

FutureBridge



FORESIGHT

CONSUMOMICS™

Mathematical Demand Model

Bord Bia Programme Value for Irish Dairy Ingredient Companies

FutureBridge

Strategic Foresight and Innovation Advisory



How to read this document

This is a B2B selling tool. An Irish dairy ingredient company (butter, cheese, powder, whey, cream, AMF) hands this to a CPG customer or retailer and says:

"When you switch to Irish dairy ingredients carrying these programmes, here is the exact gene movement, the Behavior score delta, and the KPI range your end consumer will produce. This is not opinion. This is the Consumomics demand equation."

Master Equation

Behavior = (P + E + C + A) x V

Scales: P, E, C, A = 0-10 each. V = 0-3 (multiplier). Max PECA = 40. Max Behavior = 120.

KPI Translation Bands

The following bands translate Behavior delta into commercial KPI ranges:

Behavior Delta	Repeat Purchase	Velocity	Mix / Promo Efficiency
5 to 8	+3 to 6%	+2 to 5%	+25 to 75 bps
8 to 12	+6 to 12%	+4 to 9%	+50 to 150 bps
12+	+10 to 20%	+8 to 15%	Significant premium / resilience shift



PROGRAMME 1

Quality Assured

Bord Bia Quality Assurance Scheme

Independent third-party verification of food safety, traceability, and animal welfare across the entire dairy supply chain.

Gene mechanism: Primarily a V-gate opener. Moves V from Cracked / Skeptical into Open / Stable. Secondary P and C effects. No meaningful A or E effect on its own.

Model 1A: Infant Formula - Generational Steward - Mass Retail

4D Frame: Weekday feeding | Generational Steward | Infant formula (Irish whey / casein ingredient) | Mass retail

Gene	Without	With	Delta	Rationale
P	5.5	5.7	+0.2	Verified quality justifies premium ingredient cost passed to shelf price
E	8.5	8.5	0.0	QA doesn't change parental emotion - already maximal in baby
C	6.5	6.7	+0.2	QA mark on pack reduces decision friction for safety-anxious parents
A	7.5	7.6	+0.1	Marginal: once trust established, slight default reinforcement
V	2.5	2.8	+0.3	Critical. Moves from Open toward Locked. Independent audit of safety + traceability in baby category is V-gate gold

Without QA: PECA = 28.0 | Behavior = $28.0 \times 2.5 = 70.0$

With QA: PECA = 28.5 | Behavior = $28.5 \times 2.8 = 79.8$

Behavior Delta = +9.8 (+14.0%)

KPI Range (Delta 8-12 band): Repeat +6-12% | Velocity +4-9% | Mix/promo +50-150 bps

B2B Translation

If you reformulate your infant formula with QA-certified Irish whey protein, your Generational Steward shoppers - your highest-value parent segment - will produce 6-12% higher repeat purchase rates and 4-9% higher velocity at mass retail, because you've moved their V-gate from 2.5 to 2.8. That's approaching trust-lock territory in the most V-sensitive category in grocery.

Model 1B: Premium Yogurt - Health Optimizer - Grocery

4D Frame: Weekday breakfast | Health Optimizer | Greek yogurt (Irish milk protein ingredient) | Grocery

Gene	Without	With	Delta	Rationale
P	5.5	5.7	+0.2	Audited quality supports 'worth the premium' perception
E	7.5	7.5	0.0	Health identity unchanged by QA alone
C	6.0	6.2	+0.2	On-pack mark acts as trust shortcut in crowded yogurt aisle
A	6.5	6.5	0.0	No habit change from QA certification
V	2.3	2.5	+0.2	Moves from mid-Open to high-Open. Health Optimizer trusts verified health brands



Without QA: PECA = 25.5 | Behavior = 25.5 x 2.3 = 58.7
With QA: PECA = 25.9 | Behavior = 25.9 x 2.5 = 64.8
Behavior Delta = +6.1 (+10.4%)
KPI Range (Delta 5-8 band): Repeat +3-6% | Velocity +2-5% | Mix/promo +25-75 bps

