Rivalerra Consulting

EXECUTIVE INTELLIGENCE · INSIGHT

The Torn Middle of the FMCG Market

Project Vesta — positioning in the European consumer-goods market, mid-2026

Anonymised demonstration case based on publicly available market data — not a real engagement. Insight edition: a condensed finding, no recommendation.

PACKAGE	Insight
INDUSTRY	FMCG / Consumer goods
CASE TYPE	Anonymised (Project Vesta)
SUBJECT	Structural shift in the FMCG market
DELIVERABLE LOGIC	Insight → finding, no recommendation
PREPARED BY	Rivalerra Consulting — Consumer & Retail Intelligence

STRICTLY CONFIDENTIAL

CHAPTER 01 · MANAGEMENT SUMMARY

Executive Briefing

CORE MESSAGE

The European FMCG market is splitting structurally: private label and premium grow at the edges, while the established brand middle is torn between the two poles — the torn middle is the central finding of this Insight.

Key figures (market 2024/2025)

+4.6%	~€680bn	38.5%	~70%
GLOBAL VALUE 2025 (1)	EUROPE 2024 (+1.9%) (1)	PRIVATE-LABEL VALUE SHARE EU (3)	GLP-1 USERS SNACK LESS (4)

Executive Summary

Three findings define the picture:

- **Value grows, volume stagnates.** The global market grew +4.6% in value in 2025 while volume stagnates (Europe +0.6%) [1] — the growth is price-, not volume-driven.
- **Private label wins structurally.** Its value share in Europe rose to 38.5% (2024) — from 35.4% (2019) [3]. In several markets it is already near or above half of revenue.
- **Consumption shifts to the essential.** Essential categories grew +1.6%, non-essential shrank –1.6% [2]; additionally GLP-1 effects dampen snack consumption (~70% of users snack less) [4].

CENTRAL FINDING (FINDING, NOT A RECOMMENDATION)

The established brand middle loses ground between price-strong private label and differentiated premium. That is the finding of this Insight — deriving action would be the subject of a Deep Dive or Advisory engagement.

CHAPTER 02 · MARKET CONTEXT

Value grows, volume stagnates

The FMCG market grows +4.6% in value globally in 2025, while volume largely stagnates — in Europe volume growth is a mere +0.6% [1]. Revenue growth is therefore at its core a price and mix effect, not an expression of rising demand.

The European market reached around €680bn in 2024 (+1.9%) [1]. The divergence between value and volume is the starting point of the torn middle: where volume stagnates, positioning decides winners and losers.

The picture at a glance

Dimension	Value	Source	Reading
Global value 2025	+4.6%	[1]	price-driven
Europe volume 2025	+0.6%	[1]	de facto stagnation
Europe value 2024	~€680bn (+1.9%)	[1]	reference figure
Essential / non-ess.	+1.6% / −1.6%	[2]	shift to the essential

Table 1 — Market dynamics; publicly reported figures, 2024/2025.

KEY TAKEAWAY

A price-driven, volume-stagnant market intensifies displacement competition. Positioning becomes the decisive lever — precisely where the finding takes hold.

CHAPTER 03 · PRIVATE LABEL

The structural rise of one pole

Private label is not a cyclical but a structural winner. Its value share in Europe rose from 35.4% (2019) to 38.5% (2024) [3] — a sustained trend beyond the business cycle.

In individual markets the share is already dominant. Leadership ranges from Switzerland to the UK and marks the price-strong pole against which the brand middle competes.

Market	Private-label value share 2024	Source	Finding
Switzerland	52.4%	[3]	private label dominates
Spain	45.7%	[3]	near half
Netherlands	45.3%	[3]	near half
Portugal	44.9%	[3]	near half
United Kingdom	44.1%	[3]	near half

Table 2 — Private-label value share of leading markets 2024; value share diverges by source (≈ 38.1–38.8%), anchored to 38.5%.

DATA TRANSPARENCY

The European private-label value share is reported at ≈ 38.1–38.8% depending on source. Rivalerra anchors the figure to 38.5% and flags the range as a finding without smoothing it.

CHAPTER 04 · DEMAND SHIFT

Essentials win, snacking loses

The second pole arises from the demand side. Consumers prioritise essentials: essential categories grew +1.6%, non-essential shrank −1.6% [2]. The mix shifts at the expense of the discretionary middle.

An additional, structural factor is GLP-1 medication: around 70% of users report snacking less [4]. This effect hits precisely the categories in which the brand middle is traditionally strong.

KEY TAKEAWAY
Demand is moving to the poles — essentials and deliberate differentiation. The undifferentiated middle loses demand and pricing power from two sides at once.

CHAPTER 05 · CENTRAL FINDING

The finding of the Insight

> *„The FMCG market grows in value and tears in the middle — the question is no longer whether you grow, but which pole you stand at."*
> — Rivalerra Consulting, Consumer & Retail Intelligence

The picture is consistent: price-driven value growth with stagnant volume, a structural rise of private label and a demand shift to the essential. Together these three findings produce the torn middle — the Insight makes them visible without judging them or deriving an action.

FINDING (FINDING, NOT A RECOMMENDATION)
The established brand middle is torn between private label and premium. Condensing this finding is the scope of the Insight; any strategic derivation would be the subject of a Deep Dive or Advisory engagement.

CHAPTER A · APPENDIX & SOURCES

Appendix

Methodology

The analysis triangulates solely publicly available market data (market research, retail and consumption data, industry reports) into a consistent picture of value/volume development, private-label share and demand shift. Divergent third-party figures (notably the private-label value share) are flagged as a finding and anchored to a reference value, not smoothed. The case is anonymised (Project Vesta). The Insight package condenses in a structured way, without a scenario model, without a proprietary forecast and without a recommendation.

Sources

[1] Euromonitor — value/volume development world and Europe.
[2] Circana, NielsenIQ — essential vs. non-essential categories.
[3] PLMA, NielsenIQ, Statista — private-label value shares Europe.
[4] EY, FTI, OCC, foodnavigator — GLP-1 effects on consumption behaviour.

NOTE

Anonymised positioning based on publicly available market data; no client-specific data. Third-party figures partly divergent and flagged as such. Insight deliverable — finding without recommendation. As of July 2026.