorably positioned based on footprint, format, and digital strength. Many mass players, for instance, hold sufficient cash as a percentage of sales, indicating that they can make the investments necessary to remain relevant to customers. Clubs are essentially one-stop-shops for consumers and track well against projected reductions in store visits as a result of the pandemic. Retailers that have natural depth and

breadth of assortment on their shelves (including unique pack sizes) and in their warehouses are well-positioned in the case of unforeseen supply shocks.

Because of continuing concerns about COVID-19, grocers will need to move even more aggressively into e-commerce and alternative delivery options—including scan-to-go and contactless payment and pickup services. Moreover, consumers' shifting preferences for food items, including those pantry items necessary for routine daily cooking, means that grocery stores will need to continually re-evaluate their full product mix—in many cases shifting to fresh, local, and healthy options in line with consumer trends.

In this environment, grocers may look to reduce costs (between 10 and 15 percent) by accelerating digital and automation transformation across stores and home-office activities; they may be able to achieve this more quickly by seeking out M&A and partnerships that can provide the necessary technical capabilities and skill sets. Partnerships with manufacturers, for instance, may allow grocers to offer private-label and exclusive products at more competitive prices. And tech acquisitions may allow grocers to leverage analytics (and data scientists) that can help them understand and react to shifts in consumer demand and optimize price and promotional investments.

Making bold moves can help retailers build and maintain resiliency.

The pathway for AF&L

The AF&L sector is likely to face a sharp decline in revenue and margins, with a much longer expected time for recovery than other sectors. Extended store closures, lagging consumer sentiment, and financial insecurity are likely to affect the industry significantly over the next few quarters. Gross margins will likely be affected by slower-moving inventory and the need to offer more discounts and promotions to bring consumers back into the fold. Cost of goods sold and selling, general, and administrative expenses may be affected by supply-side constraints, investments in omnichannel sales, and the need to build health and safety infrastructures in physical stores. McKinsey research projects overall revenue losses in this subsector to be from 20 percent to 45 percent in 2020, with the potential for a 30 percent to 55 percent rebound in 2021 (with the possibility of returning to near 2019 levels).

Similar to the grocery subsector, there has been a marked shift in the AF&L sector toward online or omnichannel sales, with a projected postpandemic increase in e-commerce penetration of 10 to 15 percent. Discretionary spending in this category, however, is expected to drop 50 to 60 percent in the next normal. To bolster revenues, AF&L companies may lean even more heavily into omnichannel services—for instance, improving the customer purchasing experience online, enhancing delivery capabilities, or introducing curbside pickup options. They may introduce personalized content—in which consumers can customize colors or designs of certain products—or subscription-based services to try to regain customer loyalty and establish reliable revenue flows. When it comes to inventory forecasting and replenishment, or renegotiating sourcing agreements, AF&L companies may need to rethink their existing strategies—perhaps doubling down on the use of advanced analytics to ensure agility and flexibility as demand rises and falls in the next normal.

To bolster margins, AF&L retailers can renegotiate rents, reduce sourcing and supply expenses, and economize labor forces and store footprints. They can use store and labor data to make strategic

decisions about which stores to reopen, the optimal number of in-store versus back-end employees, and the investments required to build out shields, walls, sanitizing stations, and other elements of safety infrastructure.

Those AF&L retailers in a stronger liquidity position may be more aggressive with their M&A programs—for instance, picking up distressed assets, investing in new business models, seeking out possibilities in adjacent markets and channels, or enhancing their brand capabilities through deals. Retailers in this category should focus on elevating customer-loyalty tactics and programs to keep existing customers in the fold and planning new marketing and promotional initiatives to attract new customers during the recovery phase. They may offer special promotions on certain product categories, or apply shopper loyalty points toward services from attractive new partners.

The pathway for restaurants

The frequency of visits to bars and restaurants dropped by 50 percent over the past six months, and our research suggests that restaurants will continue to experience significant headwinds, as consumers choose to stay and eat at home. Continued restrictions will change the way consumers want to be served. There has been and will continue to be a shift to e-commerce, delivery (19 percent increase in consumer adoption of delivery), ordering through online apps, and contactless pickup (21 percent increase in curbside pickup).

Because restaurants have limited real-time labor flexibility, their labor costs will increase as a percentage of revenue as revenues decline. Our research also indicates that margins will decrease by 50 to 100 basis points, given fixed occupancy costs—although relief may be possible if real estate prices go down. Increased costs from new forms of delivery, contactless payment, and a potential shift toward lower-margin products will put added pressure on this segment. Additionally, there will be a continued increase in expenses related to supplies and cleaning.

The restaurants that thrived during quarantines (pizza category), or that were not significantly affected relative to others (burger and chicken categories), are obviously best positioned to rebound. Many have mature technology capabilities and the liquidity to further invest in new capabilities that can improve their operations. Others, however, can accelerate their recovery in the next normal by using a mix of new channels, offerings, and price points. Those with primarily eat-in service, for instance, could expand upon the order-ahead and delivery models they launched during the pandemic. They may use partnerships or M&A to quickly build some of the capabilities required to operate in new ways—such as advanced analytics to increase their forecasting, order-taking, and real-time delivery times.

In the next normal, retailers will need to transform operations and capabilities along several dimensions—bolstering digital and other capabilities, revamping key commercial and revenue growth management levers (price, promotion, assortment), rethinking operating models, and exploring M&A and partnerships. Systematically assessing the company's objectives against the changed landscape and making bold moves can help retailers build and maintain resiliency in the next normal and during other crises that may emerge.

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Redefining value and affordability in retail's next normal

Most US consumers are worried about the economy. Grocers, mass retailers, convenience stores, and drugstore chains will need to carefully refine their value strategies.

by Rich Fox, Maura Goldrick, Carson Green, and Aaron Rettaliata

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This article first appeared on McKinsey.com in June 2020.

COVID-19 has exacted a heavy toll on the United States, claiming lives as well as livelihoods. In some parts of the country, the public-health crisis is showing signs of abating—but economic issues are now starting to take center stage. Consumers are anxious, and with good reason: extreme macroeconomic shifts, including a historic rise in unemployment and a steep decline in GDP, portend prolonged financial insecurity and economic pain.

These developments will fundamentally reshape how consumers perceive value and seek affordability in a post-COVID-19 world. Value perception—the combination of price, quality, and service by which consumers judge whether they're getting a good deal—has long been a major factor in consumers' decisions about where to shop; it will become even more critical as we emerge from the current crisis.

Analyzing how consumer behavior changed during previous downturns can give retailers insights into how to prepare for what comes next. But the COVID-19 crisis, though similar in some ways to past economic shocks, has particular nuances that make it more complex for retailers to navigate. For one, during neither the Great Depression nor the 2008 recession were consumers homebound for months, fearing infection simply from being near other people. Also, COVID-19's impact to date has varied greatly across cities and states because of different

rates of virus spread and different levels of local-government intervention.

Against this backdrop, retailers will need to be deliberate about influencing consumers' value perception. After all, for many US consumers, affordability will be the single most important factor informing purchase decisions. In this article, we share our perspectives on how retailers can develop a value strategy that will position them for success in the next normal.¹

US consumers' top concern: The economy

Since mid-March, more than 40 million people across the country have lost their jobs. The unemployment rate—which hit 14.7 percent in April before easing to 13.3 percent in May—has soared to its highest level since the Great Depression and eclipsed the 10 percent we saw at the peak of the 2008 recession. And the economic uncertainty affects more than just the jobless: in a McKinsey survey conducted May 18–24, nearly half of US consumers reported cutting back on their spending. Just under two-thirds said they are “very” or “extremely” concerned about the national economy—making it the number-one concern of survey respondents.² Americans are now more worried about the economy than about their health and safety (Exhibit 1).

When asked why they started buying more private-label goods, 44 percent of consumers cited affordability and better value.

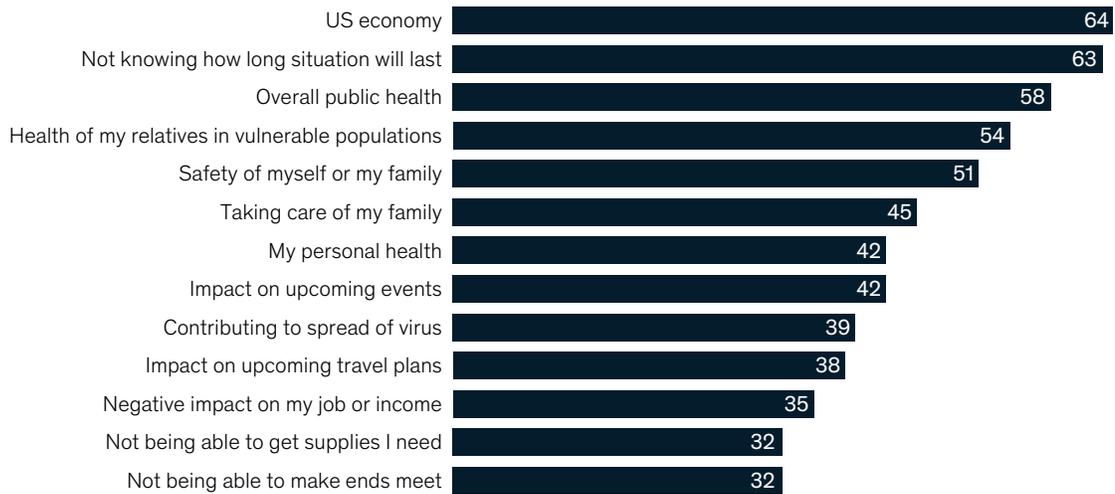
¹Shubham Singhal and Kevin Sneader, “From thinking about the next normal to making it work: What to stop, start, and accelerate,” May 15, 2020, McKinsey.com.

²Shruti Bhargava, Courtney Buzzell, Tamara Charm, Resil Das, Anne Grimmelt, Cayley Heller, Ahbay Jain, Janine Mandel, Sebastian Pflumm, Kelsey Robinson, Christina Sexauer, “Survey: US consumer sentiment during the coronavirus crisis,” May 29, 2020, McKinsey.com.

Exhibit 1

The economy, uncertainty about the duration of the COVID-19 situation, and public health are the top three concerns for Americans.

Largest concerns of the US population related to COVID-19,¹ % of respondents who are “very concerned” or “extremely concerned”



¹Question: What concerns you most about the COVID-19 situation?

Source: McKinsey COVID-19 US Consumer Pulse Survey, May 18–24, 2020 (n = 1,975), sampled and weighted to match US general population aged ≥18 years

Several states have eased restrictions, in an effort to jump-start their economies, but it will take time before consumer confidence and spending return to precrisis levels. More than two-thirds of survey respondents believe the pandemic will have an impact on their financial situation for at least another two months; 30 percent foresee the impact lasting until early 2021 or beyond. (For the latest US consumer-sentiment survey findings, visit [McKinsey.com/coronavirus](https://www.mckinsey.com/coronavirus).)

A classic economic crisis ... with a twist

Early indications suggest that the changes in consumer behavior during the COVID-19 crisis will largely mirror the changes that manifested themselves during the 2008 recession—but with some unique nuances. We’ve observed, for instance, the familiar flight to value: our recent research

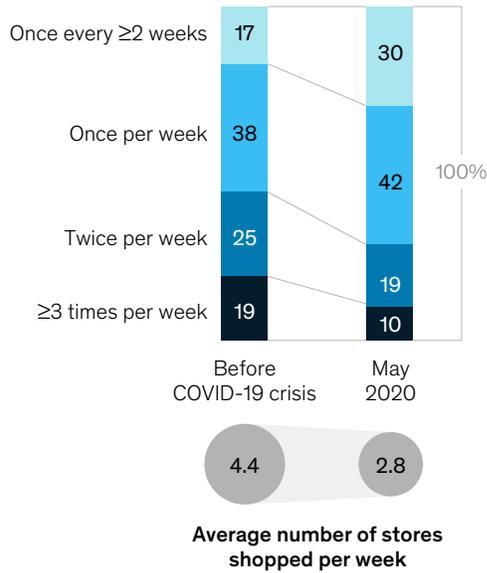
shows that 34 percent of consumers have increased their spending on private-label products during the pandemic and that most of those consumers plan to continue doing so even after the crisis has passed. When asked why they started buying more private-label goods, 44 percent cited affordability and better value.

The current crisis, similar to the 2008 recession, has thrown off many consumers’ traditional shopping cadence. Take grocery shopping: in the early days of the pandemic, consumers loaded their pantries, made fewer shopping trips, visited fewer stores each week, and targeted their spending on essentials. Consumers have also tried new retailers and new brands during the crisis, possibly shifting the loyalty dynamics within the retail sector (Exhibit 2).

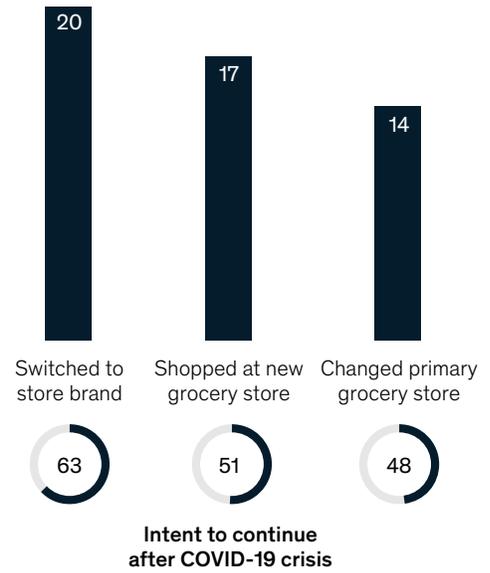
Exhibit 2

US consumers are consolidating shopping trips and shifting their retailer and brand loyalties during the COVID-19 crisis.

Grocery-shopping frequency,¹ % of respondents



Changes in grocery-shopping behavior since COVID-19 crisis,² % of respondents



Note: Figures may not sum to 100%, because of rounding. Consumer sentiment and behavior may be because of current public uncertainty and official restrictions.

¹Question: How frequently did you purchase groceries (in store or online) before the novel coronavirus outbreak? How frequently are you purchasing groceries (in store or online) currently during the novel coronavirus outbreak? Indicate how many stores you visited for your grocery needs, both before and during the current novel coronavirus outbreak.

²Question: Have you used or done any of the following since the coronavirus (COVID-19) situation started? Compared with now, will you do or use the following more, less, or not at all once the coronavirus situation has subsided?
Source: McKinsey COVID-19 US Consumer Pulse Survey, April 20–26, 2020 (n = 1,052) and May 18–24, 2020 (n = 1,975), sampled and weighted to match US general population ≥18 years

But the COVID-19 crisis, unlike past economic disruptions, brings a new layer of complexity: the severe threat to consumers' health and safety. Consequently, the pandemic has amplified and accelerated the consumer behavior we've seen in times of crisis. For example, during the 2008 recession, financially strapped consumers drastically reduced their spending on out-of-home dining. But during this pandemic, restaurant dining has come to a standstill as physical distancing and stay-at-home orders in many regions forced consumers to eat practically all their meals at home.

In addition, some retail trends that we expected to unfold over several years have now taken hold in a matter of weeks. Digital and alternative fulfillment models (such as curbside pickup), which some retailers previously viewed as experimental, suddenly became must-haves. In US grocery, e-commerce penetration was a mere 3 percent before the crisis and is expected to reach 8 to 10 percent this year. Because online grocery typically comes with steep price markups, as well as delivery fees and tips, we expect demand to soften as consumers' financial considerations begin to outweigh their health concerns. Already, consumers

are predicting that after the crisis they'll prioritize affordability when deciding where to shop (Exhibit 3). E-commerce penetration in grocery will likely dip back down to between 5 and 6 percent postcrisis.

Furthermore, the impact of COVID-19 hasn't been uniform across the country, because of differences in both virus spread and government regulation. Geographic variability in consumer sentiment is therefore likely to persist and potentially even widen—which means that retailers will need to vary their value strategies by region.

How to shape value perception in the next normal

Since consumers will increasingly look for value and affordability, retailers must offer a convincing value message to succeed in the next normal. They will, of course, still have the classic value communications, pricing, and promotional tools at their disposal, but they must deploy these tools in new ways. Every retailer will also need to reassess its entire value strategy—reevaluating both products and services—to ensure alignment with consumers' new need states.

For food, mass, convenience, and drug retailers in particular, we recommend the following six actions.

1. Develop a value strategy for each consumer segment.

In light of economic uncertainty, the general consensus is that value will matter—but there is unlikely to be a one-size-fits-all approach to maintaining or improving consumer value perception. There are, of course, no-regret moves: look to “recession-proof” your assortment by doubling down on private label and ensure that you have a robust set of opening price points in each category.

With the significant shift away from off-premise food consumption, you need a multipronged strategy to address what affordability means to your most important customers. For example, consumers under intense financial pressure will seek out grocers that offer compelling price points on the approximately 1,000 essential SKUs that consumers

purchase most often (which are typically SKUs that both traditional grocers and small-box discounters carry). Conversely, more-affluent consumers might be less price sensitive but may look to grocers to provide substitutes for needs typically fulfilled elsewhere, such as eating out or entertainment. To appeal to these consumers, consider highlighting premium items (such as gourmet chocolates, fine wines, and international cheeses) or enhanced services (such as ready-to-eat meals and home delivery), especially since these tend to be less expensive alternatives to restaurant dining and can therefore help drive value perception while also pushing up average price points.

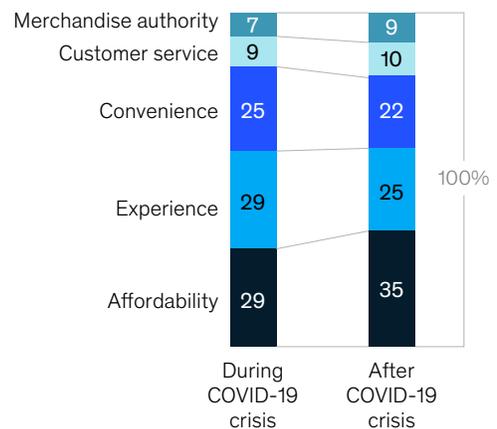
2. Localize your value levers.

Given the variability in COVID-19's impact across the country, adjust your pricing, promotions, and assortments to best serve local communities. Consumers in areas that are still under heavy

Exhibit 3

Affordability will become the most important factor for US consumers when choosing where to shop after the COVID-19 crisis.

Most important factor when choosing where to shop for groceries,¹ % of respondents



Note: Figures may not sum to 100%, because of rounding. Consumer sentiment and behavior may be because of current public uncertainty and official restrictions.

¹Question: Which factors are most important as you choose where to shop for groceries during the novel coronavirus outbreak (ie, during past 2 weeks), and which ones do you expect will be the most important after the outbreak is over and the situation is back to normal?

Source: McKinsey Marketing and Sales COVID-19 US Pulse Survey, May 1–3, 2020 (n = 2,300)

Boldly exploring innovative tactics in promotions, pricing, and assortment will be paramount for responding to the changing needs of your consumer base.

restrictions, for example, may respond better to value messaging around pantry loading and at-home eating. In states that have already eased restrictions, you might instead capitalize on the pent-up demand for out-of-home dining by introducing new products and services that compete with restaurants.

Account for new market dynamics and determine who your true competitors are in the post-COVID-19 world. We expect a wide range of competitive responses, including stronger opening price points and new services (such as free delivery) to meet local needs—all of which will require close attention at a regional level. A broad approach to value and affordability will be less effective than a targeted, localized one.

3. Build agility into your commercial activities.

While the pandemic's peak may be behind us, the shape of the recovery is still difficult to predict. Agility—the ability to respond rapidly to changes in consumer sentiment and value perception—will be crucial. As part of building agility, you will need to monitor carefully chosen metrics that are reliable indicators of how consumers are thinking about price and value, such as e-commerce penetration, basket size, and private-label penetration. Consider supplementing commercial levers that have long lead times (for instance, print circulars and TV advertising) with levers that allow for immediate adjustments (such as digital circulars, in-store product pricing, and store displays and promotions).

