

# The Future of Retailer Brands

May 2010





# Agenda

- Executive Summary
- Retailer Brand Performance and Forecast
- Consumer Update
- Capitalizing on the 'Retail Brand Era'
- Opportunities for Manufacturers and Retailers



# Executive Summary

- We are in a new era—the ‘Retailer Brand Era’
- Retailer Brand growth will continue but at a more modest rate than past few years
- Those retailers that operate in the Retailer Brand Era will have the strongest growth for their brands
- Product differentiation and the marketing of that differentiation—or lack thereof on the part of name brands—still a key determiner of retailer brand development





# **Retailer Brand Performance & Forecast**



# The Retailer Brand development process takes time—from years to decades

## Supply push →

Retailer development

- More stores
- More formats
- Broader assortment

Market share gain

- More shoppers
- Shopping frequency increase
- Buying more

Retailer consolidation

- Mergers
- Supply chain economies of scale

## Seeking productivity

- Review assortments
- Rationalize the small and medium brands

## Private Label deployment

- More SKU's
- in more categories

## Consumer pull →

Seek retail brands identity

- Target user segmentation
- Price segmentation

Retail Brands Deployment



← Stepwise evolution requiring years / decades →



# U.S. consumers turned to Retailer Brands in a down economy, but branded now improving

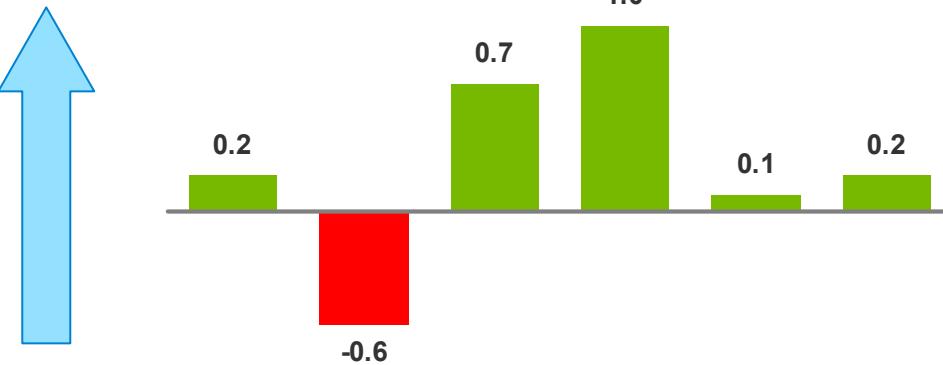
## Retailer Brands



Trend Drivers:  
Still Growing:

Dairy, Dry Grocery  
Fresh Produce,  
Fresh Meat, Alcoholic  
Bevs, Deli, Packaged  
Meat, Frozen Foods,  
HBA, Non-Food Grocery,