Model 1C: Private Label Cheese - Dietary Restriction Manager - Club

4D Frame: Weekly stock-up | Dietary Restriction Manager | Cheddar cheese (Irish milk) | Club (Costco)

Gene	Without	With	Delta	Rationale
P	7.0	7.2	+0.2	Club value + verified quality = strong value perception
E	6.5	6.5	0.0	Relief / safety emotion unchanged
C	6.5	6.7	+0.2	Audit badge reduces choice anxiety for restriction-managing shoppers
A	7.0	7.1	+0.1	Minor: once safe choice confirmed, default strengthens
V	2.3	2.6	+0.3	Safety-critical genome. QA's food safety + traceability audit directly addresses their #1 concern

Without QA: PECA = 27.0 | Behavior = 27.0 x 2.3 = 62.1
With QA: PECA = 27.5 | Behavior = 27.5 x 2.6 = 71.5
Behavior Delta = +9.4 (+15.1%)
KPI Range (Delta 8-12 band): Repeat +6-12% | Velocity +4-9% | Mix/promo +50-150 bps

Quality Assured: Summary Across Models

Context	Genome	Category	V Delta	Beh. Delta	Delta %	KPI Band
Infant formula / Mass	Generational Steward	Baby / Kids	+0.3	+9.8	+14.0%	Repeat +6-12%, Vel +4-9%
Greek yogurt / Grocery	Health Optimizer	Dairy	+0.2	+6.1	+10.4%	Repeat +3-6%, Vel +2-5%
Cheddar / Club	Dietary Restriction Mgr	Dairy	+0.3	+9.4	+15.1%	Repeat +6-12%, Vel +4-9%

Key insight for ingredient sellers: QA produces its biggest Behavior deltas in V-gated categories (baby, safety-sensitive dairy) and V-gated genomes (Generational Steward, Dietary Restriction Manager). Pitch QA hardest to CPGs in infant formula, kids' dairy, and allergen-sensitive lines.



PROGRAMME 2

Sustainable Dairy Assurance Scheme (SDAS)

Farm-level ISO 17065-accredited sustainability verification

Farm-level, ISO 17065-accredited verification of sustainability practices: carbon, water, biodiversity, animal welfare
- with individual-farm data.

Gene mechanism: Primarily E-gene (identity / values alignment) and V-gate reinforcement (Science-V layer on top of QA). Moderate P effect (justifies premium). Minimal C and A impact.

Model 2A: Premium Ice Cream - Sustainability Champion - Grocery

4D Frame: Weekend indulgence | Sustainability Champion | Premium ice cream (Irish cream / butter ingredient) | Grocery

Gene	Without	With	Delta	Rationale
P	5.0	5.3	+0.3	Sustainability Champion accepts premium for verified eco-practices
E	7.5	8.2	+0.7	Major E lift. 'I'm choosing ice cream from farms that are measured on carbon.' Deep identity alignment
C	8.0	8.0	0.0	No change - ice cream convenience unaffected
A	5.5	5.8	+0.3	Values-locked consumers build repeat habits around brands that share their identity
V	2.2	2.5	+0.3	Science-V: farm-level audit data (367,000+ carbon assessments) converts story-V to data-V

Without SDAS: PECA = 26.0 | Behavior = $26.0 \times 2.2 = 57.2$

With SDAS: PECA = 27.3 | Behavior = $27.3 \times 2.5 = 68.3$

Behavior Delta = +11.1 (+19.4%)

KPI Range (Delta 8-12 band): Repeat +6-12% | Velocity +4-9% | Mix/promo +50-150 bps

Model 2B: Ready Meals - Ethical Values Curator - E-Grocery

4D Frame: Weeknight dinner | Ethical Values Curator | Ready meal (Irish butter / cheese ingredient) | E-grocery

Gene	Without	With	Delta	Rationale
P	5.0	5.2	+0.2	Ethics premium accepted
E	8.0	8.5	+0.5	'Made with dairy from farms with verified sustainability data' - strong ethics identity
C	7.0	7.0	0.0	E-grocery convenience unchanged
A	6.0	6.3	+0.3	Values-driven default strengthens: 'this is my go-to brand'
V	2.0	2.3	+0.3	SDAS data provides auditable ESG proof; e-grocery shoppers who research appreciate data depth