Also, maintain connectivity to broader trends in the business. By accessing real-time data on the inventory availability of “spiky” items such as toilet paper and cleaning supplies, for example, you'll be

able to adjust the timing of promotions based on availability, instead of disappointing your customers. Boldly exploring innovative tactics in promotions, pricing, and assortment will be paramount for responding to the changing needs of your consumer base.

4. Update your value communication for the postcrisis context.

Given the shifts in consumer behavior—more cooking at home, larger baskets, less cross-shopping across retailers—each shopping occasion, for loyal and new customers alike, takes on greater importance for retailers. Find new ways to communicate and deliver value. First, use your unique value proposition as a base for value communications, expanding beyond purely communicating price points. Highlight the areas in which you are best positioned relative to your competitors, whether that's the broadest private-label offering, the freshest produce, or the best shopping experience.

Additionally, consider launching new product offerings to serve COVID-19-related occasions. For example, advertising a single, attention-getting price for the ingredients for a family meal (“Feed the family for \$15”), instead of promoting individual items, may resonate with parents who have been cooking multiple times a day for the past two months. Presenting indulgent purchases as replacements for products and services from nontraditional competitors (for instance, billing a popcorn-and-candy deal for an at-home movie night as a substitute for going to a movie theater) could be attractive to shoppers seeking affordable entertainment. Relevant and empathetic messaging

that avoids tone-deaf references—such as references to fancy dinner parties or large social events—will help consumers continue to view your stores as a trusted resource in a time of need.

As your consumer value proposition evolves, your relationships with vendors and your trade-investment decisions should evolve as well. With many annual promotional plans disrupted, choices about how to allocate funding and what new avenues to invest in (digital channels, for instance) will become more important.

5. Define value-perception triggers to help guide rapid decision making.

Identifying specific customer and competitor triggers up front can equip you to make decisions quickly and to execute more effectively. To illustrate: many retailers are currently debating whether or not to expand shelf space for private-label products. Instead of trying to predict customer demand, agreeing on a specific trigger—for example, the growth of private-label share by more than five percentage points in a given category—can provide clarity and help the business respond rapidly to consumer trends.

Define similar triggers with regard to the supply chain (for example, resuming promotional activity when out of stocks return to normal levels), competitor dynamics (repricing the top 20 key value items when competitors reduce prices on them by a certain percentage), and customer loyalty (sending “best customer” coupons to customers when the number of their shopping trips per month falls below a certain

level). Attempts to define value-perception triggers in real time often devolve into chaos and can lead to ill-advised tactics, such as running promotions on items that are already out of stock. Set up these triggers now to be ready for a variety of scenarios.

This will be particularly important if you rely on a high level of promotional intensity to drive value perception and, ultimately, customer choice. In the next normal, you may find such an approach to be incompatible with consumer needs and opt for a different approach instead (such as everyday low pricing on select items and categories).

6. Upgrade your tools and organization.

Analytics, consumer insights, and systems play a central role in delivering impact through commercial levers. In the wake of this crisis, you will almost certainly need to enhance current tools and build new capabilities, such as automated reporting to track consumer responses, and systems that can deploy localized store-level promotions.

With many retailers forced to close stores and furlough employees, consider hiring new talent for your most critical functions (such as e-commerce and digital). New work-from-home norms could also open up talent pools across the country and beyond. Reevaluate build-versus-buy decisions regarding tool deployment in the context of COVID-19, since the pandemic may have changed the factors that influence those decisions.

Identifying specific customer and competitor triggers up front can equip you to make decisions quickly and to execute more effectively.

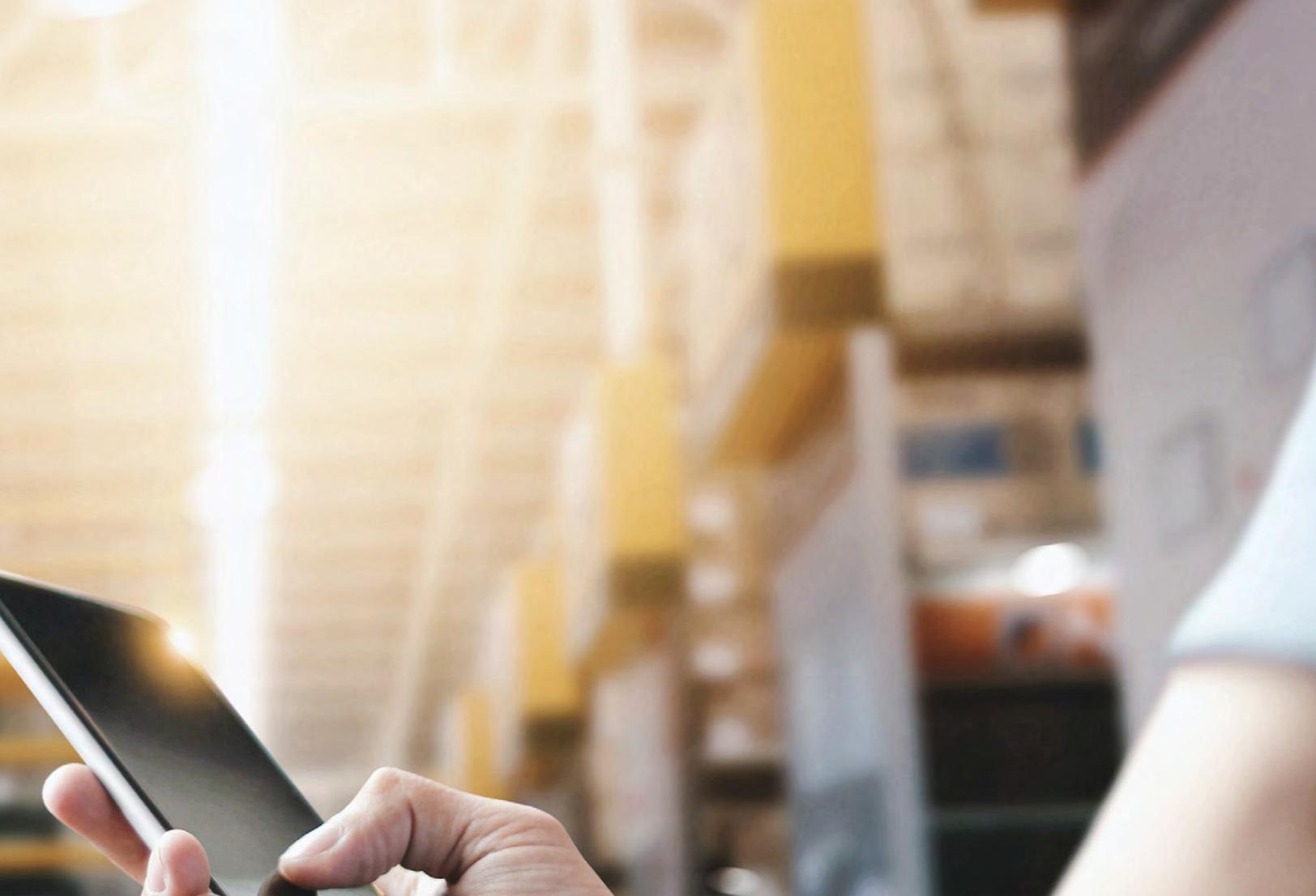
While no one can say for sure how the next normal will play out, it's becoming clear that economic uncertainty and shifts in consumer behavior—both mandated and voluntary—will reshape the retail landscape. By reexamining core merchandising strategies and tools, tailoring them appropriately

to the new environment, and deploying them in innovative ways, retailers can offer the value and affordability that consumers will seek in the post-COVID-19 world.

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The next normal: Retail M&A and partnerships after COVID-19

Now is the time to think about retail M&A after the coronavirus crisis. Five trends could unlock opportunities for retailers, brands, and investors to shape the next normal.

by Harris Atmar, Steven Begley, Jane Fuerst, Stefan Rickert, Rodrigo Sletatt, and Madeleine Tjon Pian Gi

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This article first appeared on McKinsey.com in April 2020.

As a global pandemic, COVID-19 poses mind-boggling health and humanitarian challenges, and the economic impact on lives and livelihoods of the efforts to contain the virus is the strongest in a century.

Retail is one of the sectors most affected by COVID-19, in both positive and negative ways. Grocers, pharmacies, and e-commerce marketplaces are sustaining consumer access to essentials—food, medication, toiletries, and selected “at home” categories—while striving to protect customers, employees, and suppliers.

At the same time, store closures and sharp declines in discretionary consumer spending have crippled nonessential retail (other non-food, apparel, fashion, and luxury products). Many retailers have already had to make tough choices, including temporarily or permanently closing doors, furloughing employees, and more.

Despite this challenging environment, analyses of past crises have shown that there is still potential for value creation through M&A across industries; for further detail, please see the recent cross-industry article, “The power of through-cycle M&A.”

This article examines trends that are likely to create M&A and partnership opportunities that may enable retailers, brands, and investors to shape the next normal postcrisis.

Impact of COVID-19 on the retail sector

Across the globe, consumers plan to reduce short-term and mid-term spending, especially in nonessential categories. Consumer intent, of course, varies by individual economic situation and outlook. For more detail analysis of consumer sentiment, please see McKinsey’s global survey of consumer sentiment during the coronavirus crisis.

Shift to online and digital purchasing. As shelter-in-place orders proliferate and potentially extend, and consumer anxiety about infection persists, consumers across age groups have already shifted spend to online channels. The longer the

crisis lasts, the greater the likelihood that online and omnichannel purchasing will become the next normal. While this shift is pronounced in grocery and other essential categories, the channel shift within apparel, fashion, and luxury (AF&L) brands and retailers has not come close to making up for the lost brick-and-mortar sales as our recent article on the impact of COVID-19 on the sector demonstrates.

Across both AF&L and food, drug, and mass-merchandise (FD&M) players, the shift in consumer spending to online will pose a question about the future—and purpose—of their brick-and-mortar locations. Driving unique in-store experiences will become even more critical than it has been to drive traffic, facilitate the omni-experience, and improve profitability.

Healthy, safe, and local. One of the biggest challenges facing retailers is the need to protect customers and employees from contracting or spreading COVID-19. Concerns about health and safety have never loomed larger for stakeholders across the value chain. The retailers with the highest degree of touchless automation, both in stores and in warehouses, may enjoy a clear competitive advantage, as they face lower risk to consumers, employees, and their overall operations. Increasing focus on improving health, paired with increased demand for fresh food could drive longer-term habits focused on healthy lifestyle and nutrition.

Shift to value for money. As in any economic downturn, a postcrisis downturn will probably lead consumers to demand value for money across retail sectors. This is already happening in essential categories, as private-label sales at grocers and pharmacies are increasing, and pricing and promotion strategies are emphasizing value. In the AF&L sector, recent analysis indicates bifurcation of the market with respect to price positioning.

Flexibility of labor. The COVID-19 crisis underscores the need for more flexible resource allocation that deploys labor across a broader range of activities. This could accelerate the move toward more agile and dynamic resourcing from stores to distribution centers to corporate offices. It could

Despite this challenging environment, analyses of past crises have shown that there is still potential for value creation through M&A across industries

drive new models of collaboration between retailers and their stakeholders to address scarce capabilities and enable the labor pool to move more fluidly in order to meet demand across priority activities.

Loyalty shock. Scarcity of products has spurred trial of new brands, as customers trade up and down. In Asia and the United States, but less so in Europe, we have seen store and brand switching due to proximity, availability, ease of use, and safety considerations, creating opportunities for new habit creation. In the United States in particular, many consumers stated they have tried store or generic brands for the first time, with many saying they were satisfied with the product and would purchase again.

Retail M&A during and after the COVID-19 crisis

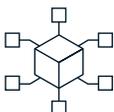
Before COVID-19, we observed four primary deal archetypes, though this sector did not see as much deal activity as other sectors. Analysis of more than 900 global retail M&A deals over the last ten years suggested the following archetypes (Exhibit 1):

1. **like-for-like acquisitions**, that is, the purchase of direct competitor, who plays in the same categories and/or channels and serving similar consumers, with the goal of gaining scale and unlocking cost synergies
2. **category or channel expansion**, that is, buying into a new category or channel with the goal of improving growth exposure and/or broadening the product offering to the consumer
3. **new business models and/or adjacencies**, typically deployed in a bid to vertically integrate up or down the value chain with the purpose to increase scale and/or control in the supply chain to strengthen the specific value proposition of the retailer
4. **capabilities**, that is, targets that offer new platforms, tools or know-how and talent (typically back end, not consumer facing) to enhance value proposition and service to the end consumer

Historically, archetype 1 (in which the retailer or brand buys a like business, usually to gain scale or share) drove most of the deal value. However, since the 2008 recession, we have seen “new business model” acquisitions (archetype 3) gradually increase over time. Deals to acquire new channels or categories (archetype 2) and capabilities (archetype 4) have also increased, but not as aggressively. Analysis of the impact of total shareholder returns (TSR) across deal archetypes finds shareholders responding most positively to archetypes 1 and 4. Across the more than 600 (non-AF&L) deals we surveyed, TSR for archetype 1 deals increased 2 percent, and TSR for archetype 4 deals increased 6 percent post-announcement. The other archetypes saw lower value creation, potentially reflecting questions about the wide variance in P&L economics of the e-commerce channel and new business models.

Given changes in consumer spending across channels as well as persistent concerns about

Analysis of +10 years of retail deals indicates four key M&A and partnership archetypes.

	 Retailer or brand buys a like business	 Retailer or brand buys into a different channel or extends up or down its value chain	 Retailer or brand buys new business models or adjacencies	 Retailer or brand buys a capability
Description	Acquirer and target have a similar business model, channel and category presence, offering and similar value proposition	Acquirer and target have different (and/or complementary) routes to market	Acquirer and target have different business models (eg, subscription) and/or occupy different parts of the value chain; area with the most growth in volume of deals	Acquirer buys a target that offers a new capability, typically not consumer-facing (eg, tech, software, artificial intelligence and/or advanced analytics)
Objective	<p>Food, drug, and mass: Typically a scale, geographic expansion or regional roll-up, where synergies are captured</p> <p>Apparel, fashion, and luxury: Gain further share in a category/ customer segment or extending into a new price point or geography</p>	Largely a network play to become omnichannel and capture growth in other channels; includes buying up or down-stream to secure its supply chain or distribution network	Transform or diversify the business, likely to get ahead of growth in adjacent segments or related businesses	Typically a “learning” play, or to improve profitability by impacting commercial levers (eg, loyalty, payment) or supply chain (eg, “Last mile” or micro-fulfillment)
Example	Global grocer acquires global grocer to create one of the largest food retailers worldwide	Global multi-category eCommerce retailer acquires brick-and-mortar food retailer, expanding into fresh produce and brick-and-mortar for the first time	Regional drug store/ pharmacy chain acquires health insurance payor	Regional grocer acquires retail analytics company
% of total 2008–19 deal spend	65–75	10–15	10–15	5–10

Note: Archetypes are not mutually exclusive, i.e. companies may acquire a single target who delivers across more than one archetype.

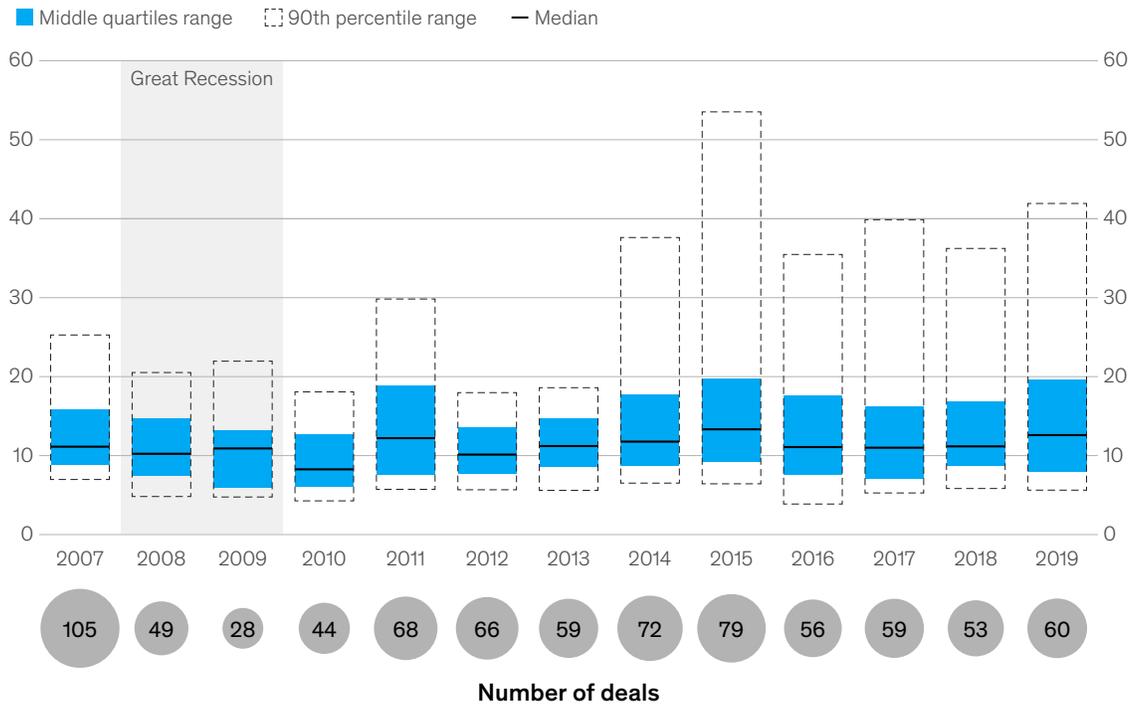
health and safety, and despite the weaker economic outlook, we expect retail M&A activity to accelerate as the crisis stabilizes. Consolidation of smaller players, acquisition of new business models, and capability tuck-ins (such as archetypes 1, 3, and 4) are likely to increase as financially sound retailers and industry stakeholders uncover opportunities. Within this context, players have new license to rethink their M&A strategy.

Taking learnings from the last recession, retailers that can continue to make organic and inorganic investments through a down cycle typically outperform competitors over the long term. Companies that outperformed during the last recession participated in 10 percent more deals and in larger deals (approximately 1.8 times higher median) than companies that did not outperform. Analysis of the financial crisis in 2008 also indicates

Exhibit 2

Analysis of transaction multiples indicates deal volume and valuation falls and remains depressed following an economic crisis.

Enterprise-value-to-EBITDA¹ ratio for retail and apparel, fashion, and luxury M&A transactions²



¹Earnings before interest, taxes, depreciation, and amortization. ²Transactions announced as of April 9, 2020. Included industries: Apparel retail; Apparel, fashion, and luxury goods; Automotive retail; Computer and electronics retail; Department stores; Distributors; Drug retail; Food retail; Footwear; General merchandise Stores; Home improvement retail; Home furnishing retail; Hypermarkets and super centers; Internet and direct marketing Retail; Specialty stores; Textiles. n = 798. Source: Capital IQ

that companies that take M&A action early may also benefit from more favorable valuations at first (Exhibit 2).

In the new COVID-19 context not all retailers will be equipped to pursue M&A. The most likely are the leading ecosystems and larger FD&M companies with strong e-commerce positions that focus on essentials or well-performing brands, play in subsectors less affected by the crisis, and enjoy some combination of relatively low financial leverage, access to investment-grade debt, and a cash-heavy balance sheet.

Smaller, more specialty players are less likely to flourish, as they are more often weakly capitalized and may lack the breadth and depth of e-commerce capabilities—or the financial muscle to build them—required to profit in the short to medium term from shifts in consumer spending. These players may become targets for more resilient competitors.

Private equity (PE) may also play a key role in accelerating M&A activity postcrisis. At the beginning of 2020, the global private-equity industry had an estimated \$1.5 trillion in dry powder,¹ and it likely will be key player in the overall retail M&A landscape.

¹Anne Sraders, "Private equity firms are sitting on \$1.5 trillion in unspent cash, and looking to raise more," Fortune, January 25, 2020, fortune.com.