## Branded



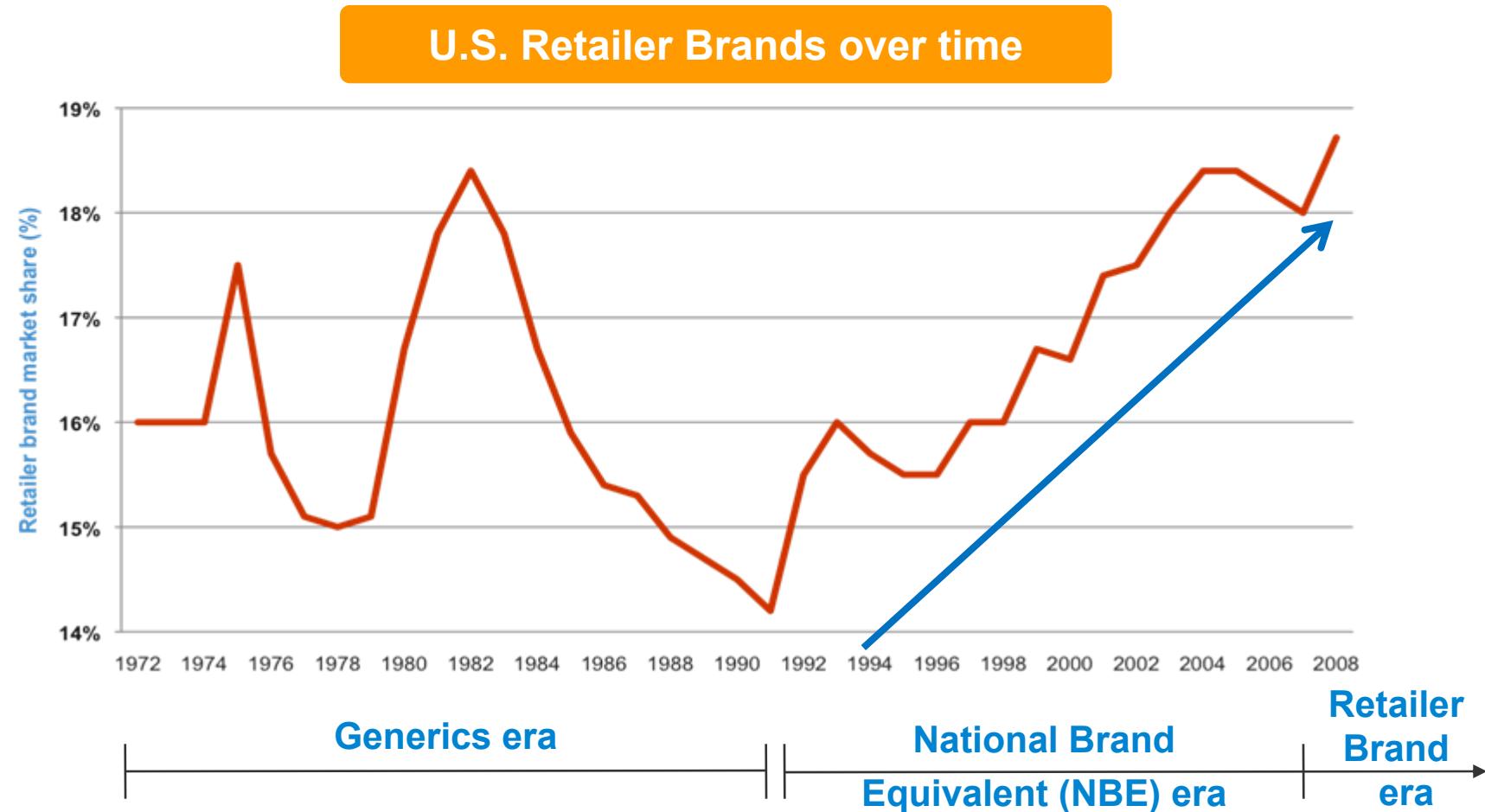
Trend Drivers:  
Still Declining:

Dairy, Dry Grocery  
Packaged Meat, Deli,  
Frozen Foods,  
Alcoholic bev,  
Fresh Produce

Source: Scantrack®, a service of The Nielsen Company; (FDM w/ Walmart) ending 04/19/2010 (versus prior year)



