

*The following question was posed by Editors at GMA Forum Magazine to RW3 and other Thought Leader Roundtable contributors.*

**In your opinion, have a majority of CPG and/or retail companies now achieved their stated goal of becoming "consumer-centric?" Why or why not?**

**If not, which of the issues below (or identify your own) is the key remaining roadblock, and what should be done about it?**

- 1. Habit/ organizational inertia (the "turning-the-big ship" problem)**
- 2. Complexity**
- 3. Cost**
- 4. Technology (i.e., not yet sufficiently advanced)**
- 5. Mindset**

### **Vision & Extending Competencies are Key to Becoming Consumer-Centric**

by Bruce Nagle, CEO & Founder

Consumer centrism is a relative term. It all depends on your measure of success. If we look at a company like Apple Computer and what they have achieved in the past few years as they have extended way beyond being a personal computer company with iTunes, iPod, iPhone, then the answer is no. CPG companies have not reinvented themselves to this extent with the consumer.

However, many CPG companies have had success in recognizing consumer trends and

positioning themselves in a manner to become the expert in those areas. Nestlé and Kellogg's are two examples of large CPG companies who sought out acquisitions in evolving areas and have capitalized on those brands. In Kellogg's case, Kashi is a great success story and in Nestlé's case, Chef America, PowerBar & Purina have all performed very well.

***Mindset is the key*** when aspiring to become consumer-centric, and the leadership of these companies has developed an understanding that measuring consumer wants and needs is critical to their long-term success. ■

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This article was originally published in  
GMA Forum Magazine's MSM Issue (Q3 07)