Implications for food, drug, and mass-merchandise players

Because FD&M retailers are deemed essential in most markets, they have both obligations and often advantages during the COVID-19 crisis. They have a social imperative to improve their productivity to meet broad humanitarian needs, and they are currently some of the few retailers taking in cash, while also seeing firsthand the shifts in consumer behavior, spending patterns, and channel preferences.

We expect FD&M deal or collaboration activity to increase across all archetypes, but especially new business models and adjacencies (archetype 3) and capabilities (archetype 4).

Roll-ups of smaller regional or independent FD&M players (archetype 1) may accelerate in 2021, as these retailers face sustained sales declines driven by consumers shifting to alternative channels or players with stronger omnichannel offerings. This may create opportunities for the largest retailers to expand their geographic reach and generate back-end synergies. It is less likely this will occur in the short term as nearly all grocers have seen a spike in sales that is expected to persist through the end of 2020; potential sales declines driven by pantry unloading may not occur until 2021 depending on how long COVID-19 crisis lasts. In the short term, this roll-up may manifest as purchase of assets, particularly well-priced prime retail locations.

Acquisitions to expand into new categories or channels (archetype 2) may be smart plays for FD&M retailers, especially as they prepare for the next normal postcrisis and face lower in-store traffic. Broadening category footprint, that is, moving into complementary categories, could enhance players' value propositions and increase in-store traffic. Other opportunities in food service may also materialize, as some food service players (for example, quick-service-restaurant players) face financial difficulties. However, this expansion will be tempered by a need to simplify and strengthen supply chains; perhaps only where acquisitions are natural extensions of existing assortment and does not inhibit the agility of the supply chain.

Traditional FD&M and pure-play e-commerce players may move opportunistically into adjacencies (archetype 3) to integrate vertically and strengthen their route to market. Attractive options may include delivery services to capitalize on the anticipated stickiness of e-commerce and omnichannel buying and vertical integration of suppliers to guarantee availability and control over strategic categories. Other downstream opportunities in food service may materialize as some players face financial pressures.

FD&M players may double down on the acquisition of digital capabilities, platforms, and other value-adding bolt-ons (archetype 4) to enhance and transform existing operations quickly, given the relatively strong performance and persistent demonstration of touchless use cases. These deals will capitalize on evolving technology, secure scarce capabilities, and meet postcrisis service needs. For example, we expect that FD&M retailers will increasingly look to invest in automation technology (for both in store and back end), analytical tools and capabilities, e-commerce platform-management opportunities, and last-mile technology tools to pull forward digital transformation. This could also manifest via collaborations with logistics providers.

Implications for AF&L players

The past five years have favored a few AF&L success stories and left a long tail of lower-performing companies. Most AF&L companies (62 percent) saw negative TSR (versus 21 percent of the S&P 500), and only 15 percent of AF&L companies achieved TSR greater than 10 percent (versus 46 percent of the S&P 500).

Today, several AF&L categories (for example, footwear, apparel, and jewelry) are some of the retail categories hardest hit by the crisis. We expect AF&L M&A and partnerships could evolve in three ways postcrisis, accelerating some of the trends described in our latest State of Fashion outlook beyond COVID-19.

Purchases of brands or retailers (archetype 1). Strategic acquirers and PE investors may look to revitalize or own and license longstanding brands that become distressed but are believed to retain strong brand value. Strong brands that acquirers can leverage to build out unique business models may be especially attractive targets. As with FD&M, in the short term, some of this could manifest as asset sales, particularly as challenged brands and retailers look for injections of cash.

Further consolidation into existing or new “brand houses” (archetype 1). Relatively cash-safe AF&L players and PE or other private investors may look to combine multiple brands in a portfolio and give them creative autonomy, while realizing cost benefits from jointly negotiated rents, wholesaler terms, and back-office cost synergies.

Partnership with small players (archetypes 2–4) **and platform and marketplace consolidation.** The combination of an expected downturn and below-expectation performance in recent deals to exit direct-to-consumer (DTC) brands (for example, Casper IPO) could lead to more cautious funding of AF&L-focused DTC players, at least in the short term. This may open the door for strategic purchases of high-growth-oriented brands and retailers that have the digitally focused operations and consumer bases required for growth. Brands and multibrand players could also look to take smaller platforms in house to enhance consumer reach and digital capability. Overall, we expect the crisis to lead to further consolidation of marketplaces and platforms.

Next steps for retailers

COVID-19 and the onset of an economic slowdown may well reshape the landscape of retail deals and partnerships. We encourage retailers to take four steps now as they contemplate M&A and partnerships going forward, grounded in the three C’s of excellent M&A strategists (competitive advantage, capacity, and conviction).

Define the next normal—and your competitive advantage. The first step to redefining M&A and partnership strategy is to understand what the next normal means for each brand and retailer. The new reality will depend largely on how core consumer segments, including behaviors and spending habits, have been impacted by COVID-19. Where are the growth spaces today and where will they be in the future? Where are consumers spending money—which categories and/or channels? How have their tastes, preferences, or concerns changed, driving new opportunities for differentiation or shaping new habits? In this context, how have previous competitive advantages changed and what new advantages have emerged? Identifying the opportunities for growth in the next normal—and which areas can be accelerated via partnerships and M&A—will be the first step to reshaping M&A strategy.

Assess capacity to execute acquisitions and partnerships. A realistic assessment of balance-sheet strength and ability to make acquisitions independently (that is, while debt markets are slowed or frozen), as well as ability to secure financing in the postcrisis environment, will be a key input to evolving M&A strategy. Understanding what targets (and what size targets) are feasible to acquire now versus later should inform how areas of exploration are prioritized. For players with limited cash availability or challenging financial health, partnerships with other players to pool financial resources while addressing strategic priorities could be considered (for example, sourcing collaborations).

Build conviction through identification of key areas of exploration within the M&A and partnership market and think through value creation up front. Retailers should generate data-backed perspectives about market trajectory, new-normal scenarios postcrisis, and the risks of further disruption. Shortlisting top-priority areas and securing executive and board commitment to

M&A will accelerate decision making as markets thaw and potential targets are discovered. In the post-COVID-19 tight credit market, we expect that synergy capture expectations, and track record, will matter to investors, which makes it even more important to think through synergy ambitions and value-capture plans up front. We also envision that a potential economic crisis will make it more important to carefully think through how a deal can help to sharpen and/or reposition the joint entity's value proposition(s) to better service customers' needs.

Explore opportunities to strike new deals and partner with healthier players. Players without the cash and financial health to pursue acquisitions should identify potential assets to liquidate or potential partnerships to shore up the balance sheet

until the crisis passes. The implications of COVID-19 are just as high for potential sellers as they are for potential acquirers.

The retail sector cannot escape the economic impact of COVID-19. But, despite the difficult economic outlook, we expect retail M&A activity to accelerate as the crisis stabilizes, creating opportunities for financially sound players to acquire or partner with less advantaged players. Now is the time for retailers to think about M&A postcrisis. This calls for defining their role in the next normal, reevaluating financial health, segmenting the M&A market, and contemplating new deals and partnerships.

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Adapting to the next normal in retail: The customer experience imperative

The COVID-19 crisis has led to dramatic shifts in consumer behavior. Retailers will have to work hard to meet ever-evolving customer experience requirements in order to win and remain relevant.

by Holly Briedis, Anne Kronschnabl, Alex Rodriguez, and Kelly Ungerman

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This article first appeared on [McKinsey.com](https://www.mckinsey.com) in May 2020.

The COVID-19 pandemic has upended the retail industry, forcing the closure of physical stores and causing uncertainty for the future of the in-store experience. These abrupt shifts have left many retailers scrambling to effectively serve customers through other channels. Digital-first and omnichannel retailers have pivoted more easily, but retailers that prioritized physical stores and face-to-face engagement over omnichannel strategies have struggled to respond.

For retailers, the starting point matters in a crisis. Organizations that can quickly reimagine their omnichannel approach to create a distinctive customer experience will recover faster from the pandemic. Analysis of the financial crisis of 2008 shows that customer experience leaders saw a shallower downturn, rebounded more rapidly, and achieved three times the total shareholder returns in the long run compared with the market average (Exhibit 1).

The pandemic has changed consumer behaviors, some permanently.¹ We have seen a consolidation

of shopping trips: in China, for example, the number of transactions in grocery declined by 30 percent during the pandemic, while the average value per transaction increased by 69 percent. In the United States, e-commerce availability and hygiene considerations are increasing store switching behavior, with 17 percent of consumers shifting away from their primary store. Many customers have also tried new omnichannel models: buy online, pick up in store (BOPIS) grew 28 percent year-over-year in February compared with 18 percent in January, and grocery delivery is up by 57 percent.² More important, many of these new engagement models are here to stay. Consumers report high intention to continue using models such as BOPIS (56 percent) and grocery delivery (45 percent) after the pandemic.

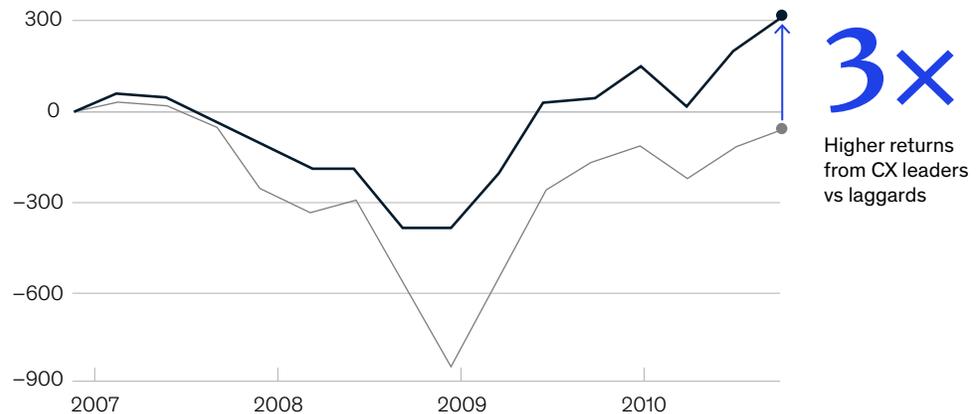
To remain relevant in this changed environment, retailers should set a North Star to guide their aspirations for customer experience, with specific goals across five actions: double down on digital, inject innovation into omnichannel, transform store operations and win on “SafeX,”

¹ McKinsey COVID-19 US Consumer Pulse Survey, April 20–26, 2020, n = 1,052, sampled and weighted to match US general population aged 18 years and over.
² Delivery and BOPIS benefit, shopping centers not yet heavily impacted,” Retail Touchpoints, March 11, 2020, [retailtouchpoints.com](https://www.retailtouchpoints.com).

Exhibit 1

Customer experience (CX) leaders are more resilient during recessionary periods, experiencing shallower troughs and quicker recovery.

Financial performance (total shareholder returns) of CX leaders vs laggards¹

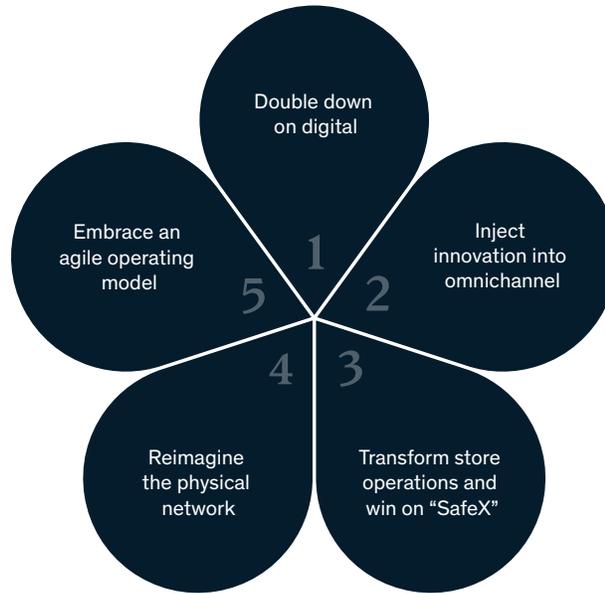


¹ Comparison of total shareholder returns for publicly traded companies ranking in the top ten of Forrester's CX Performance Index from 2007–09.

Source: Forrester Customer Experience Performance Index (2007–09)

Exhibit 2

Omnichannel leaders are adapting to the next normal in customer experience by taking initiative across five key actions.



reimagine the physical network, and embrace an agile operating model (Exhibit 2).

How retailers can meet new customer expectations

The savviest retailers have spent years creating omnichannel strategies that blend physical and online channels to engage consumers in the channel of their choosing. COVID-19's impact on customer behavior has reshuffled the deck. In-person interaction has dramatically changed or been supplanted by digital engagement, and early indications suggest that much of this shift may endure in the long term. E-commerce sales in apparel, department stores, and beauty products have increased by nearly ten percentage points, on average, since the onset of the pandemic. In grocery, e-commerce penetration, which has risen from 2 to

3 percent before the crisis to 8 to 10 percent during its peak, is expected to settle at twice the previous "normal" level, 5 to 7 percent, by year's end.

Looking forward, we believe retailers should focus on five actions to build more resilience in their customer experience and to emerge even stronger in the recovery.

1. Double down on digital

COVID-19 has dramatically and suddenly shifted more customer traffic to digital channels. Consider that online sales, which increased at a 14 percent compound annual growth rate (CAGR) over the past four years, grew by 25 percent in a two-week period in March 2020—led by grocery purchases.³ The profound impact of the pandemic on consumer shopping habits has increased the urgency for retailers to expand their digital presence quickly.

³ Giselle Abramovich, "Adobe Digital Economy Index: Tracking the state of ecommerce during COVID-19 and beyond," Adobe, March 31, 2020, adobe.com.

Dial up the acquisition engine and drive traffic to digital assets. Retailers can partially offset diminished foot traffic in physical stores by boosting investments in online acquisition. This effort will require them to reallocate funds from offline media to digital channels. With more investment in online marketing, winners are adapting their strategies to account for shifts in consumer behavior. These adaptations include paying closer attention to paid search (for example, looking at not just keyword performance but also consumer intent) and improving the “shoppability” of social channels (for example, through featured products and clickable content on Instagram).

Extend digital-channel presence and engagement. Shelter-in-place orders have led companies to test new methods of customer engagement. App downloads increased 11 percent from January to April 2020 compared with the same period last year. Many retailers with established mobile apps have cited record downloads, while others sought to make up ground quickly. Around 45 to 50 percent of retailers had plans to prioritize a mobile app or point-of-sale experience this year, and several companies have accelerated their efforts in response to the pandemic.

In addition, while building and nurturing online communities are not new ideas, they have gained momentum. Retailers are augmenting direct customer interactions with engagement in apps and other relevant channels. Nike China, for example, activated its digital community by offering virtual workouts and saw an 80 percent increase in weekly active users of its app.

Ensure that the digital experience is truly “zero friction.” Customer expectations are rising for digital channels along measures such as site speed, stability, and delivery times. To keep pace, retailers should start by designing web pages that are optimized for digital shopping. For example, making the highest-selling (and ideally highest-

margin) products easy to find helps to make the customer journey more seamless. The first page of Amazon listings receives nearly two-thirds of all product clicks.⁴ Increasing load speed to best-in-class levels is also paramount: the ideal load time for peak conversions is no more than 2.7 seconds (and every 100-millisecond delay above that can reduce conversion by up to 7 percent⁵). Additional priorities include high-functioning landing pages and consistent marketing messages. With more customers now engaging through mobile devices, retailers must ensure that all digital channels are integrated and offer consistent services (such as payment options) and experiences (such as shopping carts updated in real time across devices).

2. Inject innovation into omnichannel

To adapt to new customer behaviors and preferences, retailers will need to evaluate their current omnichannel offerings and find opportunities to innovate and fill gaps. Any additions should be clearly aligned with emerging customer needs and integrated with existing channels to support a consistent experience.

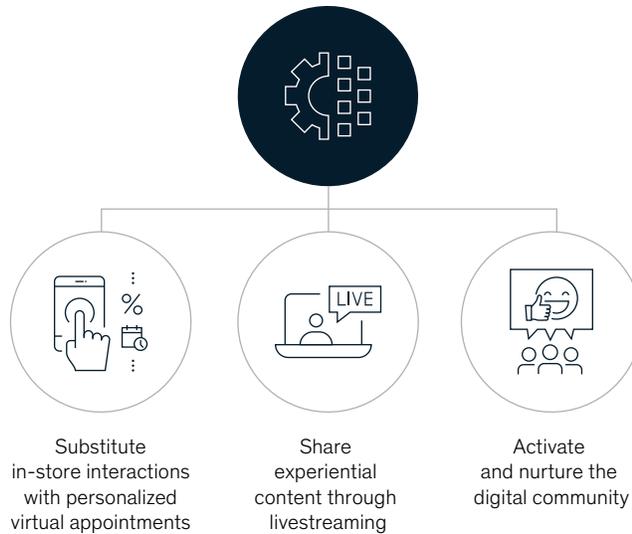
Bring an in-store feel to the digital experience.

The inability to engage customers in a physical environment has pushed some retailers to bring more of the in-store experience online (Exhibit 3). First, leading retailers have substituted in-store personalized interaction with offerings such as virtual appointments, where sales associates use videoconferencing platforms to offer personalized attention to customers. Sales agents help individuals find products that meet their needs while learning ways to better serve customers online. Similarly, retailers are using livestreaming to engage with customers and increase revenue and loyalty by sharing experiential content. In China, for example, Taobao Live made it easier for brick-and-mortar retailers to join its livestreaming channel platform, leading to a 719 percent increase in participating merchants

⁴ Dan Alaimo, “Amazon now dominates Google in product search,” Retail Dive, September 7, 2018, retaildive.com.

⁵ *The state of online retail performance*, Akamai, April 2017, akamai.com.

Facing limitations on physical customer interactions, retailers are innovating to bring the in-store experience online.



in February 2020 compared with the prior month.⁶ Trained staff can create content that addresses customer challenges in an entertaining way while promoting current products and new launches.

Second, retailers have been developing alternative engagement models to de-risk digital-purchasing decisions. In apparel and fashion, for example, one of the main impediments to online purchasing has historically been the inability for customers to see how items would look on them. Jewelry brand Kendra Scott is tackling that problem by launching a new platform, Virtual Try-On, which uses augmented-reality (AR), machine-learning, and computer-vision techniques. Launched in April in response to COVID-19, the platform allows shoppers to preview styles as they move, enjoying the experience of a retail setting in the comfort of their home. Shopify, which allows its merchants to add 3-D models to their product pages, found that conversion rates increased by 250 percent when consumers viewed 3-D products in AR.⁷

Launch or diversify delivery mechanisms.

COVID-19 has heightened the importance of safe delivery modes, including curbside pickup and aggregator delivery: around 22 percent of US consumers are using delivery services more than they were before the crisis. Retailers have scrambled to launch services to meet this demand. One retailer that aligned speed and consumer expectations was Panera. In just two weeks, the company conceived, developed, and launched a grocery-delivery service that enables customers to order entrees from the core business and add groceries to a unified online cart. And when the company’s cafes began to close in response to stay-at-home orders, Panera moved quickly to launch curbside ordering and pickup within two weeks.

Retailers are also reassessing store formats to support third-party delivery services. One grocer is creating “speed zones” near the front of the store and stocking them with the most popular items to enable delivery companies to accelerate pick, pack, and delivery of orders.

⁶ “Taobao live accelerating digitization of China’s retail sector,” Alibaba Group, March 30, 2020, alibaba.com.

⁷ Jon Wade, “Bring product pages to life with built-in support for 3D models and video,” Shopify, Mar 14, 2020, shopify.com.

Partner across retail to enhance convenience.

Many retailers have explored strategic partnerships to enhance convenience for customers and boost sales. These ecosystems can be quite powerful, allowing retailers to gain access to new capabilities and extend their brand reach to new customers in new places. Footwear retailer DSW, for example, has partnered with grocery chain Hy-Vee to offer products through the grocer’s extensive network of physical locations. Such arrangements give retailers access to new shopping occasions and new customers, and can extend one retailer’s brand halo to its partners.