Without SDAS: PECA = 26.0 | Behavior = $26.0 \times 2.0 = 52.0$

With SDAS: PECA = 27.0 | Behavior = $27.0 \times 2.3 = 62.1$

Behavior Delta = +10.1 (+19.4%)

KPI Range (Delta 8-12 band): Repeat +6-12% | Velocity +4-9% | Mix/promo +50-150 bps



Model 2C: Bakery / Confectionery - Regenerative Advocate - Specialty Retail

4D Frame: Gift / treat occasion | Regenerative Advocate | Premium chocolate / pastry (Irish butter / AMF) | Specialty

Gene	Without	With	Delta	Rationale
P	5.0	5.3	+0.3	Regen premium accepted; specialty channel tolerates higher P
E	7.5	8.3	+0.8	Highest E-lift. Regenerative Advocate genome has deep identity around verified regen practices
C	5.5	5.5	0.0	Specialty friction unchanged
A	6.0	6.4	+0.4	Values-identity lock builds stronger habit
V	2.2	2.5	+0.3	Science-V from ISO-accredited farm audits

Without SDAS: PECA = 24.0 | Behavior = $24.0 \times 2.2 = 52.8$

With SDAS: PECA = 25.5 | Behavior = $25.5 \times 2.5 = 63.8$

Behavior Delta = +11.0 (+20.8%)

KPI Range (Delta 8-12 band): Repeat +6-12% | Velocity +4-9% | Mix/promo +50-150 bps

SDAS: Summary Across Models

Context	Genome	Category	E Delta	V Delta	Beh. Delta	Delta %	KPI Band
Ice cream / Grocery	Sustainability Champion	Frozen	+0.7	+0.3	+11.1	+19.4%	Repeat +6-12%
Ready meals / E-grocery	Ethical Values Curator	Frozen / Prepared	+0.5	+0.3	+10.1	+19.4%	Repeat +6-12%
Bakery / Specialty	Regenerative Advocate	Bakery	+0.8	+0.3	+11.0	+20.8%	Repeat +6-12%

Key insight: SDAS is the E-gene engine for sustainability-identity genomes. It consistently delivers Behavior deltas of +10-11 across

categories - almost entirely from E + V movement. Pitch SDAS hardest to CPGs targeting eco-conscious consumers: premium ice cream,

ethical ready meals, clean-label bakery, and specialty confectionery.



PROGRAMME 3

Grass Fed Verified

World's first scientifically supported grass-fed standard for dairy

Data-verified standard confirming 95%+ grass / grass-based forage diet, 240+ days outdoor grazing. World's first scientifically supported grass-fed standard for dairy.

Gene mechanism: Triple-gene mover. Simultaneously lifts P (willingness to pay), E (natural / health identity), and V (claim verification). Also moves C (shelf shortcut) and A (filter-lock habit). This is the most commercially powerful single programme.

Model 3A: Butter - Culinary Enthusiast - Grocery

4D Frame: Daily cooking | Culinary Enthusiast | Butter (Irish grass-fed) | Grocery

Gene	Without	With	Delta	Rationale
P	5.5	6.2	+0.7	Grass-fed verification converts 'expensive butter' to 'worth it'. 64% of consumers WTP for grass-fed
E	7.0	8.3	+1.3	Largest E-lift of any programme. Culinary Enthusiasts integrate natural, outdoor-grazed origins into cooking identity
C	5.0	5.5	+0.5	On-pack Grass Fed Verified mark simplifies choice in butter aisle - shortcut past 20+ SKUs
A	7.0	7.8	+0.8	Grass-fed becomes a purchase filter. Once adopted: 'I only buy grass-fed butter.' Near Identity Lock
V	2.1	2.7	+0.6	Largest V-lift of any programme. Converts marketing claim to verified science standard. Crosses into Default Trust / Locked territory

Without GF Verified: PECA = 24.5 | Behavior = $24.5 \times 2.1 = 51.5$

With GF Verified: PECA = 27.8 | Behavior = $27.8 \times 2.7 = 75.1$

Behavior Delta = +23.6 (+45.8%)

KPI Range (Delta 12+ band): Repeat +10-20% | Velocity +8-15% | Significant premium tolerance and resilience shift

B2B Translation

This single programme produces a 45.8% Behavior lift in Culinary Enthusiasts - your highest-value butter shoppers. That translates to 10-20% higher repeat and 8-15% higher velocity. You cannot achieve this with marketing spend alone. This is a structural ingredient-level V + E + P + A move.

