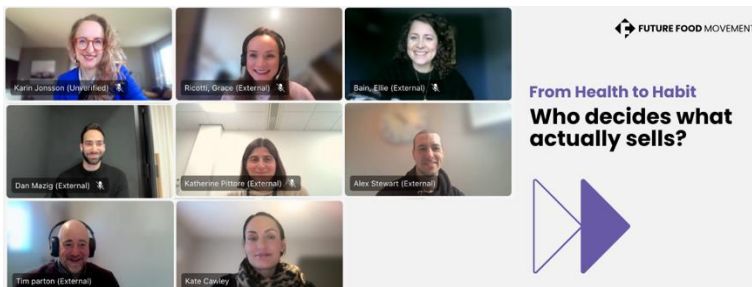


February: From health to habit: who decides what actually sells?



Future Food Movement members came together to get real about what demand. Health is no longer a question of what to do. It is a question of who is willing to change the commercial rules, absorb the discomfort, and move early.



Our speakers, **Ellie Bain** (ISS), **Tim Parton** (Green Farm Collective), **Alex Stewart** (PACK'D), **Dan Mazig** (Cerve), **Katherine Pittore** (ATNi), **Karin Jonsson** (Paulig) and **Grace Ricotti** (M&S), told us what they think it will take to shift health into the mainstream.

Here are five takeaways for members to take back into their businesses:

Health isn't stalled by intent; it's stalled by incentives

57% of the network said the hardest truth is misalignment between public health goals and commercial incentives. As Tim highlighted, buying specs, contracts and KPIs still reward the old system. Yet the guest speakers in the room are proving that when those incentives shift, healthier food can be commercially successful.

Demand grows when health fits real behaviour

Businesses are acknowledging that they shape demand more than consumers do, through range design, defaults and availability. From frozen veg, like PACK'D to workplace catering like ISS, we heard progress came when healthier options quietly matched habits, time pressure and taste, not when they asked people to "care more."

Core portfolios matter more than niche ranges

59% of leaders in the room now define health leadership as improving fibre, wholegrains and diversity across core ranges, not launching premium side-lines, and M&S showed this works. Businesses are choosing changes that feel operationally and politically feasible, before confronting harder structural moves like absolute category reduction.

Make health a leadership decision, not a product initiative.

Set targets linked to total sales, not niche ranges (Paulig have a goal for 70% of total sales to be healthier products by 2030). Accept delayed ROI. And ask the harder question Katherine raised: "what could you stop promoting tomorrow that actively undermines health?"

Data speed is now a commercial advantage

Challenge the idea that better data takes years to unlock. Businesses are now using existing product, nutrition and sales data to make decisions in days, not months. This is enabling faster commercial calls and making health-led decisions feel less risky internally.

If you'd like the deeper dive, reply back.

[You can watch the session again here.](#)

If you are grappling with how to take this into your boardroom and move from intent to action, we would love to talk.

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