# We are experiencing the start of a new era in Retailer Brands

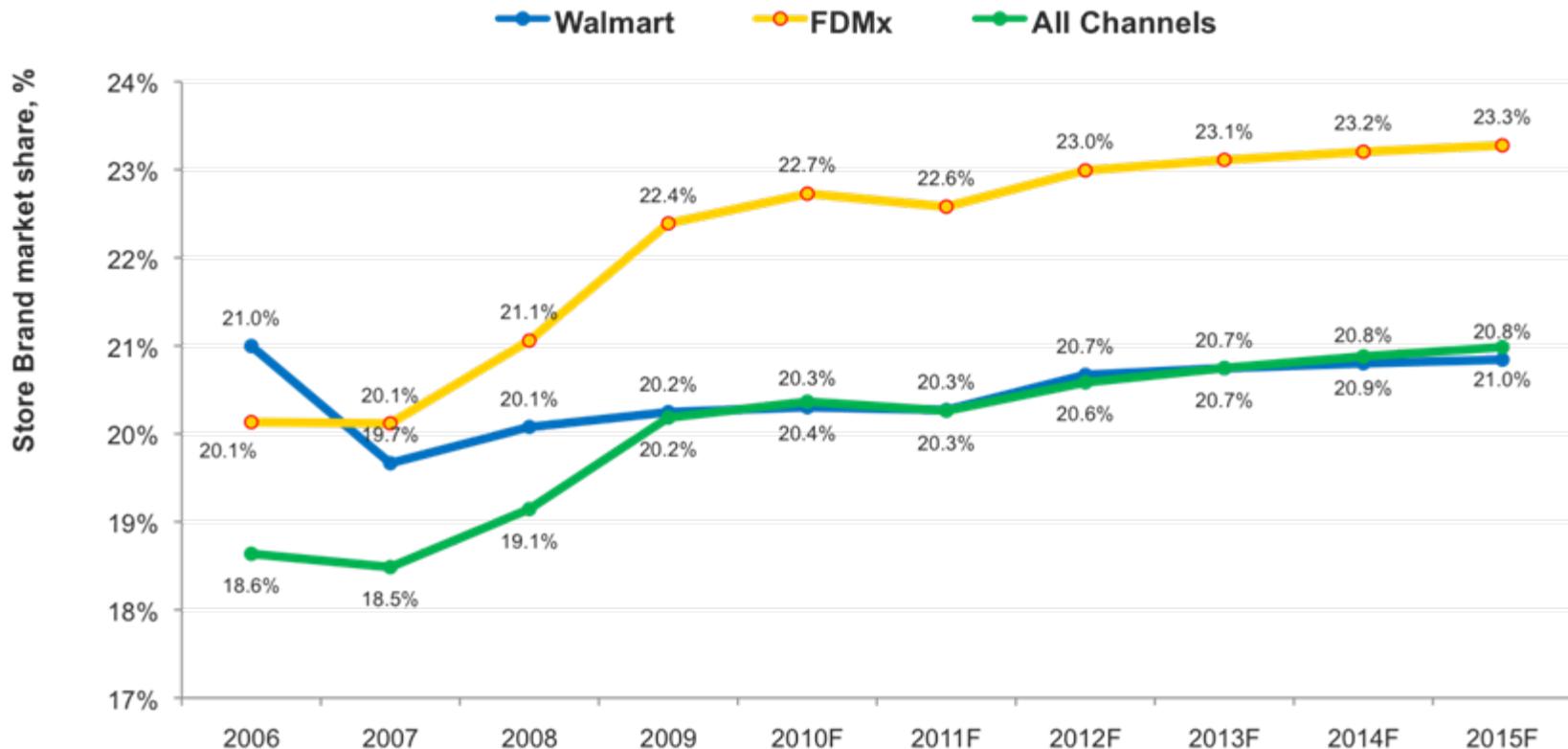


Source: Hoch Banerji (1993), ACNielsen, BEA, Conference Board, Canback Dangel analysis