Model 3B: High-Protein RTD Beverage - Fitness Enthusiast - E-Grocery

4D Frame: Post-workout / daily nutrition | Fitness Enthusiast | RTD protein shake (Irish whey protein, grass-fed) | E-grocery

Gene	Without	With	Delta	Rationale
P	5.5	6.0	+0.5	'Grass-fed whey protein' commands premium vs generic whey; Fitness Enthusiasts accept performance premium
E	7.0	8.0	+1.0	'My protein comes from grass-fed cows' = strong fitness identity integration



C	7.5	7.7	+0.2	'Grass-fed' tag in e-grocery filters amplifies discoverability
A	7.5	8.0	+0.5	Filter-lock: once 'grass-fed protein' is the search default, A rises toward ritual lock
V	2.4	2.8	+0.4	Grass Fed Verified standard gives scientific backing to 'grass-fed whey' claim

Without GF Verified: PECA = 27.5 | Behavior = $27.5 \times 2.4 = 66.0$

With GF Verified: PECA = 29.7 | Behavior = $29.7 \times 2.8 = 83.2$

Behavior Delta = +17.2 (+26.1%)

KPI Range (Delta 12+ band): Repeat +10-20% | Velocity +8-15% | Significant premium tolerance

Model 3C: Kids' Yogurt - Kid-Driven Gatekeeper - Mass Retail

4D Frame: Lunchbox / after-school snack | Kid-Driven Gatekeeper | Kids' yogurt (Irish grass-fed milk) | Mass retail

Gene	Without	With	Delta	Rationale
P	5.5	6.0	+0.5	'Grass-fed' justifies paying more than store brand for kids' health
E	6.5	7.5	+1.0	Parents feel good choosing 'natural, grass-fed' for their kids - pride in feeding decisions
C	6.5	6.8	+0.3	Grass Fed mark simplifies lunchbox shopping decisions
A	7.0	7.3	+0.3	Becomes default lunchbox item once grass-fed is 'our family's standard'
V	2.0	2.5	+0.5	Parents are V-gated on kids' food. Verified grass-fed standard gives permission to trust the yogurt for daily feeding

Without GF Verified: PECA = 25.5 | Behavior = $25.5 \times 2.0 = 51.0$

With GF Verified: PECA = 27.6 | Behavior = $27.6 \times 2.5 = 69.0$

Behavior Delta = +18.0 (+35.3%)

KPI Range (Delta 12+ band): Repeat +10-20% | Velocity +8-15% | Significant premium tolerance

Model 3D: Coffee Creamer - Habitual Ritualist - Club (Costco)

4D Frame: Morning coffee ritual | Habitual Ritualist | Coffee creamer (Irish grass-fed cream) | Club

Gene	Without	With	Delta	Rationale
P	6.5	7.0	+0.5	Club value economics + grass-fed = strong value optimization
E	5.5	6.5	+1.0	Morning ritual elevated: 'My coffee starts with grass-fed cream from Ireland'
C	7.0	7.2	+0.2	Club-pack format already convenient; mark adds marginal shortcut
A	8.0	8.3	+0.3	Already near-locked (A 8.0); grass-fed identity deepens lock further
V	2.6	2.9	+0.3	Habitual Ritualist (V 2.8 baseline) already high-trust - GF Verified pushes into near-maximum Lock

Without GF Verified: PECA = 27.0 | Behavior = $27.0 \times 2.6 = 70.2$

With GF Verified: PECA = 29.0 | Behavior = $29.0 \times 2.9 = 84.1$

Behavior Delta = +13.9 (+19.8%)



KPI Range (Delta 12+ band): Repeat +10-20% | Velocity +8-15% | Significant premium tolerance