3. Transform store operations and win on ‘SafeX’

The pandemic has hobbled traditional store operations, with physical distancing and a new preference for self-service altering the formula for customer experience. The priority for many customers today is to get in and out of a store as quickly and safely as possible—if they choose to go in at all (Exhibit 4). Providing safe(r) experiences, SafeX, will be critical to alleviating customers’ anxieties and enabling a return to in-person interactions. In China, for example, 65 percent

of consumers indicated that they expect to care more about product safety after COVID-19 than prior to COVID-19.⁸ Retailers must implement policies and processes to enable safe distances, sanitize surfaces and products, and communicate proactively, clearly, and empathetically.

Beyond managing the SafeX considerations that are currently top of mind, retailers need to dramatically reduce costs and improve operational efficiency in their stores to offset revenues that are increasingly shifting to online channels.⁹ Done properly, this effort will help companies enhance customer experience and safety while trimming operating expenses.

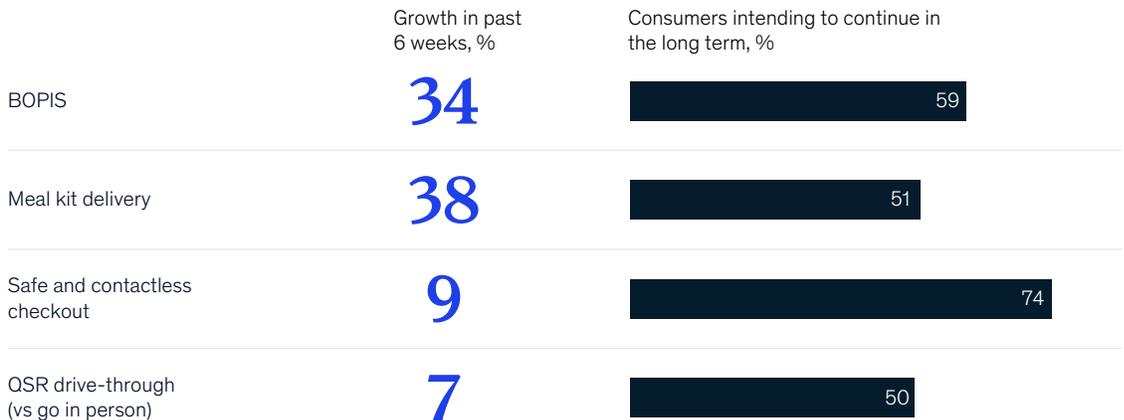
Retailers can start by establishing a set of service and experience elements that are nonnegotiable. New safety requirements for both customers and associates will be a core part of these nonnegotiables and could include no-contact payment methods or cleaning and employee-hygiene processes. The workforce will need to be redirected from less-relevant activities to priority areas. Many of the opportunities can

⁸ McKinsey COVID-19 Mobile Survey, April 21–25, 2020, n = 5,013, sampled and balanced to match general population (except India, which has a higher focus on consuming class).

⁹ Praveen Adhi, Andrew Davis, Jai Jayakumar, and Sarah Touse, “Reimagining stores for retail’s next normal,” April 2020, McKinsey.com.

Exhibit 4

Safe delivery modes are increasingly important to consumers—winning on ‘SafeX’ matters in digital and omnichannel.



Source: McKinsey COVID-19 US Consumer Pulse Survey, April 20–26, 2020, n = 1,052, sampled and weighted to match US general population aged 18 years and over.

be captured quickly by changing store hours, improving scheduling, and altering the mix of full- and part-time employees. Some retailers have started to move certain elements of the experience outside of the store (for example, returns in the parking lot), given limits on customers per square foot in stores. A structured effort focused on addressing new operational needs and implementing leaner practices can yield labor efficiencies of 5 to 15 percent.

For retailers that have closed stores during the pandemic, the reopening process offers an opportunity to establish new models. First and foremost, physical-distancing requirements will likely constrain the number of employees who can be in stores at the same time. These limitations could force retailers to prioritize activities such as opening and closing processes, checkout, restocking, and e-commerce fulfillment. Store reopenings will also offer retailers an opportunity to fundamentally change how core processes are carried out and implement best practices.

4. Reimagine the physical network

Over the past three years, consumers have shifted an increasing share of their purchases to e-commerce, which has led to ever-growing

declines in physical store traffic. COVID-19 has accelerated this trend with apparel retailers and department stores, which are projected to see a 10 to 13 percent increase in online penetration after COVID-19. The rising volume of e-commerce transactions will force retailers to reevaluate their network of brick-and-mortar stores and how physical locations can best support the customer experience.

While physical stores are critical to the customer experience, our analysis suggests that the United States has more retail shopping capacity than other countries with sizable retail markets. Retailers should be thoughtful about which stores they choose to reopen and in which sequence.

Optimize the footprint. Sophisticated retailers are evolving how they evaluate stores and optimize their network. For example, cutting-edge data sources can be used to get a detailed view of micro traffic patterns. Retailers should also adjust their analysis for the impact of COVID-19 and determine if store performance is the result of underlying intrinsic or just the physical store location. Last, four-wall profitability should be a comprehensive and holistic measure that takes into account the cross-channel sales contribution of the store (see sidebar, "Taking

Taking a comprehensive, data-driven approach to store closures

One North American retailer undertook a comprehensive assessment of sales volumes and customer activity across its own stores (which included several formats), wholesale stores, and e-commerce channels to achieve a cross-channel ecosystem view. The project entailed defining the role of channels, determining which are mutually supporting and which cannibalize others, and identifying where these effects

are the strongest. By simulating store closures, the retailer was able to calculate the total economic value of each store, which provided insight into the portion of e-commerce sales that stores contributed as well as the volume of sales redistributed to other physical stores.

The assessment enabled the retailer to identify the optimal location and chan-

nel mix for each market. For every store slated to be closed, the retailer was able to calculate the halo effect and recapture rate of that store in sales volume. By taking a holistic view of physical stores and their contribution to omnichannel sales, the retailer boosted sales growth by 10 to 20 percent and improved EBITDA¹ margins through smart closures.

¹ Earnings before interest, taxes, depreciation, and amortization.

Exhibit 5

Retailers are taking a hard look at their footprint and deciding the role of each store moving forward.



a comprehensive, data-driven approach to store closures”). If a retailer exits a market, will there be a loss in online sales? If a store is added, what is the halo effect on online penetration? Retailers can use four-wall profitability and cross-channel strategic importance to cluster stores by the potential actions: transform and grow, reopen as usual, reassess their role, and renegotiate leases or consider closure (Exhibit 5).

Redefine the role of physical stores. The pandemic has pushed retailers to move beyond the traditional view that physical locations are primarily for in-store customer engagement. Promising new models have begun to take hold and will continue to evolve in particular for stores that have high strategic importance for the retailer’s network. We will likely see a continuation of the pre-crisis trend toward retail stores that create immersive experiences to drive foot traffic. Retailers are also experimenting

with more gray or dark stores for fulfillment, a long-running trend in the restaurant industry. In this model, which has been deployed by many retailers, physical locations are turned into temporary or permanent fulfillment nodes to enable faster delivery.

Create the store of the future. The evolution of the physical store’s role as a core component of the omnichannel journey has also affected store layouts. Many retailers had been using their stores to educate consumers on product offerings, reinforce their brand’s positioning, and support e-commerce sales. Indeed, research before the pandemic found that opening a new location increases traffic to the retailer’s website by 37 percent the following quarter.¹⁰ New technology solutions are also changing store formats: tech-enabled stores, such as Amazon Go locations, feature new models that support customer journeys. Sales associates remain

¹⁰ International Council of Shopping Centers, “Physical stores key to retail success, study finds,” October 15, 2018, icsc.com.

Retailers need to raise their metabolic rate—that is, the speed at which they process information and develop new offerings.

critical to the experience at these stores but play more of an advocate role for customers. Retailers will have to rebalance these elements to reflect the postcrisis constraints.

5. Embrace an agile operating model

The pace of change in the post-pandemic environment will force retailers to continually reassess their strategies. This approach requires more real-time insights on customers as well as a new agile operating model to harness these insights and put them into action.

Before the pandemic, digital leaders were using data to optimize customer experience, gauge satisfaction, identify foot traffic trends, and generate purchase recommendations. Winning retailers are moving beyond surveys as a mechanism for customer input and toward near-real-time tracking of consumer trends and behavior shifts. With the rise of digital in recent months, companies will have even more dynamic data at their fingertips, and they can use these data to extract immediate insights. For example, many retailers have seen an influx of new customers to physical stores (for essential retail) or digital channels. Winners will generate insights from these new customers and construct targeted retention plans, messages,

and offers to maintain the customer relationship in this era of brand switching and cost consciousness. Social media is another channel that offers insights on rapidly changing consumer behaviors. For example, one Chinese rental-car company created a team to monitor social media and identify real-time trends. The company then created new offers based on insights from the social media analysis.

In addition, as retailers reformulate their customer experience, they should bring customers *into* the design process to share feedback as ideas develop, ensure new offerings are meeting actual needs, and de-risk initiatives along the way. Qualitative feedback can be gathered through online tools or in-person concept sprints so ideas can be assessed and iteratively improved.

By adopting agile practices alongside the generation of real-time consumer insights, retailers can more quickly recalibrate their business model and offerings to meet consumer expectations.¹¹ Retailers need to raise their metabolic rate—that is, the speed at which they process information and develop new offerings. The speed at which some retailers have been able to stand up new omnichannel models (for example, launching a new delivery business in three weeks) shows what

¹¹Wouter Aghina, Karin Ahlback, Aaron De Smet, Gerald Lackey, Michael Lurie, Monica Murarka, and Christopher Handscob, *The five trademarks of agile organizations*, January 2018, McKinsey.com.

a truly agile operating model can unleash. A rapid approach to tests and trials can enable retailers to launch offerings at scale more quickly and avoid losing share in the face of shifting consumer behavior. Senior leaders must empower junior colleagues to make decisions rapidly.

The next normal is still taking shape, and customer expectations will continue to shift in response. Retailers that focus on customer experience and respond with agility and innovation in their omnichannel experience will fare better and strengthen their ties to customers.

Retailers have much ground to cover, and time is of the essence. They should start by establishing a North Star to guide their aspirations for customer experience, with clear objectives across each of the five actions described above. A cross-functional team should take the lead in assessing the starting point, quickly developing the path forward, and driving implementation.

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Automation in retail: An executive overview for getting ready

The winners in the sector will be those who understand the implications of automation and act quickly to respond to them.

by Steven Begley, Bryan Hancock, Tom Kilroy, and Sajal Kohli

© MJ_Prototype/Getty Images

Retail is under pressure. Margins are stressed from all sides: higher costs to manage e-commerce supply chains, growing demands from suppliers to pass on raw-material cost inflation, higher investments to match new competition, and steadily rising labor costs. At the same time, the customer's expectations continue to surge as digital natives and disruptors alike raise the bar for personalized service—on the back of what, at times, is an advantaged cost structure. As retailers struggle to adapt, and even to survive, they increasingly pursue automation to address margin strain and more demanding customer expectations. Automation, however, is a new capability for all but digital natives, and the sophistication in approach varies accordingly.

Over the past three years, the McKinsey Global Institute has conducted a broad-based research initiative on automation across sectors. This research has shown that about half of the activities in retail can be automated using current, at-scale technology. While this number is alarming, the change will be less about job loss and more about the evolution of jobs, the creation of new ones, and reskilling. Only about 5 percent of all jobs can be fully automated with current technology, and automation will lead to the creation of jobs as companies invest in growth.

The thinking behind this report was done before the outbreak of the COVID-19 pandemic. We have considered whether the observations and recommendations remain valid in this turbulent time and have concluded that the direction outlined still fits with the 'next normal' we expect retailers to navigate, and is now even more pertinent with the acceleration of shopping trends. We have seen a fundamental step change in the shift towards online shopping and home delivery during the COVID-19 lockdown period across the world, which we expect will be sustained post COVID-19 and accelerate channel shifts the midterm. Shoppers are trialing new ways to shop—for example 40 percent tried grocery delivery. We expect a level of long-term "stickiness" from these changes—with lessons from China suggesting retailers should still be expecting 10 to 20 percent year-on-year growth online in most categories as the market moves towards the 'next normal.' The situation has given businesses a stronger sense of what they need in order to deliver, to be more productive, and to have the flexibility to operate in downtimes or when demand surges beyond usual capacity. The expected ongoing impact on the economy and consumer confidence puts further pressure on retailers to find new ways to combat inflationary headwinds. Customers have rising expectations around digital and automation, such as touchless payments. If anything, COVID-19 is a reminder that retail may need to reboot faster than anticipated.

New realities

In our work in the retail sector, we see automation reshaping business models and the broader value chain. Let's start with four new realities we observe among retailers.

1. Margin pressure has made automation a requirement, not a choice

Retail-margin pressure is mounting, driven by more intense competition, investment in e-commerce, and pressure to increase wages. While these cost pressures are not new, many retailers have already exhausted traditional cost-reduction levers. Unable to pass on costs to their customers in this hypercompetitive environment, retailers are using automation to support and bolster margins.

These pressures are consistent across retail subsectors. Our analysis suggests that typical grocery and hypermarket retailers face 100 to 150 basis points of margin pressure, and typical specialty apparel or department stores 350 to 500 basis points. A comprehensive automation program can significantly offset these headwinds. Automation initiatives across store, supply-chain, and headquarter functions can generate 300 to 500 basis points of incremental margin, which retailers can reinvest in their growth opportunities.

2. The bottleneck to automation is internal, not external

An assessment of available automation technologies shows that they can already operate a typical retail grocery store with up to 55 to 65 percent fewer hours. The critical components include electronic shelf-edge labels, self-checkout terminals, shelf-scanning robots, and partially automated backroom unloading. These technologies have been proved at scale and offer internal rates of return higher than historical retail hurdle rates—yet few retailers are moving quickly to implementation.

In some cases, the bottleneck is a lack of skills and capabilities. But one of the biggest challenges is the inertia of the business. Retailers struggle to break free from the soft tyranny of budget cycles and the replication of last year's capital spending. Our corporate-finance research suggests that two-thirds of companies fall into this trap. For these players, more than 90 percent of a given year's capital expenditures simply reprise those of the

preceding year. Only one-third of companies are dynamic reallocators, consistently shifting 30 to 40 percent to different business units or new uses over five to six years—that is, a reallocation rate of 5 to 6 percent a year. Dynamic reallocators enjoy disproportionate rewards: growth in total shareholder returns nearly three percentage points higher than those of other companies over an extended time period.

3. If you aren't already implementing automation, you are falling behind Amazon

Amazon, which has made headlines with its Amazon Go retail concept, has been the most prominent disruptor. Through the implementation of automation technology, we believe that Amazon Go has the potential to deliver top-line benefits due to additional transacting traffic from reduced wait times and the use of customer insights to optimize assortments and personalize promotions. Further potential could come from the opportunity of commercializing customer data and insights. The company now operates ten Amazon Go stores, in three US cities, and the tech giant has ambitious expansion plans: 3,000 stores by 2021.

Amazon is not alone. Faced with disruption and the opportunity to expand margins, select incumbent retailers are also investing in automation and artificial-intelligence (AI) technologies at scale to enhance both the customer and employee experience. Take, for example, Kroger Edge: digital shelves (which the retailer rolled out across 200 stores in 2018) that display prices, nutrition facts, coupons, and video advertisements—all dynamically updatable from a central source. Eventually, Kroger plans to link the shelves to shoppers' smartphones, allowing an increased level of personalization.

Ahold Delhaize and Albertsons have announced partnerships with Takeoff Technologies, a company that builds automated miniwarehouses for the robotic in-store fulfillment of digital orders. Other retailers are exploring technology use cases for employee activities. Target and Walmart have invested in autonomous cleaning robots that save hours of its associates' time. Walmart has also rolled out virtual-reality headsets to train associates, as well as the FAST Unloader technology to automate

the backrooms of stores. If recent headlines are any indication, the adoption of these technologies by retailers will accelerate.

4. The automation opportunity is bigger than operations

Much of the discussion about the future of work in retail has focused on the use cases for automation and AI in stores. However, supply-chain and head-quarter functions (such as merchandising) will also be affected massively.

Consider merchandising. Today, automatable activities account for approximately 30 to 40 percent of the time of merchants, who, for example, spend about 20 percent of their time on merchandise-planning activities. Advanced planning systems can automate historical analytics and generate predictive scenarios, significantly reducing the time needed to plan merchandise and empowering merchants to make faster decisions. Similarly, dynamic systems with web-scraping and predictive impact analytics could automate pricing and promotions. Automating these and other time-intensive processes will enable merchants to increase the time they spend on more strategic activities, creating value for the enterprise (Exhibit 1).

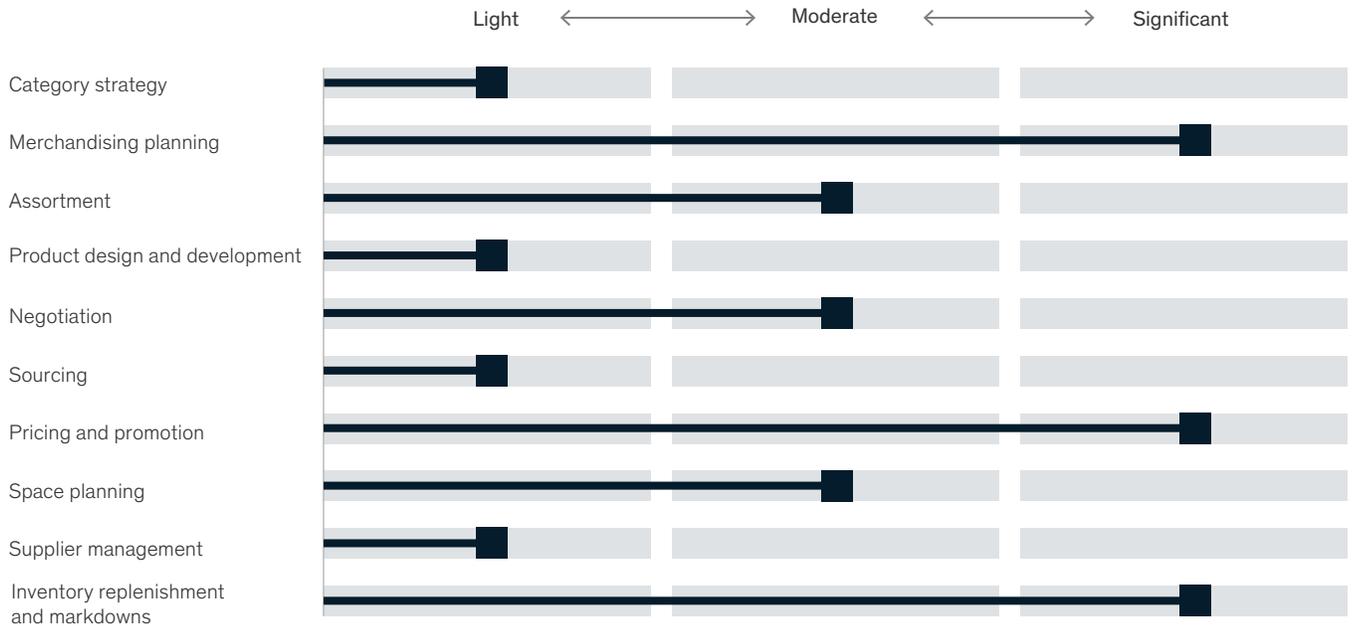
Automation can also make HR processes more efficient and provide leaders with new insights for a successful people strategy. One retailer we know, for example, designed an app-based hiring tool to streamline the recruitment of store associates. At the start of the project, the recruiting process was difficult. Each candidate would provide almost 50 documents and visit the company's offices up to five times; end-to-end, the whole thing took an average of 45 days. To make matters worse, about 40 percent of the associates hired left within six months.

To solve these problems, the company established an agile, cross-functional working team, which created minimum viable products in just ten weeks: for candidates, a mobile-app tool to help browse jobs and apply for them; for HR managers, a web-based tool to screen and identify potential hires. Now implemented in more than 1,000 stores, the solution has not only reduced hiring time by more than 80 percent and store administrative hours by

Exhibit 1

Automation will have an impact on most elements of the merchant role.