# Nielsen predicts slower Retailer Brand unit growth into 2015 than during '07 & '08

## Retailer Brand Units Market Share Forecast : 2009–2015



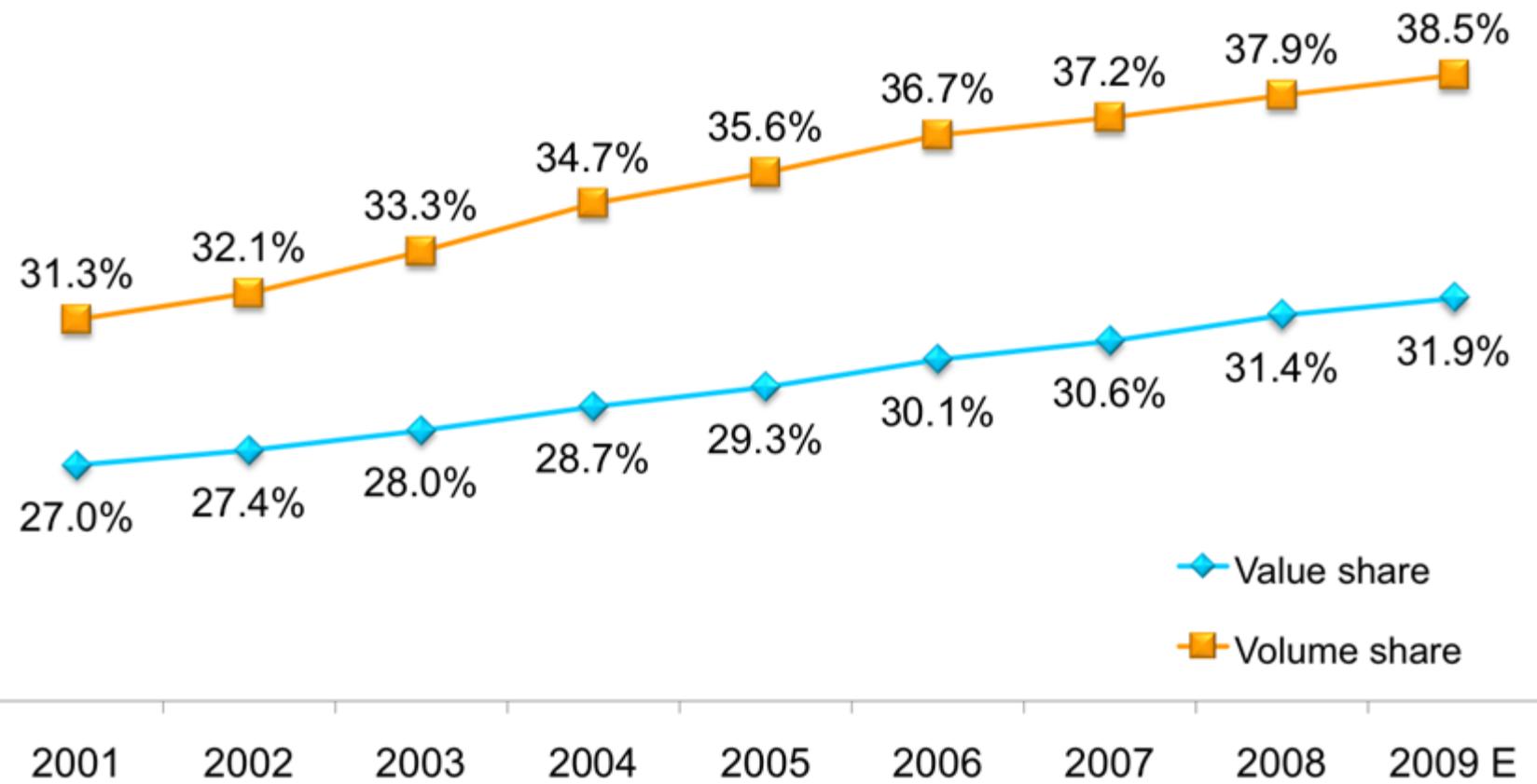
Source: Nielsen Scantrack and Nielsen Homescan data.

Source: 4i Consulting Forecast, copyright 2010. Forecasting results are estimates built on a series of qualified inputs and assumptions to predict future results. Actual results may differ as unpredictable factors may influence final results. All forecasts are tested and validated utilizing 95% confidence level intervals and are statistically sound based on the factors utilized for the exercise. R ranges from 80 to 90% for the typical category; lower where historical data periods are limited





# Retail Brands grew quickly in Europe: 7 points in 8 years





# U.S. consumer spending on Retailer Brands lags most key European countries

## Retailer Brand Spending

	2008 spend per inhabitant				2008 spend per household			
	Mio of inhabitants	€	£	\$	Mio of households	€	£	\$
Belgium	10.4	€375	£300	\$ 551	4.4	€886	£709	\$ 1,303
France	60.5	€354	£283	\$ 520	25.3	€846	£677	\$ 1,243
Germany	82.7	€548	£438	\$ 805	39.3	€1,153	£922	\$ 1,694
Italy	58.1	€96	£77	\$ 142	22.4	€250	£200	\$ 368
Netherlands	16.3	€362	£290	\$ 532	7.1	€831	£665	\$ 1,222
Spain	43.1	€246	£197	\$ 362	15.2	€697	£558	\$ 1,025
UK	59.7	€634	£508	\$ 944	26.1	€1,451	£1,161	\$ 2,159
USA	298.2	€193	£152	\$ 283	112.7	€509	£403	\$ 749
Total	629	€299	£238	\$ 440	253	€745	£593	\$ 1,097