Grass Fed Verified: Summary Across Models

Context	Genome	P Delta	E Delta	A Delta	V Delta	Beh. Delta	Delta %	KPI Band
Butter / Grocery	Culinary Enthusiast	+0.7	+1.3	+0.8	+0.6	+23.6	+45.8%	Repeat +10-20%
Protein RTD / E-grocery	Fitness Enthusiast	+0.5	+1.0	+0.5	+0.4	+17.2	+26.1%	Repeat +10-20%
Kids yogurt / Mass	Kid-Driven Gatekeeper	+0.5	+1.0	+0.3	+0.5	+18.0	+35.3%	Repeat +10-20%
Coffee creamer / Club	Habitual Ritualist	+0.5	+1.0	+0.3	+0.3	+13.9	+19.8%	Repeat +10-20%

Key insight: Grass Fed Verified is the only programme that consistently hits the 12+ Behavior delta band across all categories and genomes tested.

It does this because it moves three genes simultaneously (P + E + V), which is rare. It is the single most valuable commercial asset

in the Bord Bia portfolio for an ingredient company selling to CPGs.



PROGRAMME 4

Origin Green

Ireland's national food sustainability programme

Ireland's national food sustainability programme - the only country-level system of its kind, independently monitored, covering farm-to-fork sustainability with measurable targets (12% emissions reduction, 12% energy reduction, 11% water reduction).

Gene mechanism: Primarily E-gene (national identity / ESG halo) and V-gate (Institutional-V at national scale). Moderate P effect. Acts as a meta-trust layer that amplifies all other programmes.

Model 4A: Frozen Meals - Sustainability Champion - Mass Retail

4D Frame: Weeknight dinner | Sustainability Champion | Frozen meal (Irish butter / cheese ingredient) | Mass retail

Gene	Without	With	Delta	Rationale
P	4.8	5.1	+0.3	National-level programme justifies ingredient cost; Sustainability Champion accepts eco-premium
E	7.0	8.0	+1.0	'Made with dairy from Origin Green - the world's only national food sustainability programme.' Unique positioning no competitor can claim
C	8.0	8.0	0.0	No change - frozen meal convenience unaffected
A	5.5	5.9	+0.4	Values-aligned brand becomes default in category
V	2.2	2.6	+0.4	Institutional-V: country-level programme, independently monitored, Carbon Trust accredited

Without OG: PECA = 25.3 | Behavior = $25.3 \times 2.2 = 55.7$

With OG: PECA = 27.0 | Behavior = $27.0 \times 2.6 = 70.2$

Behavior Delta = +14.5 (+26.0%)

KPI Range (Delta 12+ band): Repeat +10-20% | Velocity +8-15% | Significant premium tolerance

Model 4B: Foodservice Cheese - Culinary Experience Collector - Casual Dining

4D Frame: Date night / special occasion | Culinary Experience Collector | Cheese course / dish (Irish cheese) | Casual dining

Gene	Without	With	Delta	Rationale
P	4.5	4.8	+0.3	Price secondary for experience-seekers; Origin Green story adds perceived value
E	8.5	9.2	+0.7	'Our cheese comes from Ireland's Origin Green programme' on menu = elevated dining narrative. Culinary Experience Collector peaks
C	4.0	4.0	0.0	Dining friction unchanged
A	6.0	6.3	+0.3	Restaurant default choice: 'the one with the Irish cheese story'
V	2.2	2.5	+0.3	Origin Green provides trust architecture for 'sustainable sourcing' claims on menu

Without OG: PECA = 23.0 | Behavior = $23.0 \times 2.2 = 50.6$



With OG: PECA = 24.3 | Behavior = $24.3 \times 2.5 = 60.8$
Behavior Delta = +10.2 (+20.2%)
KPI Range (Delta 8-12 band): Repeat +6-12% | Velocity +4-9% | Mix/promo +50-150 bps

Model 4C: Private Label Premium Cookies - Budget Gourmet - Mass Retail

4D Frame: Evening treat | Budget Gourmet | PL premium cookies (Irish butter ingredient) | Mass retail

