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market insight report

Talent, People &
Recruitment Strategy
in Australia's OTC &
Consumer Healthcare
Sector

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introduction

The Australian consumer healthcare and over-the-counter (OTC) sector continues to evolve at pace as consumer behaviour, regulatory expectations and digital commerce reshape how health products are developed, marketed and distributed.

As the sector grows, organisations are increasingly recognising that the capability of their teams and critical hires will be one of the most important factors in maintaining competitive advantage.

This report provides an overview of the current talent landscape across the Australian consumer healthcare and FMCG sectors, focusing on emerging people and culture trends, shifts in recruitment strategy and the capabilities organisations are prioritising when building their teams.

It also outlines Morgan Consulting's structured search methodology and why many organisations in specialised sectors are choosing to work with a trusted recruitment partner rather than engaging multiple agencies simultaneously.



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The Evolving Consumer Healthcare Market in 2026

The Australian OTC and consumer healthcare market has experienced sustained growth over the past decade. This growth has been driven by several structural trends including an ageing population, increasing consumer focus on preventative health, greater access to health information and the continued expansion of pharmacy and online retail channels.

As a result, the sector now sits at the intersection of several industries including pharmaceuticals, consumer goods, wellness and digital health.

Organisations operating within this space must balance consumer brand management with scientific credibility, regulatory compliance and increasingly complex supply chain requirements.

For organisations this creates a unique challenge. Businesses need people who combine strong FMCG commercial capability with a clear understanding of regulatory frameworks, healthcare stakeholders and evidence-based product development.

The individuals who can comfortably operate across these areas are becoming increasingly valuable within the sector.



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People & Culture Trends Across the Sector

One of the most noticeable shifts across consumer healthcare organisations has been the move towards building teams capable of operating across both scientific and consumer environments.

Historically many organisations maintained quite separate commercial and technical structures. Today the most successful businesses are building more integrated teams, where individuals can move comfortably between consumer brand strategy, regulatory considerations and operational delivery.

This is particularly evident in marketing, category management and general management roles, where organisations are increasingly seeking people who understand the regulatory environment but who also possess strong consumer brand and commercial capability.

At the same time organisations are placing greater emphasis on behaviours that support cross-functional collaboration.

As product development cycles shorten and innovation accelerates, teams must work closely across regulatory affairs, supply chain, commercial and digital functions to bring new products to market successfully. This requires a far more integrated way of working than has historically been common within the sector.



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Emerging Roles in Consumer Healthcare & OTC

As the consumer healthcare sector continues to evolve, organisations are increasingly redefining how their teams are structured in order to respond to changing consumer expectations, regulatory complexity and digital disruption.

What we are seeing in the market is not simply the creation of new job titles, but a broader shift in the capabilities organisations require.

Several capability areas have emerged over the past five to ten years which are now becoming central to how consumer healthcare businesses structure their teams.

Digital Commerce & Omnichannel

Innovation within consumer healthcare has accelerated significantly. In addition to traditional OTC medicines, organisations are expanding into areas such as personalised supplements, functional nutrition, wellness products and preventative healthcare solutions.



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To support this growth many organisations are establishing Innovation or Consumer Health Strategy roles responsible for identifying emerging consumer trends, evaluating new product categories and managing cross-functional product development pipelines.

These roles often require individuals who can combine scientific literacy with strong commercial and consumer insight, making them particularly challenging to recruit.

Regulatory Strategy & Market Access

Regulatory capability has always been important within healthcare businesses. However the increasing complexity of global regulatory frameworks and greater scrutiny around product claims has elevated the strategic importance of regulatory expertise.

Many organisations are now appointing senior regulatory professionals who work closely with commercial and marketing teams to ensure that innovation and brand positioning remain compliant while still enabling strong consumer engagement.

The ability to balance regulatory discipline with commercial agility has become a highly valuable capability.



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Data & Consumer Insight

The growing availability of consumer data across digital platforms has also created opportunities for organisations to better understand purchasing behaviour, product performance and emerging consumer needs.

As a result, many organisations are investing in Consumer Insights, Data Strategy and Commercial Analytics roles to help translate complex data into practical commercial insight.

These roles sit at the intersection of marketing, category management and strategy, helping organisations make more informed decisions around product development, brand positioning and market expansion.

Supply Chain & Operational Transformation

Recent global disruptions have reinforced the importance of resilient and transparent supply chains within the healthcare sector.

Organisations are increasingly prioritising people who can build agile supply chain networks capable of supporting regulatory compliance, product quality and efficient distribution.



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This has driven demand for Supply Chain Transformation and Operational Excellence roles that can integrate manufacturing, procurement, logistics and regulatory requirements into a cohesive operational strategy.

Changes in Talent Strategy

The emergence of these roles highlights a broader shift in the capabilities required across consumer healthcare organisations.

Teams are becoming increasingly cross-functional, with greater emphasis placed on individuals who can operate across commercial, regulatory and operational environments.

Identifying individuals with these hybrid capabilities can be difficult using traditional recruitment approaches. Many of the strongest candidates are not actively seeking new opportunities and are often embedded within competitor organisations or adjacent sectors such as FMCG, medical devices or digital health.

For this reason, organisations increasingly benefit from working with a search partner who maintains an ongoing view of the talent market, continuously mapping capability and building relationships with emerging professionals.



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Morgan Consulting – Talent Intelligence & Search Methodology

Morgan Consulting has spent more than three decades supporting organisations across the Australian FMCG and consumer healthcare sectors with critical hires.

During this time we have developed a deep understanding of the talent ecosystem within these industries and built long-standing relationships with senior professionals across commercial, operational, regulatory and supply chain functions.

Rather than relying solely on traditional recruitment approaches, Morgan Consulting applies a structured talent intelligence methodology designed to identify and qualify the strongest candidates in the market.

Market Mapping

A key component of Morgan Consulting's approach is structured market mapping. This involves developing a comprehensive view of the entire talent landscape relevant to a specific role. The process includes identifying organisational structures across competing companies, analysing reporting lines and mapping potential succession candidates.



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This approach ensures clients are not simply exposed to candidates who are actively seeking new opportunities, but also to high performing individuals who may not yet be considering a move.

Video Interviews

Morgan Consulting integrates video interviews into the search process to provide clients with deeper insight into each candidate.

These recorded interviews allow hiring stakeholders to observe communication style, energy and authenticity while also allowing candidates to articulate their experiences and professional approach in their own words. This approach significantly accelerates the early stages of candidate evaluation.

Candidate Heatmaps

To support objective decision-making, Morgan Consulting prepares structured candidate heatmaps comparing shortlisted candidates across agreed evaluation criteria. These often include commercial capability, operational experience, stakeholder engagement, cultural alignment and sector knowledge.

Presenting candidates in this format allows clients to quickly understand the relative strengths and development areas of each candidate.



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Recorded Reference Interviews

Where appropriate, Morgan Consulting also records reference interviews. Hearing referees directly allows clients to interpret tone and context while gaining deeper insight into a candidate's track record and impact in previous roles.

Strategic Talent Partnerships

In sectors such as consumer healthcare, where talent is highly specialised, organisations increasingly benefit from building long-term partnerships with a trusted search firm.

This allows the search partner to continuously monitor the talent market, maintain relationships with emerging professionals and provide ongoing insight into how the market is evolving.

By adopting this partnership approach organisations gain faster access to high-quality candidates while also benefiting from deeper insight into competitor team structures and emerging talent trends.



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