Projected impact of automation by core merchandising activity



20 percent but also improved the quality of new hires through the application of advanced analytics to applications.

Supply chains offer several more automation use cases, and retailers are at the forefront of implementation. Target and Walmart have partnered with Swisslog to build warehouses with automated case picking. Ocado sells its Smart Platform, a proprietary e-commerce warehousing solution, to other retailers. More broadly, automated smart robots can store, retrieve, depalletize, and transport products—all while calculating optimal routes through a warehouse. Drones and robots can also be used for security and safety surveillance and for quality checks.

Battlegrounds to survive and thrive

In this section, we explore the critical imperatives for retailers as they build the workforce of the future (see sidebar, “Is your management team actively preparing for the future of work?”).

1. Organizational structures and ways of working must be transformed

Adding technology, by itself, is not enough. Retailers must also rethink their operating models across stores, distribution centers, and headquarters. Automation creates organizations with far fewer layers—each employee is responsible for a more diverse set of responsibilities. Real-time data and analytics will empower faster decision making.

Is your management team actively preparing for the future of work?

Questions to consider:

- What is the size and scope of the workforce that would be affected by your technology road map?
- What business changes or adjacencies could generate significant new jobs?
- Do you have a plan to train people for the skills of the future? Who will be your partners?
- Given the workforce implications across the economy, would you prefer to address them proactively or reactively?
- Do you have a plan to source new talent at all levels of the company?
- How do wages need to evolve so that you retain workers and attract good talent?

Consider a store that employs shelf-scanning robots, effectively automating a large part of a traditional store-department-manager's role. The instructions of a robot rather than a department manager guide stockers, who now work more efficiently and can therefore be cross-trained to perform additional in-store activities, such as providing service to customers or picking online orders. Meanwhile, retailers must reconsider the organizational structure, since they no longer provide a career path from stocker to department manager to store manager. Stockers must now move laterally through multiple teams while building leadership skills through outside training and executive exposure before moving on to leadership roles in stores.

To fully unlock the benefits of this technological transformation, extensive adopters of automation and AI are exploring more agile ways of working. Structurally, this means shifting from strict hierarchies and siloed functions; instead, "teams of teams" are built around end-to-end accountability, with flexible resources that improve work flow. These teams are empowered with real-time data, and decisions are purposefully decentralized to cultivate a bias to action.

2. The redeployment of labor is a strategic opportunity missed by most

Efficiency is often perceived as the primary motivator for adopting automation technologies, but among retailers, innovation is the ultimate way to survive. As they implement automation technology, they create a large bank of hours with a trained and trusted workforce. The opportunity to redeploy a portion of these hours to more valuable activities provides an opening for a differentiating kind of innovation.

Several grocers, for example, are creating new roles for in-store pickers and e-commerce distribution centers. One example of near-in redeployment is Ahold Delhaize's e-commerce investments, which will add 150 new jobs to the local economy in Lancaster, Pennsylvania. Meanwhile, McDonald's has not only introduced table service in restaurants but also rolled out self-service ordering kiosks. Best Buy has pushed further into adjacent services, creating new customer-service roles in its In-Home Advisor and Total Tech Support programs and retraining employees for them. In the years to come, we will see additional retailers explore shifting labor into other, further-out uses, such as home health care or installation services.

3. Retailers must prepare for skilling and reskilling at scale

As the demand for physical and manual skills declines, the need for technological skills, as well as social and emotional ones, will rise quickly in every sector, including retail (Exhibit 2). Faced with the skill gap created by the future of work, retailers have three options to acquire talent: hire new employees, outsource to gig workers and external partners, or reskill current workers.

While hiring may appear to be an ideal solution, the rapid growth of technology companies and the digitization of incumbents have diminished the available skill pool. Companies report that an inability to source talent is the main reason for delaying digital transformations, and this is hardly surprising; we estimate that digital skills are available in only half the needed quantity and agile skills in only a quarter. Retailers therefore cannot assume that hiring and

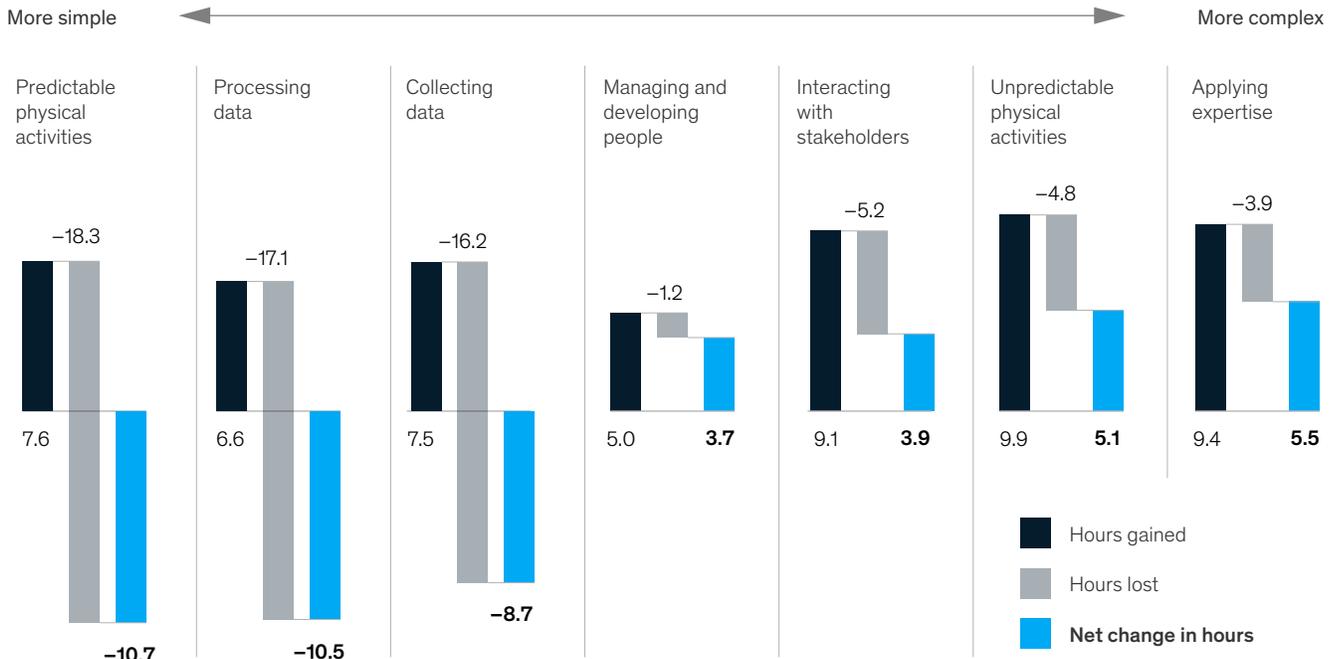
outsourcing will bridge the skill gap, and this leaves a mandate to reskill employees.

Although reskilling takes a good deal of effort, it often offers a higher return on investment, in the longer term, than hiring; in fact, the business case for reskilling can be 1.5 to three times better. On average, replacing an employee can cost 20 to 30 percent of an annual salary, reskilling less than 10 percent. Reskilling existing employees also allows a retailer to retain institutional knowledge and saves the ramp-up time needed to onboard new hires. Furthermore, reskilling is more likely to earn goodwill from employees, customers, and governments alike. This goodwill can have tangible benefits; approximately 40 percent of transformations fail because of employee resistance, so a reskilling campaign can mitigate that risk. For these reasons, we believe that reskilling will be a large part of the answer for

Exhibit 2

Automation and artificial intelligence will fundamentally reshape activities and skills.

Total change in US work hours, by activity type by 2030, trillion



Note: Some occupational data projected into 2016 baseline from latest available 2014 data.
Source: ONET skill classification, US Bureau of Labor Statistics; McKinsey Global Institute analysis

Employers increasingly view talent—not real-estate costs—as the primary driver of decisions regarding office locations.

retailers. Across industries, global executives agree: 75 percent of those surveyed say reskilling will provide at least half of the solution for the skill gap.

Employers will play a leading role in helping workers to reskill, but collaboration with external partners will also be required. For instance, educational institutions and industry associations can create specialized curriculums and certifications for future skills. Not-for-profit organizations can develop innovative approaches to make reskilling efforts more affordable and effective. Such partnerships are even more important for smaller retailers (such as regional grocery chains) that may have fewer resources for a substantive reskilling effort.

Companies at the forefront of employee-reskilling efforts recognize the importance of collaboration. Walmart's Dollar a Day college-tuition program, for example, has won support from other key organizations since it started. To ensure the initiative's success, Walmart has partnered with Guild Education, which provides coaches to help the company's employees select the appropriate degree and navigate the college-application process. Walmart also picked its university partners thoughtfully, choosing three—Bellevue University, Brandman University, and the University of Florida—known for their high graduation rates and focus on adult learners. AT&T launched Future Ready, a \$1 billion web-based, multiyear reskilling effort, with the support of universities (such as Georgia Tech) and online platforms (for instance, Coursera and Udacity).

4. Talent-acquisition strategies require an upgrade

As previously mentioned, the future of work is heightening the competition for skilled employees. Given the relative scarcity, retailers must approach

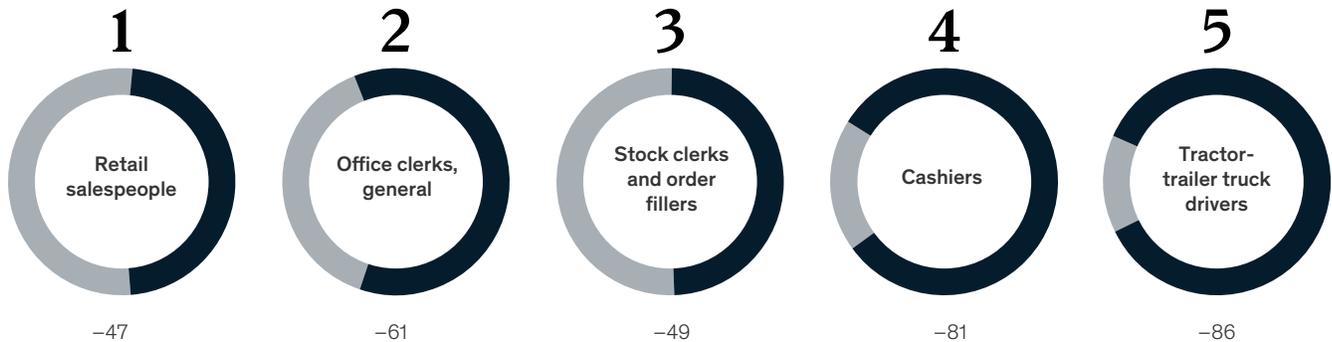
talent strategy more broadly—looking, for example, at the implications for site decisions and the role of outsourcing to external partners and gig workers.

Employers increasingly view talent—not real-estate costs—as the primary driver of decisions regarding office locations, and many are moving their headquarters to optimize for talent. Ahold Delhaize's Peapod and McDonald's have both moved their headquarters from the outskirts of Chicago to the heart of downtown. The Canadian grocery chain Loblaws runs its Loblaws Digital organization in a trendy Toronto neighborhood rather than the main headquarters, in the suburbs. Executives from each of these companies have cited the need to attract talent as the key motivation for their site decisions.

By engaging gig workers and outsourcing tasks to partners (rather than hiring), retailers can also expand the way they define the acquisition of talent. Today, roughly one-third of US workers are freelancers; if current trends continue, independent workers could become the majority of the US workforce by 2027. Tapping into this gig economy helps employers to fill specific skill gaps quickly and more flexibly, and the opportunity to pay for outcomes can help minimize costs. Understanding these benefits, several leading companies across the full consumer ecosystem—both manufacturers and retailers—are exploring the potential of independent workers. Coca-Cola, for instance, invested early in the gig-economy platform Wonolo, which connects gig workers with potential employers. It remains a customer of the platform today, along with the North Face and Uniqlo. P&G piloted an on-demand talent initiative for project-based work, such as translations and content creation. The result was faster resourcing, improved quality, and lower costs.

Some retail jobs will be affected disproportionately across the United States.

Maximum potential automation impact from existing technologies, % of time with the potential to be automated



Source: McKinsey Global Institute analysis (US and Western Europe)

5. Wage reinvestments are a missed opportunity—few invest strategically

As retailers introduce additional automation into their retail models, they will end up with fewer but more highly skilled jobs. To get the right talent, retailers must invest in higher wages and benefits. Many retailers are managing this shift reactively, investing only when they find that they can't attract and retain the right talent profiles. That's a missed opportunity to take a more strategic investment approach, which can yield a higher ROI. To prepare for wage reinvestment, retailers should now develop the ability to differentiate performance and rewards for key contributors. This is also the moment to develop a clear skill-and-certification ladder that can reward employees with higher pay.

6. Every retailer needs a social-impact plan

Automation will disproportionately disrupt retail, since three out of the five most automated jobs in any sector in the United States are in retail (Exhibit 3). By the numbers, automation will have a disproportionate impact on the entry-level roles

with the lowest levels of skill—and the highest turnover. As a result, retail's role in where "America learns to work" may shift.

The remaining retail jobs will probably be better paid, with higher skills and lower turnover. As even frontline retail jobs become more advanced, society will face a broader question: how to create better pathways so that people with entry-level skills can acquire new ones and thrive. Retailers can take a lead in answering this question—and in tailoring the solutions by types of people and communities.

The future of work has arrived in retail. Executives should prepare for the impact of automation and AI technologies across all core functions and proactively address the workforce implications. The longer companies wait to respond, the higher the risk they will not be able to catch up. Addressing automation and workforce transitions should be at the top of every retail management team's agenda.

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The end of IT in retail?

Retailers who want to stay ahead of the pack and drive business results through technology innovation are rethinking the setup of their IT departments.

by Marcus Keutel, Gautam Lunawat, and Markus Schmid

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This article first appeared on McKinsey.com in February 2020.

“The IT is the problem—as usual!” This complaint is a constant refrain whenever retailers with brick-and-mortar origins realize that desired process improvements or technology-reliant product innovations will be delayed, must take a different form than planned, or won't happen at all. Usually this statement is true and false in equal measure. It's true because today nearly every change a retailer might make depends on technological solutions, which often fall below expectations. But it's false as well because, often, the root cause of the problem is the business side, not IT. In fact, a joint study by Oxford University and McKinsey of more than 5,000 IT projects identified three reasons behind most failures: inadequate management of the many people involved, investment that is not aligned to business needs, and a lack of transparency regarding the project portfolio. As retailers across the globe are dealing with implications of COVID-19, and preparing for the 'Next Normal', technology-enablement of the retail value chain has become more critical than ever. Traditional business-IT operating models will not deliver the results.

The biggest stumbling block: Silo structures

Invisible trenches between the IT department and the rest of the company constitute one of the main reasons why brick-and-mortar retailers often struggle far more with technology than their digitally native counterparts. Many decision makers in traditional companies still see IT as an administrative function positioned somewhere below the CFO, far away from the operative business owners. Typically, in such IT departments, big teams toil away on large monolithic projects, and resources are allocated based on political criteria rather than business factors. Business-side practitioners and developers seldom share ideas directly with each other. As a result, this type of IT function is generally unattractive to digital talent, and commercially successful retailers struggle to build the internal technology competence that they need.

The technological shortcomings that result from this siloed structure can threaten a retailer's very existence—especially as the demands it faces

multiply dramatically in the age of digitization, and as digital disruptors like Amazon continue to invest and innovate aggressively. Over the past few years, leading retailers such as Kroger, John Lewis, Tesco, and Walmart have significantly boosted their technology investments. However, many retailers still devote less than 1.5 percent of revenue to developing their technology assets.

While more investment is essential, an incumbent retailer cannot close the gap to the industry's technology leaders by simply throwing more money at the problem. Choosing the right digital model and continuously developing it using a test-and-learn process are far more important. The company must build a modern technology organization to support the delivery of the best business results. In the end, transforming mind-sets, capabilities, and ways of working is critical not only in classical IT areas such as application development and infrastructure but also in core commercial divisions like sales, merchandising, and marketing.

Paths to a modern technology organization

When it comes to organizing IT, traditional retailers might look to digital pioneers such as Amazon or Zalando. Although some digital natives have their own struggles when it comes to their IT setup—for example, the scalability of their technology—they are nevertheless good role models based on one organizational commitment in particular: for them, joint responsibility for commercial processes and technology development has always been the rule.

Retailers can consider this basic idea and optimize their technological performance in six steps:

1. Entrust responsibility to small, cross-functional product teams

The modern technology organization is no longer a large IT department organized according to IT systems. Instead, small teams of developers provide technical support for specific business processes, known as products. For example, individual teams could be built around assortment planning (in sales or purchasing),

pricing and promotions (marketing), or inventory management (supply chain). The products are defined at a granular-enough level that a small team of developers can support the process from beginning to end. This approach enables “tearing down the walls” between business and IT. The granular structure also creates an opportunity to connect each of the products and development teams with a counterpart from the business side—a connection that typically increases the teams’ effectiveness. Because of their cross-functional staff, such teams can drive further development independently and be measured against the concrete business results of their work. One retailer, which has been moving toward such a structure with approximately 90 product teams, shows just

how differentiated the new structure can be (Exhibit 1).

2. Set up ‘tech chapters’ as new structures within IT

The establishment of product teams usually requires a change of the classical IT structures with leaders at the division, department, and team level. One option that is currently used by many companies is to replace the classical structure with “tech chapters” that manage the professional development of employees in the product teams and recruit new tech specialists. Typically, chapter leaders do not influence the content of product development (the “what”), focusing instead on the methodology and technology (the “how”). In large IT organizations

Exhibit 1

Small, cross-functional product teams handle technological development in each business unit.

Allocation of product teams to a retailer’s commercial units

1st level	2nd level	Allocated IT product teams (selected)	
Customer	Acquisition		
	Product search and advising	Product presentation Recommendation engine Product search	Electronic price display Web landing pages Product configurator
	Checkout		
	Service		
	Loyalty		
Products and services	Assortment management		
	Pricing		
	Supplier management	Sales forecasts Demand planning Replenishment	Order management Availability management Stocktaking
	Inventory management		
Supply chain	Warehousing		
	Transport		
	Service fulfillment		
Support	Finance		
	HR	IT security Data warehousing and reporting	Identity management User support Development support
	IT platform		
	Analytics		

(1,000 employees or more), retailers typically break up the tech chapters, as otherwise the resulting organizational units would become too big and the responsibilities would become unclear. One option is to break the tech chapters into domains. For example, the “customer” domain would be in charge of all customer-facing products. This can be an effective way to create groups of employees who would benefit the most from sharing knowledge with each other.

3. Assign product ownership to the business

Instead of the business side throwing requirements “over the wall” to the IT department, in this new model each product team has a product owner from one of the business divisions. He or she leads the content of the team’s work and, in contrast to most of today’s models, is not limited to defining requirements. They determine what their teams work on and initiate the development of further technological solutions that can improve the company’s performance in their respective business area. This means that the head of sales, for example, is responsible for the checkout product team; the head of purchasing has responsibility for the demand-planning product team. Product owners work with their product teams using agile methods; product teams and tech chapters work together as needed. Product owners directly drive development with a business mind- set, while the chapter leaders contribute technological know-how (Exhibit 2). In many cases, this model will require a retailer to hire experienced product-owner profiles into the business—individuals who are not only deeply knowledgeable about the business but are also tech-savvy, with nuanced insights about how to get the most out of the business/technology interface.

4. Specify KPIs as standards of success for each team

Binding key performance indicators (KPIs) let product owners and their teams know how their performance is measured and where it needs to improve. Digital retailers have long used team-

specific KPIs where instead of a single target for everyone based on an indicator, like overall sales development, each team has its own set of KPIs linked to business performance. This ensures that developers have incentive in the same way as their colleagues in the corresponding business area. For the marketing team, for example, a KPI could be transaction cost per website visitor; for the search team, the share of search results that lead to a purchase; and for the recommendation team, sales generated through recommendations. By setting targets for indicators like these, retailers ensure that the team’s objectives are in line with those of the company as a whole. The KPIs themselves may not be new, but using them to explicitly evaluate the content of technology development inspires a much stronger commitment to them—they essentially become the currency that product teams use to both prioritize their activities and demonstrate their usefulness.