Gene	Without	With	Delta	Rationale
P	6.5	6.8	+0.3	'Made with Irish butter from Origin Green farms' on PL packaging justifies premium PL tier
E	6.5	7.3	+0.8	Budget Gourmet responds to quality-origin stories. Origin Green elevates a PL cookie from 'store brand' to 'crafted with purpose'
C	5.0	5.0	0.0	No change
A	7.0	7.3	+0.3	Quality PL becomes default treat
V	2.2	2.5	+0.3	National programme validation strengthens PL trust (often lower than branded)

Without OG: PECA = 25.0 | Behavior = $25.0 \times 2.2 = 55.0$
With OG: PECA = 26.4 | Behavior = $26.4 \times 2.5 = 66.0$
Behavior Delta = +11.0 (+20.0%)
KPI Range (Delta 8-12 band): Repeat +6-12% | Velocity +4-9% | Mix/promo +50-150 bps

B2B Translation for Retailers

If you source Irish butter for your premium PL cookie line and call out Origin Green + Grass Fed Verified on pack, the math: Budget Gourmet genome Behavior jumps from 55 to 66 (+20%). Culinary Enthusiast jumps from 40.5 to 82.1 (+103%). That's your PL premium tier operating at near-branded demand levels - at PL margin.

Origin Green: Summary Across Models

Context	Genome	Category	E Delta	V Delta	Beh. Delta	Delta %	KPI Band
Frozen meal / Mass	Sustainability Champion	Frozen	+1.0	+0.4	+14.5	+26.0%	Repeat +10-20%
Casual dining cheese	Culinary Exp. Collector	Foodservice	+0.7	+0.3	+10.2	+20.2%	Repeat +6-12%
PL cookies / Mass	Budget Gourmet	Bakery	+0.8	+0.3	+11.0	+20.0%	Repeat +6-12%



Combined Programme Stack

Full Mathematical Model: Branded Butter - Culinary Enthusiast (#20) - Grocery

When an Irish dairy ingredient company delivers product covered by all four programmes, the effects compound. Here is the full stack model for the most commercially significant use case:

Gene	No Programmes	+QA	+QA+SDAS	+QA+SDAS+GFV	+All Four
P	5.0	5.2	5.4	6.2	6.5
E	6.5	6.5	7.0	8.3	8.8
C	4.5	4.7	4.7	5.2	5.2
A	6.5	6.6	6.8	7.6	7.8
V	1.8	2.1	2.3	2.7	2.9
PECA	22.5	23.0	23.9	27.3	28.3
Behavior	40.5	48.3	55.0	73.7	82.1
Delta from base	-	+7.8	+14.5	+33.2	+41.6
Delta %	-	+19.3%	+35.8%	+82.0%	+102.7%

Stacking KPI Translation

Stack Level	Behavior Delta	Repeat	Velocity	Mix / Promo	V-State
QA only	+7.8	+3-6%	+2-5%	+25-75 bps	Cracked to Open
QA + SDAS	+14.5	+10-20%	+8-15%	Significant	Open (stable)
QA + SDAS + GFV	+33.2	+10-20%+	+8-15%+	Major premium shift	Open to Locked
Full stack (all four)	+41.6	+10-20%+	+8-15%+	Full premium defense	Locked (V 2.9)

Critical finding: The full programme stack doubles Behavior (40.5 to 82.1) for Culinary Enthusiasts. This approaches the Fairlife benchmark (Behavior 81.0 at V 3.0) - the highest-performing dairy brand in the Consumomics atlas.

Irish dairy with the full Bord Bia stack is structurally comparable to the best-in-class dairy demand engine in the US.