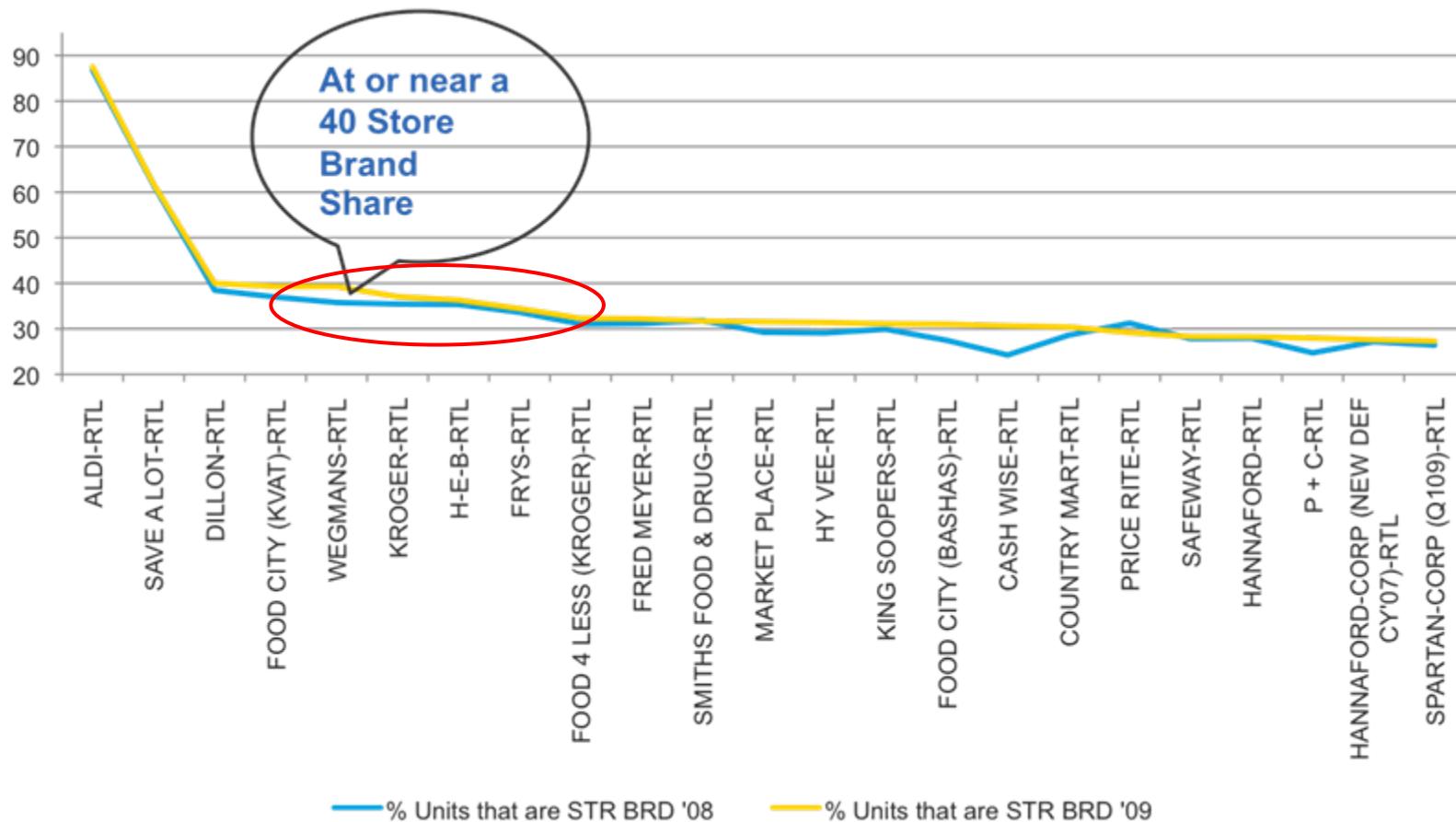
FX rates: 2008

€ 0.80

€ 1.47

£ 1.86

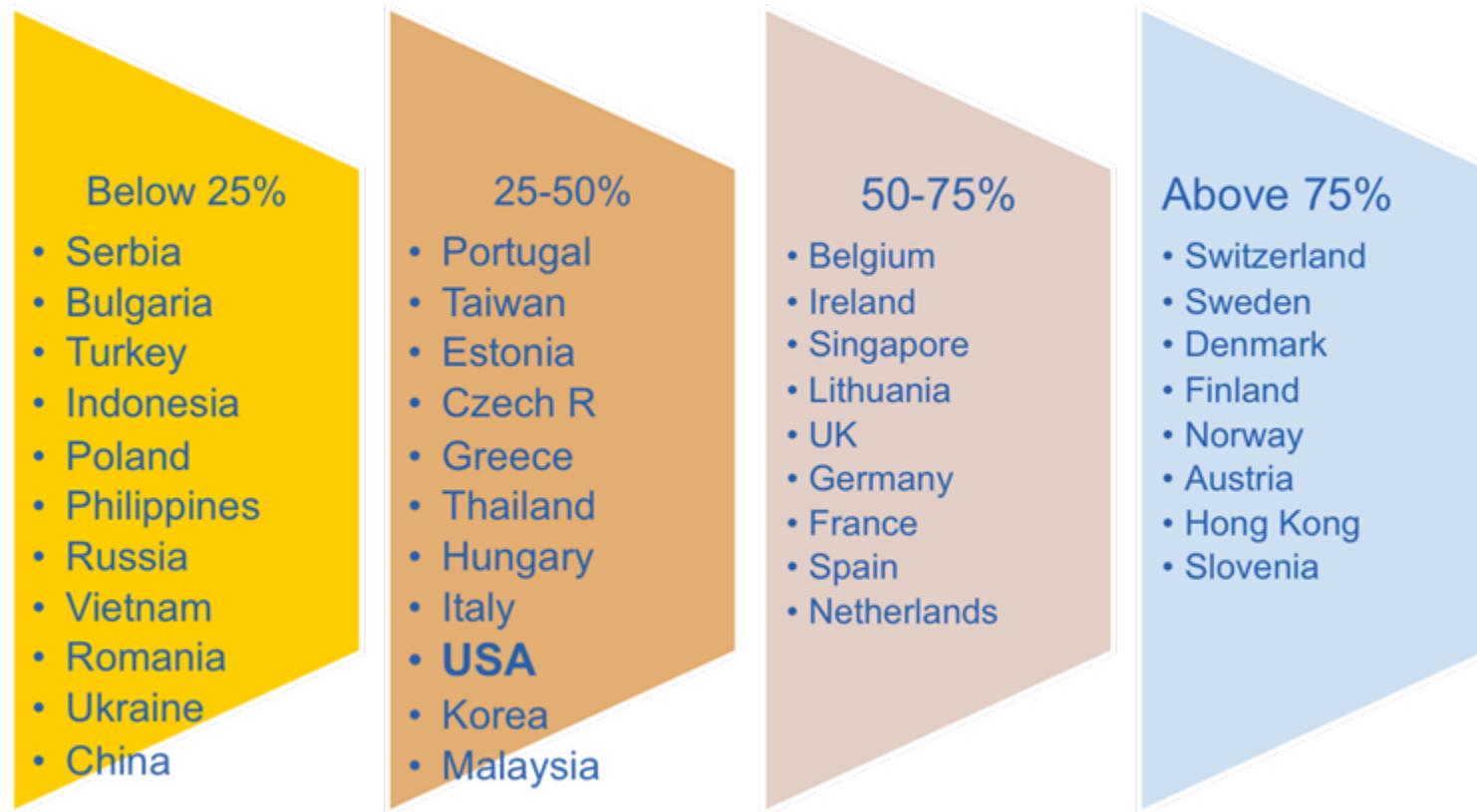
# Many major U.S. Food/Drug/Mass retailers already have Retailer Brand unit share of 25–40%