5. Add sponsors at the top-management level

Ideally, each business division will have a sponsor on the executive board whose involvement includes setting priorities for his or her area. This close connection to top management helps resolve cross-divisional conflicts regarding development priorities early on and reduce the need for coordination at the expert level. Another welcome side effect: technological questions and their prioritization become consequential not only for product owners but also for nearly every manager in the company.

6. Modernize the tech stack

To realize the maximum benefit from such a transformation, it is crucial to enable the product teams by reviewing and updating the tech stack. Typically, the result is a rather intensive modernization with a higher degree of modularization. To ensure scalability and allow for rapid change, a shift to cloud platforms and SaaS solutions is inevitable. Further, most companies are working on breaking up their monolithic architecture and moving to microservices with a clear API-first strategy.

Exhibit 2

In a modern technology-driven organization, product owners determine ‘what’ development will entail while tech chapters determine ‘how’ it will be done.

Target structure of a technology-based retail company, illustrative example



¹ User experience.

This will simultaneously decrease the need for manual operations and pave the way to migrate to a DevOps setup, where most product teams are responsible not only for developing their products but also for running them. Retailers on this journey typically take a stepwise approach—starting from where they expect to capture the highest business value. In general, we see two approaches that companies have used to implement a modern technology organization:

- **“Big bang.”** Changing the full setup all at once has the advantage of a short implementation timeline. However, it also requires a tremendous amount of preparation and bears a high risk of disrupting daily operations.
- **Step by step.** This approach, which starts with selected domains followed by a sequential rollout, enables a test-and-learn environment

and provides enough time for affected employees from the business functions to understand and adapt to the required changes. In most cases, the step-by-step approach will be the preferred choice.

New organization, new challenges

Tearing down the walls between business and IT by implementing the transformation steps described here can unleash vast potential. Experience shows that the resulting setup enables companies to develop and use new technologies much more efficiently (see sidebar, “Suddenly fast and reliable: How two retailers benefit from restructuring their IT setup”). At the same time, it frees the classical IT function to focus exclusively on cross-cutting technology topics. Central expert teams work alongside the tech-chapter leaders to make decisions on system architecture, ensure

Suddenly fast and reliable: How two retailers benefit from restructuring their IT setup

The experiences of two European retailers show the value that reorganizing technology structures can unlock:

- After making the organizational changes, a housewares retailer was able to complete an order-management module, which had fallen months behind schedule, within budget and in less than two months.
- A food retailer using the new structure managed to develop an entire technical

solution for food deliveries—from the online shop to the management of merchandise, inventories, and the delivery fleet—within ten months. The solution went live on schedule.

In both cases, the key to success was entrusting operational decision makers from the business side to take on the role of a product owner. It quickly became clear that they could be far more targeted in identifying and prioritizing requirements when their responsibility expanded from

simply operating solutions to shaping them as well. At the same time, having product owners working with product teams put the responsibility of deciding on potential benefits and costs in one place—an important prerequisite for making technology decisions from a business perspective.

data security, and manage relationships with major technology partners. Responsibility for infrastructure, such as cloud computing and data pipes, is another overarching concern that is an important enabler function.

Demands on the chief technology officer (CTO) as the organization's ultimate technology authority increase as well. The new model requires the CTO to have greater business foresight, since he or she must provide the right impetus for potential digitization initiatives in the organization. Therefore, the CTO should not only possess outstanding capabilities but also be positioned at eye level with the other business-unit leaders and top managers. That's why retailers that move toward this structure often decide to make the CTO a board-level role.

The changes laid out here are immense: decades-

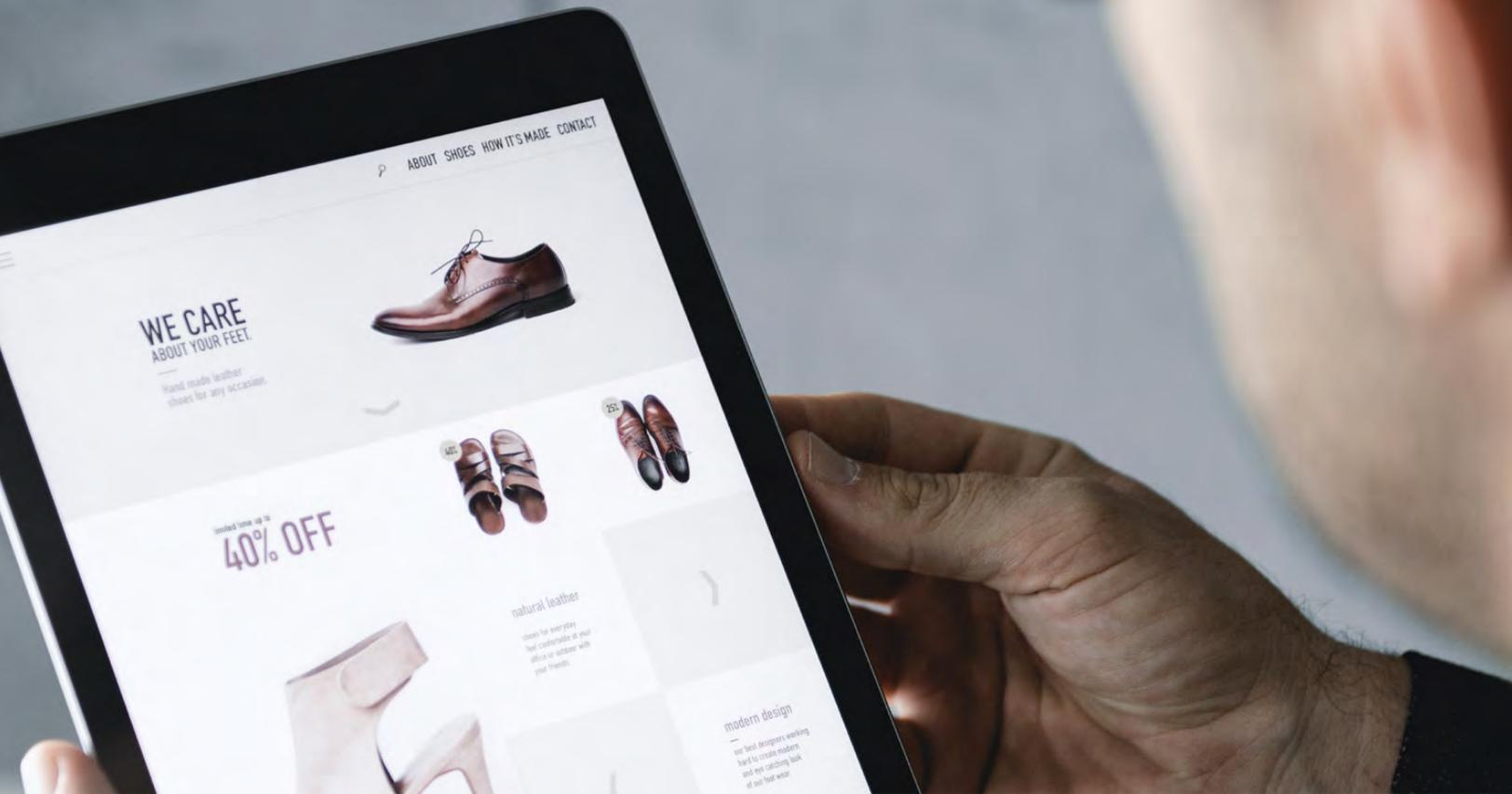
old structures disappear, hundreds of employees must learn new ways of working, and in many cases, the business becomes directly responsible for technology development.

Implementing a modern technology organization takes time. Companies may be able to set up business-led product teams in a matter of months, but fully learning the corresponding new behaviors and ways of working can take years. The transformation will be successful only if the top-management team wholeheartedly stands behind the journey.

Transforming from a classical IT department to a modern technology organization is a radical step, but taking it can mean the difference between a retailer struggling to survive and one that translates digitization into genuine business success.

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Fashion's digital transformation: Now or never

Some apparel, fashion, and luxury companies won't survive the current crisis; others will emerge better positioned for the future. Much will depend on their digital and analytics capabilities.

by Antonio Gonzalo, Holger Harreis, Carlos Sanchez Altable, and Cyrielle Villepelet

This article originally appeared on [McKinsey.com](https://www.mckinsey.com) in May 2020.

The COVID-19 pandemic is both an unprecedented health crisis and a global economic shock. The effect on the fashion industry has been severe: according to current estimates, year-on-year industry revenues will contract by 27 to 30 percent in 2020, although the industry could regain positive growth of 2 to 4 percent by the end of 2021. We expect a large number of global fashion companies to go bankrupt in the next 12 to 18 months. Some of this is a function of the challenging position that many fashion players were already in before the pandemic: profitability in the sector has deteriorated consistently over the past eight years. Only 44 percent of global fashion companies generated economic profit in 2018.

Although no one in the industry foresaw the intensity of this crisis, some fashion companies are finding that they are better equipped than others—largely because of their digital know-how. In this article, we touch on COVID-19's impact on the fashion industry to date. We then propose a set of actions that fashion companies can take to build their digital and analytics capabilities—not just to ensure business continuity and minimize the downside of COVID-19, but also to emerge from the crisis in a position of strength.

A deepening digital divide

Our consumer-sentiment surveys, conducted in mid-May, show 40 to 50 percent declines in purchase intent for fashion categories among European consumers.¹ E-commerce is clearly not offsetting the sales declines in stores. Nevertheless, it has been a lifeline for fashion brands as many stores have been (or remain) shuttered—and it will continue to be critical during and after the recovery period. In China, the return of offline traffic and revenue has been gradual: in early May, two months after stores reopened, revenue was down 40 percent in fashion outlets and 30 percent in department stores from pre-COVID-19 levels, while online sales continued to grow. This suggests that some percentage of offline sales could permanently migrate to e-commerce.

A number of trends in the post-COVID-19 world—the “next normal”—will make digital and analytics play an even more important role.² Physical distancing appears likely to continue, making consumers less likely to visit brick-and-mortar stores, and a contact-free economy is already starting to emerge—raising e-commerce and automation to a new level.

The implications of these trends will differ for each company, depending on its digital starting point and strategic orientation. Digital and analytics leaders (companies in which online sales account for 30 to 40 percent of total sales, parts of the value chain are significantly digitized, and online and offline channels are integrated to some degree) have an advantage today but could quickly lose it if other players accelerate their transformation. On the other hand, laggards (companies with less than 20 percent of total sales coming from the online channel, low digitization levels across the value chain, and siloed online and offline operating models) have an opportunity to make an “all in” bet on digital and analytics—and perhaps gain market share with smaller capital-expenditure investments, which used to be a limiting factor for many brands.

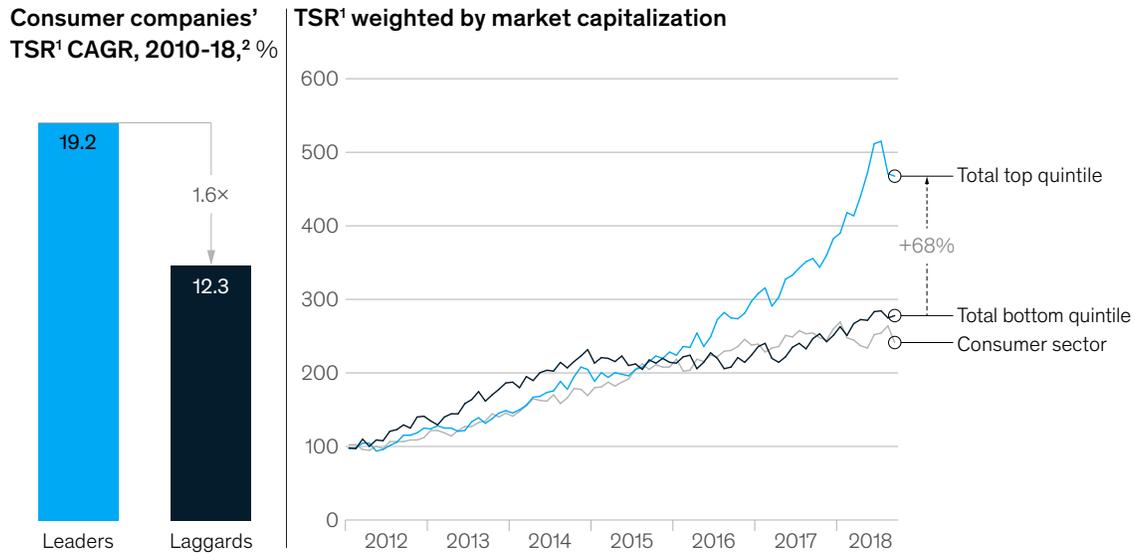
Digital is not only an increasingly important sales channel; it can also help companies adapt cost structures and make each step of the value chain better, faster, and cheaper. For example, digitization can enable new logistics and sales-fulfillment options (such as click-and-collect and drive-through), fuel innovative ways of customer acquisition, and help predict and manage inventory to create a more resilient supply chain. The fundamental enabler to all this will be data—the transparency, governance, and accuracy of which have never been more important.

This all portends a deepening digital divide. Even before the crisis, companies that were digitally and analytically mature outperformed competitors that hadn't invested in robust digital and analytics capabilities (Exhibit 1). The COVID-19 crisis has only widened the gap between industry leaders and

¹For survey findings by country, see “Global surveys of consumer sentiment during the coronavirus crisis,” April 2020, [McKinsey.com](https://www.mckinsey.com).

²Shubham Singhal and Kevin Sneader, “The future is not what it used to be: Thoughts on the shape of the next normal,” April 2020, [McKinsey.com](https://www.mckinsey.com).

Digital and analytics leaders outperform their competitors in total returns to shareholders.



¹Total shareholder returns.

²S&P 500 index, consumer sector.

Source: Capital IQ, McKinsey analysis

laggards. For leaders with the ability and willingness to invest, the pandemic has clearly been an accelerator in the shift to digital. As a top executive of a leading apparel player recently declared, “We’ve accomplished two years of digital transformation in two months.”

That said, digitization won’t be a panacea. Companies should direct investments to areas in which the highest business value lies—which might not be in sales but rather elsewhere in the value chain. Equally important, companies should avoid “gold plating,” aiming instead for the fastest minimum viable digital solution that will achieve the business goal. Finally, the sequencing of initiatives will play a big role in making a company’s digital transformation as self-funding as possible. The fundamental enabler to all this will be data—the transparency, governance, and accuracy of which have never been more important.

For executives in the fashion sector and all related subsectors (such as beauty and sporting goods), the imperative is clear: make digital and analytics a core element of your company’s strategy.

Navigate the now: Short-term priorities

The health and safety of employees and customers, of course, has been—and remains—the absolute priority. As fashion companies start to reopen their networks, health and safety precautions have led to a reimagining of operations, from how employees collaborate to how associates interact with consumers in stores. Digitization and automation are at the heart of these transformations.

Although the situation remains uncertain and is evolving daily, there are clear actions involving digital and analytics that fashion players should implement now.

Engage with your customers in an authentic way

Email, social media, and other digital channels have seen significant spikes in usage during the crisis (Exhibit 2). Fashion brands must therefore continue to communicate frequently with consumers. Use digital channels to launch genuine, purpose-driven communications regarding health, safety, business continuity, and community building. If you decide to send consumers relevant content, be sure to do so in an appropriate and empathetic tone (for example, a global sports-apparel player now offers yoga lessons on Instagram). We also now see companies taking clear political and social stands. True leaders emerge in times of crisis. How you communicate

with customers—and what you communicate—could shape long-term loyalties, particularly in a moment when many consumers are switching their primary brands and retailers (75 percent of consumers say that trust in a brand has become a relevant factor in their purchasing decisions) and finding their routines disrupted.

Refine and scale up your online operation

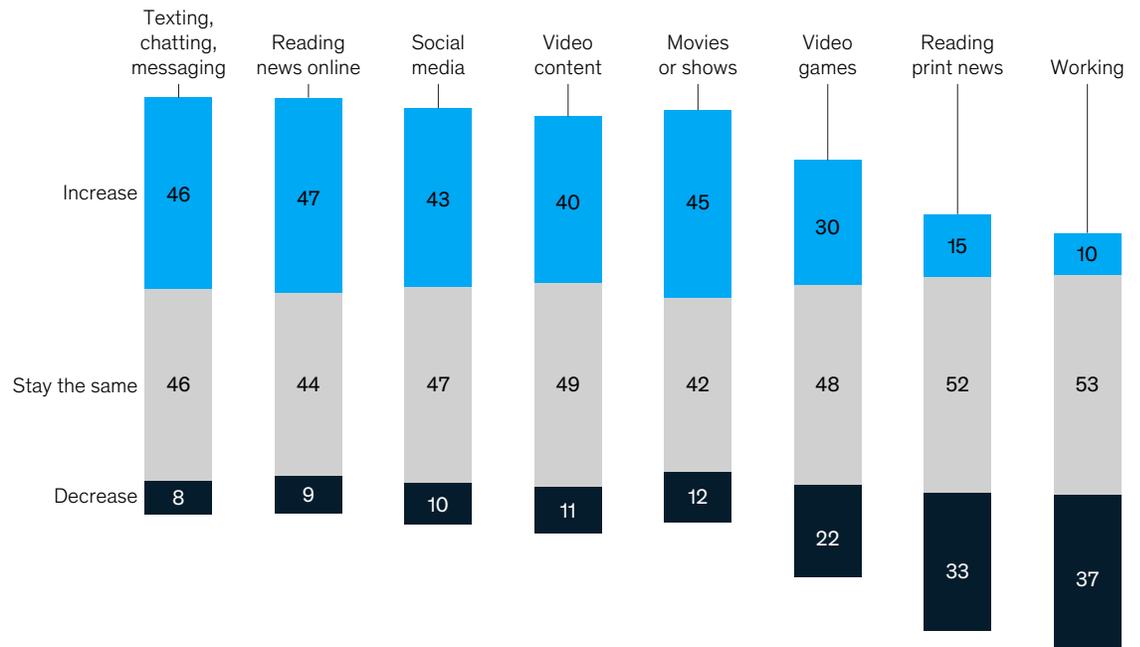
We expect the online share of fashion and apparel in Europe and North America to increase by 20 to 40 percent during the next 6 to 12 months. In April, traffic to the top 100 fashion brands' owned websites rose by 45 percent in Europe.³ Some of the

³Similarweb, April 19, 2020, similarweb.com.

Exhibit 2

Consumers are spending more time online during the crisis.

Change in time spent on select activities,¹ % of respondents



35%

of consumers browse for fashion inspiration in online shops at least once per week

22%

of consumers state they will browse for inspiration online more often in the next 4 weeks

10%

of consumers think brands should not promote their own interests at this time of crisis

¹ Question: Over the next 2 weeks, how much time do you expect to spend on these activities compared to how much time you normally spend on them?

Source: McKinsey COVID-19 Consumer Pulse Survey, Apr 1–Apr 6, 2020, n = 5,000+; McKinsey COVID-19 Apparel & Fashion Survey, Mar 27–Mar 29, 2020, n = >6,000

larger players have even reduced their promotion intensity to be able to handle the volume of orders.

Delivering an excellent customer experience online is crucial, so reallocate your resources and shift management attention from offline to online. Also, scale up capabilities in both demand generation and fulfillment (Exhibit 3). Seek to eliminate points of friction in every part of the online customer journey—for example, by improving your website’s search function and expanding your online assortment. Some retailers have redeployed store personnel from closed stores to support online fulfillment or to assist consumers via digital call centers.

While most fashion players already have an e-commerce presence, some still don’t. Companies without one can launch a basic online platform in

10 to 15 weeks. A private-equity-backed retailer did it in 13 weeks (Exhibit 4).