Master Summary

All Programmes x All Models

#	Programme	Context	Genome	Before	After	Delta	Delta %	Primary Genes	KPI Band
1A	QA	Infant formula / Mass	Generational Steward	70.0	79.8	+9.8	+14.0%	V +0.3	8-12
1B	QA	Yogurt / Grocery	Health Optimizer	58.7	64.8	+6.1	+10.4%	V +0.2	5-8
1C	QA	Cheese / Club	Dietary Restriction Mgr	62.1	71.5	+9.4	+15.1%	V +0.3	8-12
2A	SDAS	Ice cream / Grocery	Sustainability Champion	57.2	68.3	+11.1	+19.4%	E+0.7, V+0.3	8-12
2B	SDAS	Ready meals / E-grocery	Ethical Values Curator	52.0	62.1	+10.1	+19.4%	E+0.5, V+0.3	8-12
2C	SDAS	Bakery / Specialty	Regenerative Advocate	52.8	63.8	+11.0	+20.8%	E+0.8, V+0.3	8-12
3A	GFV	Butter / Grocery	Culinary Enthusiast	51.5	75.1	+23.6	+45.8%	E+1.3, V+0.6, P+0.7	12+
3B	GFV	Protein RTD / E-grocery	Fitness Enthusiast	66.0	83.2	+17.2	+26.1%	E+1.0, V+0.4	12+
3C	GFV	Kids yogurt / Mass	Kid-Driven Gatekeeper	51.0	69.0	+18.0	+35.3%	E+1.0, V+0.5	12+
3D	GFV	Coffee creamer / Club	Habitual Ritualist	70.2	84.1	+13.9	+19.8%	E+1.0, V+0.3	12+
4A	OG	Frozen meals / Mass	Sustainability Champion	55.7	70.2	+14.5	+26.0%	E+1.0, V+0.4	12+
4B	OG	FS Cheese / Casual dining	Culinary Exp. Collector	50.6	60.8	+10.2	+20.2%	E+0.7, V+0.3	8-12
4C	OG	PL Cookies / Mass	Budget Gourmet	55.0	66.0	+11.0	+20.0%	E+0.8, V+0.3	8-12
STACK	All 4	Butter / Grocery	Culinary Enthusiast	40.5	82.1	+41.6	+102.7%	All genes	12++



OUR TEAM

Meet our author and experts

As Group Chief Strategy Officer and Global Practice Lead for Food, Agriculture & Nutrition at FutureBridge, my work has been shaped by more than two decades of leadership across complex, regulated, and innovation-driven industries. The focus has consistently been on helping organizations navigate structural shifts in demand, regulation, and technology with greater clarity and

confidence. What defines this approach is a combination of strategic rigor, practical insight, and a strong orientation toward outcomes. Deep experience across food, agriculture, and nutrition continues to inform the way clients assess change, unlock opportunity, and make critical decisions in evolving markets.

Richard Kottmeyer

Global Practice Leader - Food, Agriculture & Nutrition and Group Chief Strategy Officer



In my role as Chief of Staff to the Group Chief Strategy Officer and Global Head of Food, Agriculture & Nutrition at FutureBridge, I work closely on the priorities that shape growth, innovation, and strategic direction across a fast-evolving sector. The role calls for balancing big-picture thinking with executional clarity, especially as organizations respond to changing consumer needs, regulatory pressure, and new technologies. What I value most is creating structure around complexity and helping leaders move from signals and possibilities to decisions that are grounded, timely, and commercially meaningful.

Sabrina Delay

Chief of Staff to the Group CSO and Global Head of Food, Agriculture and Nutrition



Catch up on our latest insights in Food, Agriculture & Nutrition at <https://www.futurebridge.com> and stay connected with us on [LinkedIn](#) for more.

ABOUT

FutureBridge

FutureBridge is a research and advisory firm that helps organizations navigate complex technology and market transitions across 30+ industries. With a cross-disciplinary team of 500+ specialists, a global network of 5,000+ industry experts, and deep expertise spanning strategy, innovation, R&D, and technology scouting, FutureBridge works with refiners worldwide to identify, evaluate, and implement the solutions that drive operational excellence, decarbonization, and long-term competitiveness.

futurebridge.com

500+

SPECIALISTS

5,000+

INDUSTRY EXPERTS

30+

INDUSTRIES



NORTH AMERICA

 55 Madison Ave, Suite 400
Morristown, NJ 07960
USA

EUROPE

 Stadsplateau 7
3521 AZ Utrecht
The Netherlands

 Holborn Gate, 330 High Holborn
London, WC1V 7QH
United Kingdom

ASIA PACIFIC

 Millennium Business Park
Sector 3, Building # 4, Mahape
Navi Mumbai 400 710
India



www.futurebridge.com

FutureBridge