



# The Next Dairy Era: Turning Market Pressures into Innovation Opportunities

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## EXECUTIVE SUMMARY

Why read this report?

Key findings

## INTRODUCTION

Limited volume growth, but nearly half of per capita value remains untapped

## THE VOLUME CLIFF: WHY TRADITIONAL GROWTH MODELS ARE BROKEN

Macro drivers of stagnation

Ageing populations and the new reality for dairy consumption

Major global markets are set to face strong volume declines through 2030

Weak volume outlook increases the need to capture per capita value white space

## CASE STUDY: BABY FOOD'S PLAYBOOK FOR GROWTH

Baby food is a longstanding category under sustained pressure

Baby food's playbook for growth: Actionable lessons for dairy

Strong brand power, but safety scares can shift loyalty in baby food

Geographic expansion: India the market with largest unmet potential in baby food

Southeast Asia emerges as the strongest market for toddler milk formula

Baby snacks becomes a rising pocket of growth

Lessons from Indonesia and the UK tapping into the baby snacks opportunity

Targeting underserved needs to drive future formula growth

Next-generation ingredients and functionality to drive the next wave of baby food growth

Opportunities in functional nutrition for children and solutions for picky eaters

Foodini Club aims to inspire children to enjoy food through creativity and confidence

## OPPORTUNITIES FOR DAIRY: INNOVATION LEVERS

Dairy growth pathways: Mapping benefits, ingredients and priority consumers

Dairy protein reimaged through new audiences, functionalities and protein quality

The evolution of high-protein dairy from functional performance to lifestyle aspiration

Sports remain key touchpoints for strengthening dairy protein's performance credentials

Oikos is leading the shift from protein grammes to high-performance protein

Why "fibre maxxing" is poised to emerge as a major "next-protein" trend

GLP-1 as a catalyst for dairy's functional evolution

Lactalis USA launches :Ratio protein and fibre yoghurt targeting GLP-1 consumers

Dairy's natural attributes open pathways into hydration, focus and relaxation occasions

Gaming culture opens new ways for dairy to reach Gen Z as a natural performance drink

Dairy can unlock new consumption occasions by adopting soft drinks inspired formats

A growing seniors segment remains largely untapped by the dairy industry outside APAC

Dairy can capture new moments with meal replacements and functional snacking

## CONCLUSION

Opportunities for growth

Meeting the needs of tomorrow's priority consumers

Evolution of value driven strategies in the dairy industry

Questions we are asking

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