Prioritize digital-marketing levers as demand rebounds

In anticipation of a shift toward online sales, allocate more of your marketing budget to digital channels. Establish or improve your digital-marketing “war room” and increase its visibility in the organization—for instance, by establishing a C-level digital-performance dashboard that provides a cross-channel view of e-commerce, customer relationship management, and social media, thus enabling rapid identification of opportunities for efficiency optimization or growth.

Retrain your look-alike models to capture value from the new consumer segments and behaviors

Exhibit 3

Companies must accelerate their online capabilities in both demand generation and operations management.

Example levers

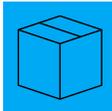
Accelerate demand		Manage operations	
			
Relevance, awareness, and traffic	On-site and conversion	Stock and fulfillment	Loyalty
<ul style="list-style-type: none"> ● Simplify range, prioritize essentials to meet immediate demands of new customer traffic ● Launch contextual and personalized campaigns across marketing channels ● Allocate budget to highest-impact targeted paid channels (eg, Facebook, Instagram, search-engine advertising) ● Adjust search-engine optimization and other nonpaid channels to situation (eg, refine keywords) ● Shift focus from brand building to performance marketing (including budget reallocation) 	<ul style="list-style-type: none"> ● Tailor on-site messaging to address current situation (eg, contextual landing page with special content for COVID-19 situation) ● Launch and optimize targeted markdowns and promotions to wind down forecasted stock excess ● Optimize on-site product assortment and display (eg, focus on top SKUs) ● Introduce bundles (eg, family boxes), special offers (eg, free shipping, 3-for-2), and innovative discounts 	<ul style="list-style-type: none"> ● Strengthen supplier relationships, especially for priority SKUs (eg, CEO meeting) ● Prioritize SKUs and ensure sufficient stock allocation (eg, longer inventory days for high-demand SKUs) ● Ensure omnichannel management of stock, fulfilling online orders from best online or offline location to optimize overall stock positioning ● Prepare fulfillment and customer-support capacity for increased demand ● Staff temporary resources as needed ● Identify scenarios and plan for worst case; work with government authorities to understand guidelines 	<ul style="list-style-type: none"> ● Focus on user interface and user experience (more important than ever as customers are more willing to switch brands at this time) ● Leverage customer relationship marketing and maximize frequency of email and app push campaigns ● Investigate opportunity to create special offers for loyal customers ● Focus on contactless delivery (delivery staff training, communication) to match customer expectations ● Communicate proactively with customers (eg, email from CEO to address situation)

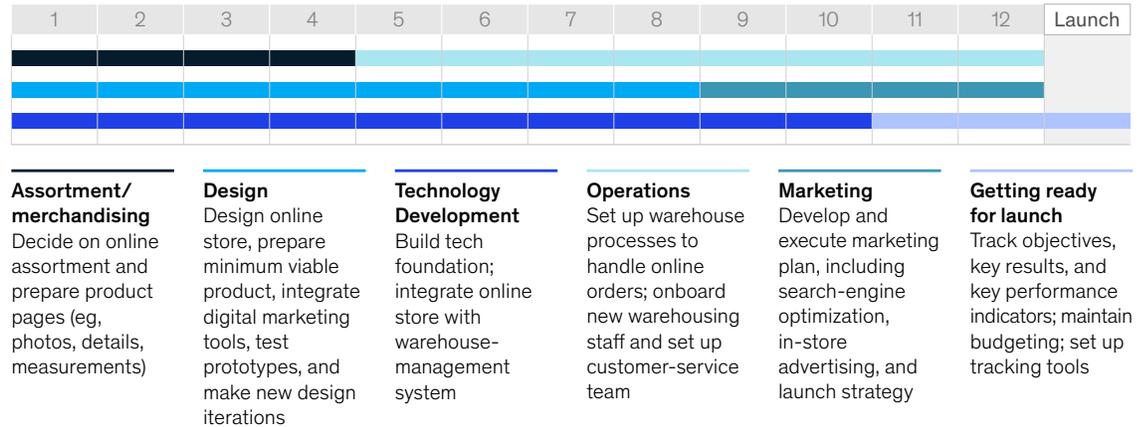
Exhibit 4

A retailer built and launched an e-commerce platform in 13 weeks.

Launch timeline, weeks

Company Private-equity-owned retailer with 1,000 physical stores but no online presence

Impact More than 400% week-on-week growth rates in online sales within the first month



that have emerged during the crisis. Upgrade your digital-marketing activity to be best-in-class—for example, by adding sophisticated imagery to your social-media posts and conducting “social listening” to inform the development of new services and offers.

Use granular data and advanced analytical tools to manage stock

The value of excess inventory from spring/summer 2020 collections is estimated at €140 billion to €160 billion worldwide (between €45 billion and €60 billion in Europe alone)—more than double the normal levels for the sector. Clearing this excess stock, both to ensure liquidity and to make room for new collections, will become a top priority.

At the best-performing companies, an “inventory war room” uses big data and advanced analytics to first simulate dynamic demand scenarios specific to locations (channel, country, store) and SKUs, then to synthesize the resulting inventory risk—thus enhancing decision making. The war room decides, for example, whether to redistribute SKUs, transfer inventory to future seasons, or accelerate

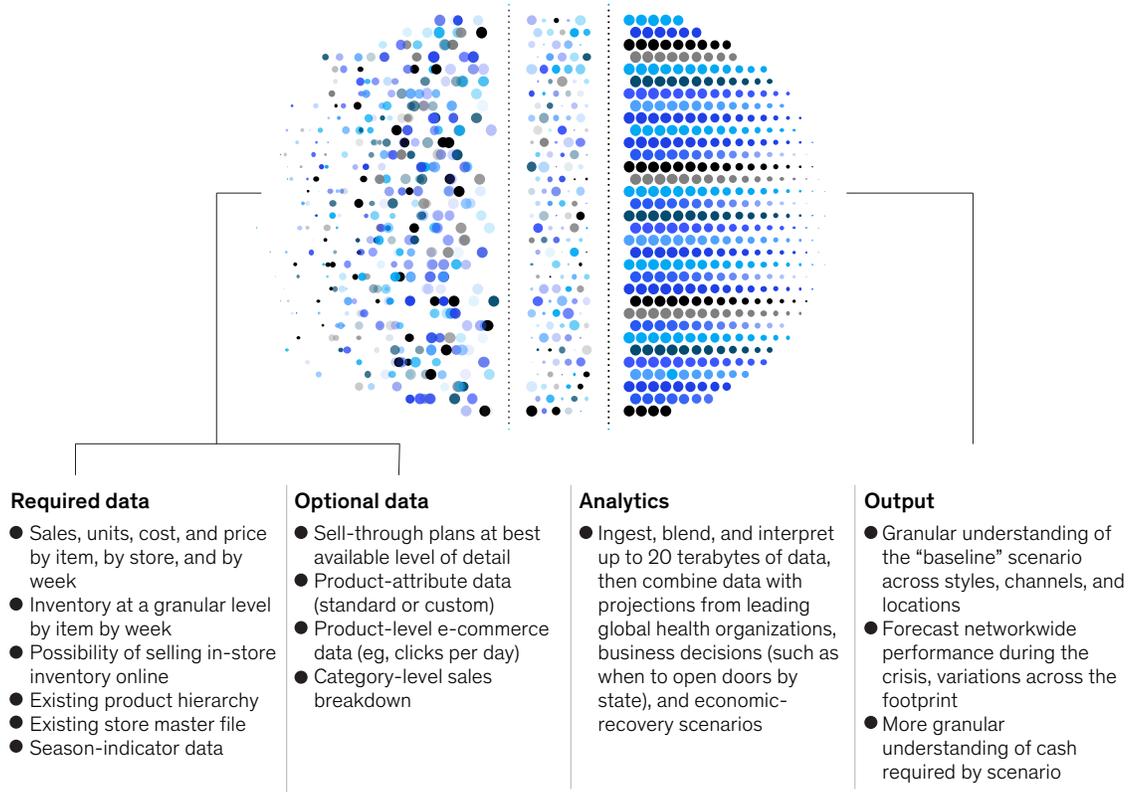
markdowns (Exhibit 5). A company’s investments in developing advanced analytical tools to steer markdowns during the crisis will pay off almost immediately.

Optimize costs using a zero-based approach

In light of crisis-related sales decreases, cutting costs is an obvious imperative for most companies. However, reducing all budget lines across the board is risky. We recommend a zero-based budgeting approach instead.

Identify two categories of projects: critical projects linked to core digital and analytics priorities that must proceed as planned or at a slightly lower speed (for example, building a new data lake to enable personalized marketing) and core projects that can be delayed (such as those that don’t enable emergency response). Continue only the projects that fall into those two categories; stop all others. A range of savings levers—such as vendor renegotiations and tactical moves to the cloud—can help dramatically reduce your operating costs. Reset your digital and analytics priorities and budget and adapt them to a post-coronavirus world.

Using analytics, a company can quickly build sell-through scenarios and synthesize resulting inventory risk.



Shape the next normal: Longer-term strategic actions

Although time frames remain uncertain for now, fashion players should start planning how they'll compete in—and perhaps even influence—the industry's next normal. Consumer habits, companies' interactions with consumers, and the number and types of touchpoints will all change. The requirements for supply-chain speed and flexibility will continue to increase. Digital and analytics will play a critical role in helping companies emerge stronger from the crisis.

Set an ambitious aspiration and define a clear road map

A digital and analytics transformation is typically an 18- to 24-month journey, requiring an ambitious aspiration, a clear plan, and concrete milestones. In our experience, successful digital and analytics

transformations have the following elements in common:

- Strong support (or even direct sponsorship) from the CEO during the entire journey.
- A pragmatic approach that starts with an understanding of the consumer and the drivers of value creation; digital for digital's sake will not deliver results.
- A clear road map and prioritization of initiatives, combining actions that help set up the enablers for the organization with the implementation of use cases that generate quick wins.
- A focus on getting to a minimum viable product (MVP) within two to three months—a rapid timeline that allows the company to iterate while generating value, avoiding large up-front investments.

- A central team to monitor value capture. This team also helps build the road map by scanning opportunities, allocating budgets, and coordinating implementation, ensuring that all efforts are focused on delivering tangible impact rather than gold plating.
- Well-defined key performance indicators (KPIs) to measure success.

The first step in the transformation program should be the definition of digital priorities, which will differ based on each company's business model and digital starting point. Digitization is much more than just selling online; a quick diagnostic may be required to select and align on key value areas.

Typically, digital and analytics priorities can be categorized according to their place in the value chain: customer experience (front), distribution and supply chain (middle), and product development and support functions (back). Exhibit 6 shows high-impact use cases in each of these three areas.

Provide an excellent omnichannel experience

The pandemic has elevated digital channels as a must-have for fashion players. Therefore, take this

opportunity to leapfrog into the digital arena by making it the center of your operating model: move your traffic- and engagement-generation engine to digital, and leverage digital channels to drive store traffic and vice versa.

Besides scaling up digital sales efforts, reconfigure your store footprint accordingly—for example, by reducing presence in “B” areas (markets with lower population density and lower profitability per square meter), devoting less store space to product categories with high online penetration, experimenting with innovative formats (such as drive-through windows or pop-up stores), and making it easy for customers to perform any omnichannel operation, including complex ones (such as buying online from a store if the product isn't in stock there, and then picking it up from another physical store in the next 12 hours). Use data and analytics to tailor the assortment in each store and to streamline and optimize assortments overall.

In our experience, fully integrated management of stock in stores and warehouses is core to any omnichannel operation. Making all stock (even stock shortly arriving to warehouses) visible to customers in any channel has proved to boost sales.

Exhibit 6

Digital and analytics can transform domains in every part of the apparel value chain.



Customer experience (front)

- Seamless omnichannel experience
- Personalized customer journeys, activations, and promotions to maximize customer value
- Prescriptive merchandising optimization
- Online artificial-intelligence-powered sales associates
- Markdown optimization powered by advanced analytics (AA)
- Shelf, format, and macro space optimization
- Store of the future



Supply chain and distribution (middle)

- Allocation of new collection merchandise (no sales historical record)
- AA-powered granular demand forecasting and replenishment
- IoT-enabled warehouse optimization and automation
- Optimal warehouse picking and slotting
- End-to-end digitized supply-chain planning
- AA-powered network, transport, and route optimization
- Platform for last-mile delivery



Product development and support functions (back)

- Digital collection development and management
- End-to-end digitized product management (including design, virtual sampling, production visibility)
- Digitized and robotized finance and back-office processes
- Talent and HR analytics

Digital and analytics can not only drive top-line growth but also significantly improve speed, cost, flexibility, and sustainability across the supply chain.

Bet on personalization

Personalization has helped several industry players achieve 20 to 30 percent increases in customer lifetime value across high-priority customer segments. It has proved even more valuable in subsectors with more stable and predictable purchasing patterns, such as beauty products.

Use cases for personalization have mostly centered on personalized offers, personalized promotions and benefits (such as access to new products), and reductions in generic traffic-generation costs. To go further, add personalization capabilities to your digital war room—for example, by collecting and analyzing all the available data to generate detailed insights about your customers. Build actionable microclusters based on customer behavior. For instance, entice the highest spenders with special incentives (such as triple loyalty points for purchases of at least \$1,000), target customers who tend to buy in the categories where you have the largest inventory buildup, and give online customers coupons to redeem in-store once physical stores reopen.

Prioritize use cases based on your business context, advanced-analytics capabilities, and customer segments. Create a prioritized use-case road map and a technology-investment plan. Integrate personalization into all delivery channels to ensure consistency in your customer communications.

Leverage big data and analytics to manage the supply chain

Digital and analytics can not only drive top-line growth but also significantly improve speed, cost, flexibility, and sustainability across the supply chain. For instance, some leading companies are using radio-frequency identification (RFID)

to track products more precisely and reduce in-store merchandising manipulation. Companies' RFID investments typically yield operations simplifications and service-level improvements.

In addition, automating logistics through digital warehouse design and predictive exception management can significantly increase efficiency. The benefits will flow to consumers as well—in the form of better product availability and faster, cheaper, and more accurate deliveries. Leading online players, for example, are using models powered by artificial intelligence (AI) to predict sales of specific products in certain neighborhoods and cities, then stocking the predicted amount of inventory in nearby warehouses.

Digitize product development and support functions

During the COVID-19 crisis, the digitization of product development has proved to be a competitive advantage. Companies that were already using cutting-edge tools such as 3-D product design, virtual sampling, digital material libraries, and AI-supported planning have fared better than their peers during the crisis. Their designers and merchandisers could react faster to market trends, significantly reduce both sample costs and time-to-market, and collaborate remotely across teams. The past several weeks have shown that it's possible to do much more on this front than some in the industry initially thought. Indeed, the pandemic may have shattered historical preconceptions and biases against digitization in core product-development processes.

Digitization of support functions is another key lever for improving efficiency. By automating repetitive tasks in back-office functions such as

indirect purchasing, finance, legal, and HR, you can simultaneously reduce costs and free up time and resources to reinvest in more valuable activities. Companies that have automated their finance processes—such as claims collection and financial reconciliation—have found that they've also increased the agility and accuracy of these processes while capturing significant synergies. Speed up the digitization of all support functions through robotic process automation and other leading-edge technologies.

Build data and tech enablers to support your transformation

Technical enablers play a key role in powering digital and analytics growth. In our experience, three core principles are the most relevant:

- Use cloud infrastructures to sustain scaling and to access best-in-class services, particularly for use cases that best benefit from the cloud's features (for instance, data consumption across the globe, very high storage and processing needs).
- Think data from the start. Build solid data foundations as part of every digital and analytics initiative in a way that allows rapid scaling and forward compatibility. Design and build out pragmatic data governance focused on enabling business value by helping to ensure data breadth, depth, and quality. Establish a strong data culture and ethics.
- Design your technology stack for faster integration and development, with applications broken down into microservices and isolated through the use of application programming interfaces; use unified DevOps toolchains to enable automation and reduce time-to-market to a matter of hours instead of weeks.

These enablers shouldn't become causes for delay. Rather, they should follow the same agile timelines and sprints as the core initiatives. Implementation should be pragmatic and clearly linked to value generation.

Attract and retain top digital talent

After the crisis, financially stable companies may be able to attract top-notch digital talent, including in-demand profiles such as digital-marketing specialists, data scientists, data engineers, user-experience and user-interface designers, and software and data architects. Retaining these kinds of employees will require fashion companies to develop new talent processes—with tailored initiatives in recruiting, career growth, learning and development, and performance management—specifically for engineering and digital talent, similar to what many fashion players already do for designers and creative directors.

In addition, fashion players should adopt agile ways of working to speed up development of digital and analytics products and projects. Agile techniques enable companies to release MVPs into the marketplace quickly and refine them iteratively based on consumer feedback.

There's no denying that the COVID-19 pandemic will make for a difficult 2020. For some fashion companies, even survival may be a struggle. However, if they lead with empathy and undertake bold actions in digital and analytics—particularly around e-commerce, data-driven stock management, and digitization of key functions—we believe they can not only endure the crisis but also build competitive advantage and strengthen their business for an omnichannel, digital-centered next normal.

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How restaurants can thrive in the next normal

We lay out potential timelines for the US restaurant industry's recovery—and actions that restaurants should take to cater to consumers' new dining needs and preferences.

by Stacey Haas, Eric Kuehl, John R. Moran, and Kumar Venkataraman

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This article first appeared on [McKinsey.com](https://www.mckinsey.com) in May 2020.

After weeks of quarantine and physical distancing, what does the future hold for US restaurants—and for the more than eight million restaurant workers across the country who have been laid off or furloughed since March? How quickly will US consumers feel comfortable eating out again?

COVID-19 has not only been a devastating public-health crisis; it has also been the restaurant industry’s greatest challenge to date. Never before have so many restaurants been forced to cease operations; some will never reopen. Early indications—from China and other countries where the pandemic seemed to be under control—suggest that consumer demand won’t immediately rebound when restrictions are lifted. However, restaurants that plan ahead to adapt and refine their restaurant model for the “next normal”¹ will be better positioned to bring sales back to precrisis levels.

In this article, we describe COVID-19’s impact on the US restaurant industry to date and explore two likely scenarios for recovery. We then recommend a set of concrete actions for restaurants to return to stability and help shape the next normal.

The pandemic’s impact to date

COVID-19’s economic toll on the restaurant industry hasn’t been evenly distributed. Whereas pizza chains have maintained or increased sales during the pandemic, casual-dining and fine-dining restaurants have seen their revenues decline by as much as 85 percent (Exhibit 1). For some fine-dining establishments, revenues fell to zero.

Each restaurant’s performance during the crisis has depended largely on the following factors:

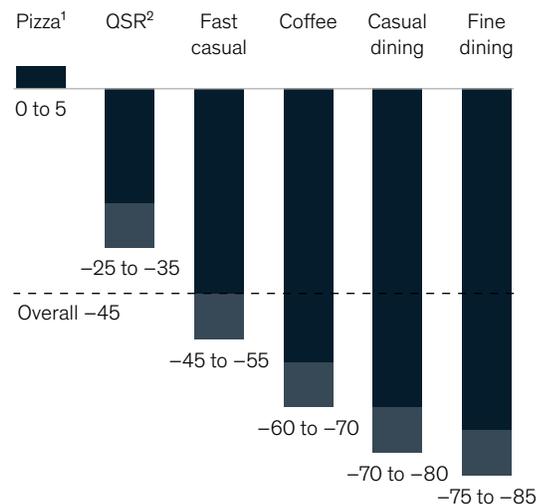
- **Off-premise versus on-premise sales mix.** Unsurprisingly, restaurants with high off-premise sales prior to the crisis are faring better than those that relied more on dine-in sales.

- **Reliance on day-part occasions.** With many people working from home, restaurants that generated much of their business from daytime eating occasions—such as people getting breakfast or coffee on the way to work—have been disproportionately affected.
- **Urbanicity.** There are large disparities in restaurant-traffic declines across states. Declines have been highest in densely populated states such as Connecticut and New York (Exhibit 2).

Exhibit 1

The pandemic’s impact has varied across restaurant types and subcategories.

US sales by restaurant type during COVID-19 crisis, % change from 2019 as of April 17, 2020



¹Includes fast-food pizza only.

²Quick-service restaurant. Includes burger, chicken, Mexican, and sandwich; excludes coffee and pizza.

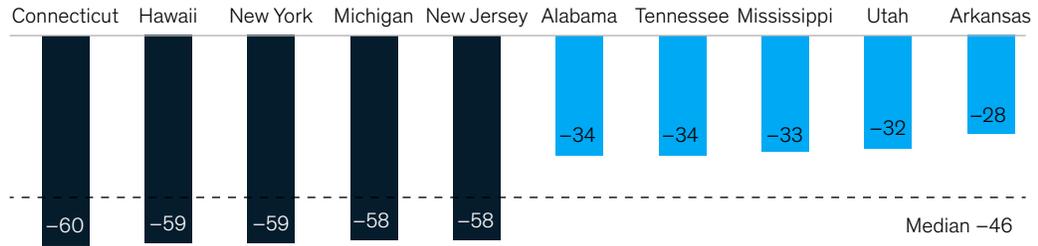
Source: Bernstein Research; Datassential; McKinsey research and analysis

¹ Shubham Singhal and Kevin Sneader, “The future is not what it used to be: Thoughts on the shape of the next normal,” April 2020, [McKinsey.com](https://www.mckinsey.com).

Exhibit 2

Restaurants in densely populated states are experiencing the highest traffic declines.

Customer traffic to limited-service restaurants, % change from Feb to mid-April 2020



Source: Foursquare

- **Digital maturity.** A strong online-ordering presence, digital loyalty programs, and robust customer-relationship-management (CRM) systems have been lifelines for restaurants during this crisis, as levels of digital engagement among consumers have soared. If trends in China are any indication, consumers could remain more digitally engaged even after the crisis. Starbucks China, for instance, saw a 12-percentage-point increase in the share of digital transactions postcrisis—from 15 percent in January to 27 percent in late March (down from a peak of 80 percent in February).
- **Role of value.** Consumer perception of value and the prevalence of deals have buoyed some restaurants' sales during the crisis, as customers—suffering financial losses

and fearing continuing financial insecurity—increasingly look for ways to save money.

Just as the impact of the crisis isn't uniform across restaurants and regions, the pace and shape of recovery will also vary, not least because states have different approaches and timelines for allowing restaurants to reopen.

Scenarios for the industry's recovery

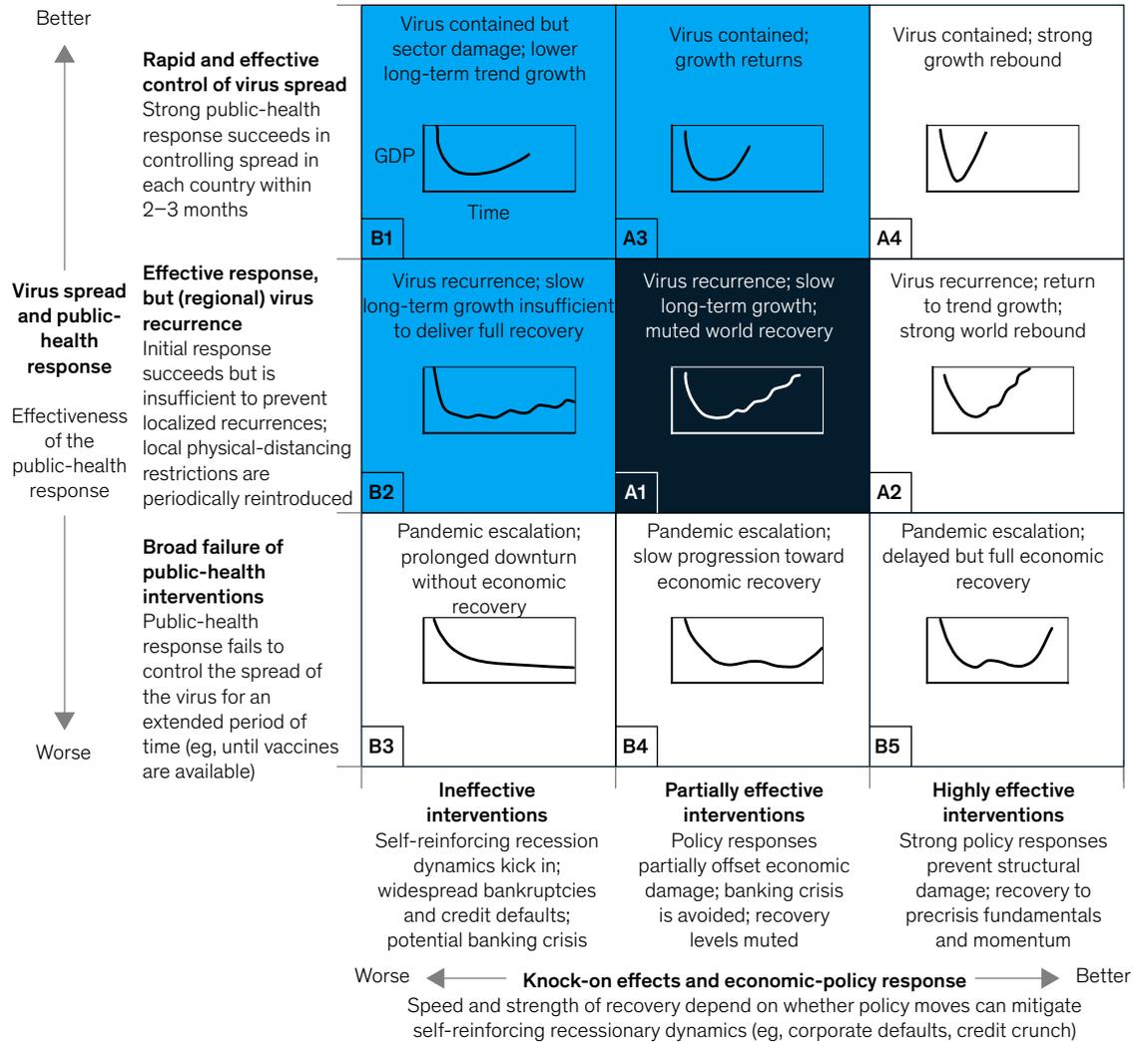
Although much remains uncertain about the pandemic's effects, hopes of a quick economic recovery are fading. Our colleagues have developed nine scenarios for the impact of COVID-19 on GDP, based on the extent of virus spread and the effectiveness of public-health and economic-policy responses (Exhibit 3).²

Just as the impact of the crisis isn't uniform across restaurants and regions, the pace and shape of recovery will also vary.

² Kevin Buehler, Penny Dash, Ezra Greenberg, Tom Latkovic, Audrey Lucas, Martin Hirt, Klemens Hjartar, Sven Smit, and Matt Wilson, "Crushing coronavirus uncertainty: The big 'unlock' for our economies," May 13, 2020, McKinsey.com.

The economic impact of COVID-19 remains uncertain.

GDP impact of COVID-19 spread, public-health response, and economic policies



As of this writing, the likeliest scenarios appear to be A1 and A3. While both assume partial to high effectiveness of economic-policy interventions, scenario A1 assumes resurgence of the virus across regions whereas A3—the more optimistic of the two—assumes rapid and effective control of virus spread. In a late-April poll asking more than 2,000 global executives which scenario they see as most likely, A1 was the most popular response, chosen by nearly one-third of respondents; A3 came in second, with 16 percent of the vote.

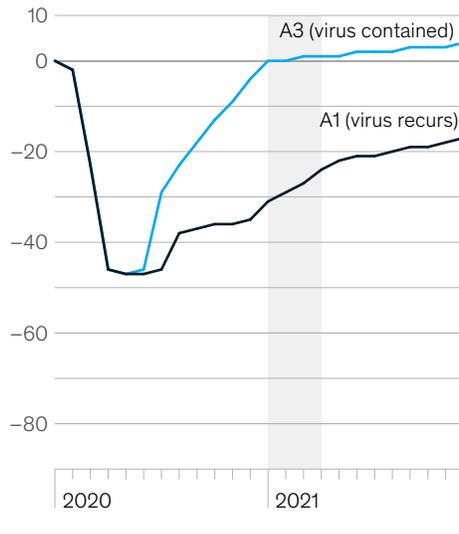
We modeled how quickly US restaurants might recover under these two scenarios (Exhibit 4). In

scenario A3, restaurant sales return to precrisis levels in early 2021. In scenario A1, full recovery to pre-COVID-19 sales takes three years longer. The trajectories also differ by restaurant type, with pizza chains and quick-service restaurants (QSRs) recovering the fastest.

These are grim projections. Many restaurants don't have the financial means to endure such a prolonged downturn. Especially vulnerable are small franchisees (those with ten or fewer locations) and independent operators not affiliated with a chain. To survive, franchisees will need to receive

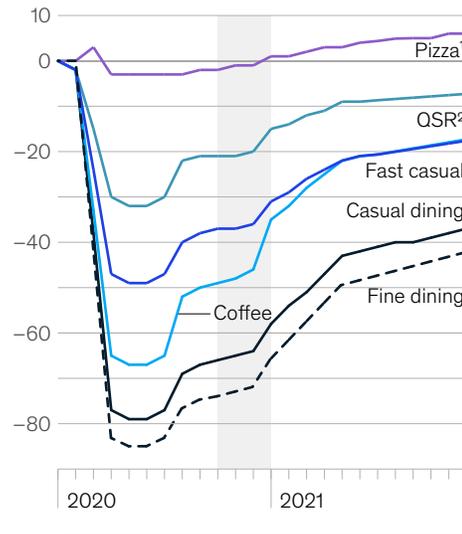
The shape of recovery will depend on the success of virus-containment policies and will differ by restaurant type.

Projected monthly restaurant sales by virus scenario, % change from 2019



VIRUS CONTAINED	VIRUS RECURS
-15 to -25	-25 to -35
% change in 2021 1st quarter sales (year-over-year)	% change in 2021 1st quarter sales (year-over-year)

Projected sales by restaurant type in scenario A1, % change from 2019



PIZZA	FINE DINING
Q4 2020	Q2 2024
return to precrisis level	return to precrisis level

¹ Includes fast-food pizza only.

² Quick-service restaurant. Includes burger, chicken, Mexican, and sandwich; excludes coffee and pizza.

Source: Bernstein Research; Foursquare; industry reports and expert interviews; McKinsey COVID-19 US Consumer Pulse Survey, March 30–April 5, 2020; McKinsey research and analysis, in partnership with Oxford Economics

financial assistance from franchisors and from the government, or drastically reduce their costs; independents could have an even harder time staying afloat because they don't have access to the loans and rent deferrals that franchisors can offer.

We estimate that, of the 650,000-plus US restaurant locations that were in business in 2019, approximately one in five—or more than 130,000—will be permanently shuttered by next year. Independents will bear the brunt of the closures, both because of attributes that make most independents more vulnerable in this pandemic (minimal off-premise presence, limited digital capabilities, low emphasis on value-based menu items) and because of their unfavorable

economics (thin margins and poor access to capital). Independents' share of US restaurant locations could fall from 53 percent in 2019 to 43 percent in 2021.

That said, the situation across the country remains fluid. As states begin to lift restrictions and restaurants gradually reopen, the scenarios could change, depending largely on how well restaurants implement the necessary safety measures to prevent virus resurgence.

What to do next

Regardless of which scenario plays out, there's no denying that the coming months will be difficult

for most of the restaurant industry. For restaurant operators across the country, we recommend considering actions in two categories: those that can help you return to stability and those that can power you through to the next normal. With foresight and careful planning, you can equip your company to capture outside value in the post-COVID-19 future.

Return to stability

In the recovery period, your top priorities ought to include updating operating procedures, reactivating customers to bring them back into restaurant dining rooms, adjusting menus to address shifts in customer habits and preferences, and enhancing your delivery capabilities.

Update operating procedures

As parts of the country ease restrictions on businesses, proactively create a reopening playbook. The playbook should include updated standard operating procedures that not only provide a safe store environment but also serve to reassure potentially anxious customers. In other words, simultaneously “go safe” and “show safe.” Ensure that new hygiene and safety protocols are highly visible throughout the restaurant.

In addition, adjust processes to improve labor efficiency and to align with shifts in customer behavior. An important part of restarting dine-in service will be bringing back furloughed staff in a way that matches the restaurant’s new needs with employees’ skills. You will likely need to be innovative to do this successfully—for example, by using talent-exchange programs or partnering with other companies to share labor.

Reactivate customers using a segmented approach

Over the past several weeks, customers have become accustomed to cooking at home more and ordering online—behaviors that will likely have some “stickiness” postpandemic. To entice customers back to on-premise dining, tailor your approach to each customer segment:

- **Loyal guests.** Encourage loyal customers to return to on-premise dining by sending them personalized messages with critical

information: when your restaurants will be open and why they can be confident that it’s safe to come in.

- **Customers who spent their money elsewhere.** Some fraction of customers may have shifted their spending entirely to your competitors during the pandemic—or made all their meals at home. Effective marketing levers for this segment could include loyalty-driven price promotions and just-in-time offers featuring the most popular items and personalized favorites.
- **People who became first-time customers during the crisis.** To retain these customers, look to initiate them into your loyalty program with a special offer. Also, make sure your digital presence is consistent across platforms: for example, the menu featured on your own app should match the menu on any food-delivery aggregators that these customers may have used during the shelter-in-place period, and should highlight the same family meals they ordered during that time.
- **Potential customers.** In a new dining landscape, some customers who previously patronized other restaurants will be “up for grabs.” It’s an ideal time to re-evaluate your spending mix with a marketing-return-on-investment (MROI) simulator, which helps determine how to invest marketing dollars across email, social media, search, apps, local mass media, and other channels.

Align the menu to new consumer preferences

During the recovery, consumer preferences will have shifted toward value and off-premise dining—but consumers will also be longing to return to some semblance of normalcy even as they remain concerned about health and safety. These new consumer behaviors and preferences will require restaurants to make menu and pricing adjustments. Start by reintroducing your full precrisis menu items such as breakfast, alcohol, and fresh produce, then emphasize core items and comfort foods. Reprice items to ensure they’re competitive under the new market conditions. Build traffic by focusing on value items first, then upselling.

Optimize your delivery business

Though the percentage of off-premise sales post-COVID-19 won't be as high as it was during the crisis, a portion of the shift to off-premise dining will probably endure indefinitely. Many brands that treated third-party delivery as a low-margin afterthought before the crisis found that it suddenly became a primary pillar over the past two months. Take the time to step back and develop a strategy for managing—and deepening your commitment to—third-party aggregator relationships: think through the specifics of markup rules, access to end-user data, cost-effective packaging, and streamlined processes to make pickup as efficient as possible.

Shape the next normal

Instead of simply reverting to business as usual, seize the opportunity to innovate in the next normal, thus shaping not just your own company's future but that of the industry as well. Priorities should include rethinking restaurant design, reinventing the menu, assessing the store footprint, and digitizing the customer experience.

Rethink restaurant design

To achieve post-COVID-19 growth, most restaurants will need a redesign. Think about whether to change your restaurants' physical layout to benefit from the shift to off-premise dining. Layout changes might include the addition of drive-through and pickup lanes, for example. Traffic flow into and out of these zones will need to be carefully thought through.

Also, consider investing in advanced analytics and automation, both to drive efficiencies and to enable contactless services. Advanced analytics and the Internet of Things (IoT) can improve your ability to accurately forecast daily consumer demand and changes in consumers' eating habits. Labor automation can increase the productivity of restaurant processes as well as provide contactless solutions that address consumers' health concerns. Some restaurants are already piloting a range of technologies—such as robots that hand out takeout orders, pulley systems at registers to facilitate transactions with customers while maintaining physical distancing, and smartscreen-controlled shelves for storing pickup orders.

To explore ways to shift to contactless services and solutions, the four-step IDEA framework can be useful:

- **Identify interactions.** Identify the type and nature of each in-person interaction (for example, employee to employee, employee to customer, customer to customer) in employee and customer journeys.
- **Diagnose and prioritize risks.** Use a risk-scoring system that incorporates the intensity, frequency, and duration of interactions along the journey to inform the prioritization and development of solutions (Exhibit 5).
- **Execute solutions.** Implementation should proceed in an agile way, addressing immediate needs while also investing in distinctive long-term solutions.
- **Adapt and sustain.** Collect learnings and ideas from teams to rapidly iterate and refine solutions based on customer feedback.

Reinvent the menu

Menu reinvention can be one of the most powerful tools to change a restaurant's long-term performance trajectory. As consumer behavior and sentiment continue to evolve, adapt your menu accordingly. Closely monitor emerging food trends, such as "clean" food, paleo diets, plant-based protein, and others. Introduce menu items to capitalize on these trends, price those items competitively, and market them to consumers.

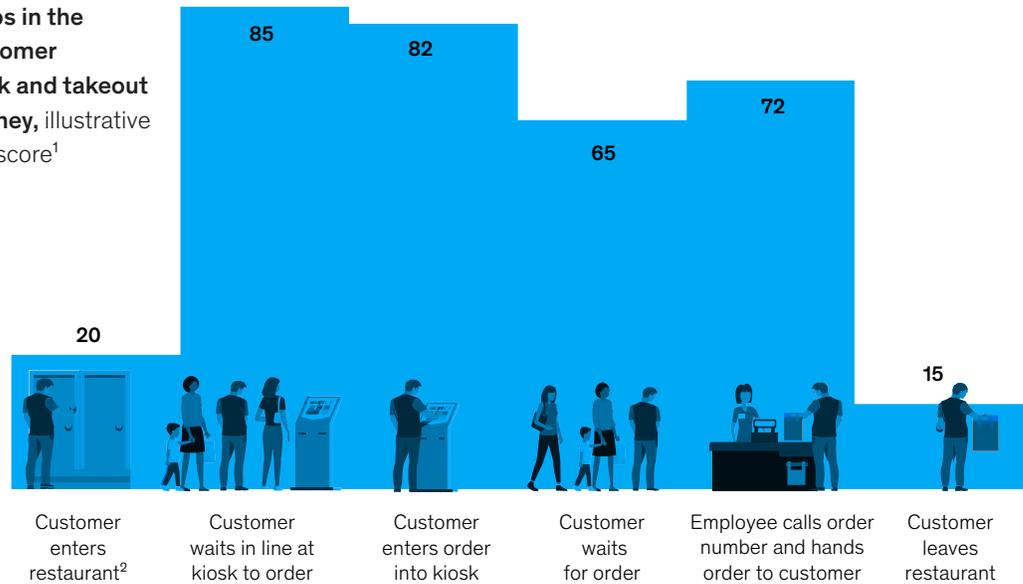
Optimize your footprint

As you emerge from the crisis, you will need to evaluate your store footprint and make tough decisions about entering or exiting certain geographies or shifting your strategies at a local level (for example, converting a restaurant to delivery/pickup only). Set up a footprint-optimization task force: a cross-functional team that uses real-time internal and external data and field observations to assess the health of specific locations, then decides whether to enter, expand in, or exit a market.

Exhibit 5

Restaurants can develop a scoring system to assess the risk levels of customer and employee journeys.

Steps in the customer kiosk and takeout journey, illustrative risk score¹



¹A scoring system that incorporates intensity, frequency, and duration can be used to assign a risk score to every part of the journey.
²Risk level dependent on automatic vs manual doors.

Digitize customer engagement

As mentioned, a shift toward off-premise dining options and physical-distancing behaviors will probably outlast the crisis. The digital customer experience will be critical to retaining current customers and capturing next-generation loyalty, and the best way to enhance the digital experience is through deep personalization. Engage customers with personalized offers across multiple digital channels; use customer data to make decisions about merchandising, pricing, and promotions.

The restaurant industry has faced severe challenges during the pandemic, including sharp declines in revenue and tremendous labor losses as well as some permanent closures. However, at some point, dining in restaurants will once again be a pleasure that people across the country can enjoy. The actions that restaurant operators take now will go a long way toward preserving their business through the crisis and equipping their restaurants to serve customers, not just during—but also long after—the recovery.

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