Source: Nielsen Homescan data 52 weeks ending 3/20/2010

# Retailer concentration is increasing, but U.S. has long way to go

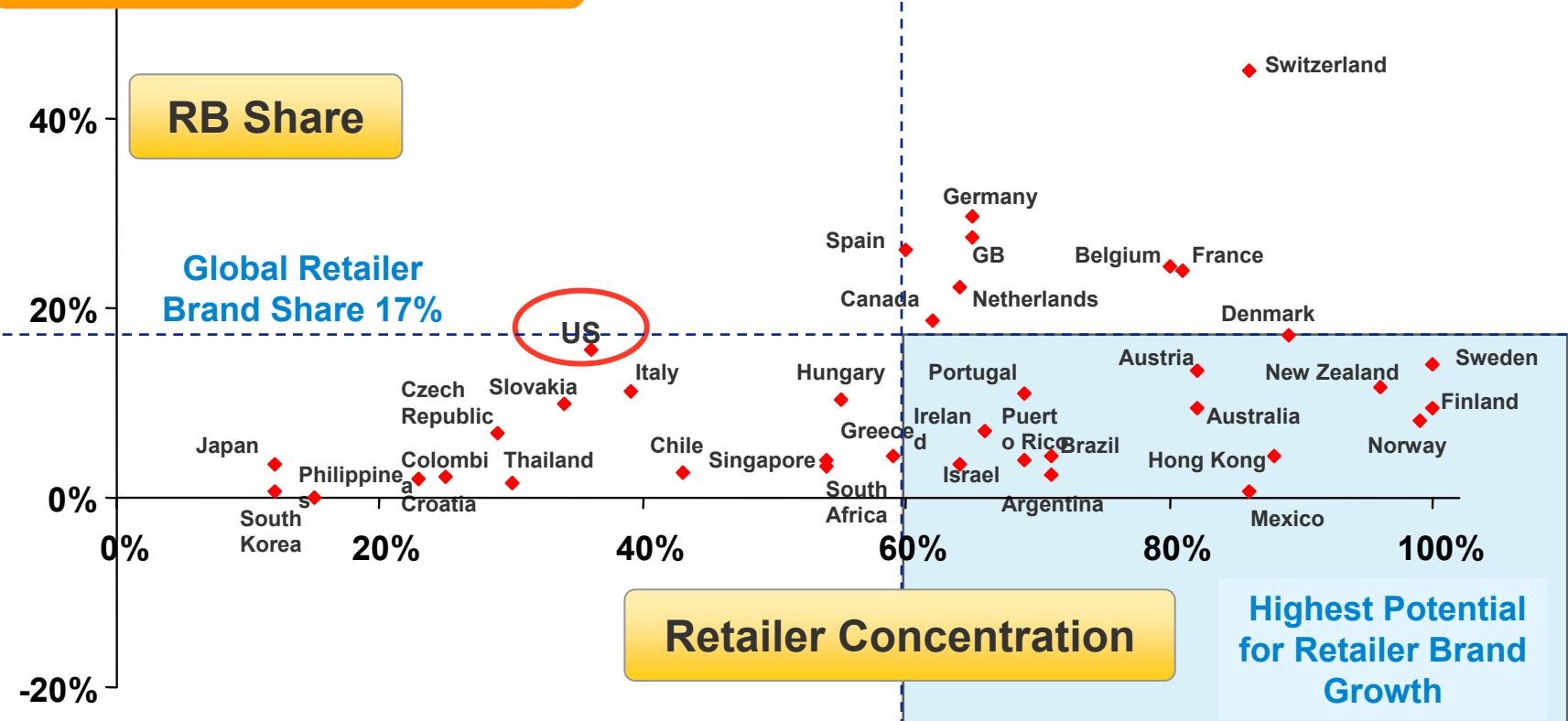
Percent Share of Top 3 / 5 retailers (\*)



(\*): Top 3 retailers in European markets; Top 5 retailers in Asia Pacific and U.S. markets

# Lack of consolidation will keep U.S. Retail Brand growth more modest than found in many other countries

## Retailer Concentration vs. Retailer Brand Share



\*Retailer concentration measured as the share of sales held by the top five retailers within each country

\* Source: ACNielsen Global RB study 2005 (analysis of 38 countries reviewing 80 categories across 14 larger product areas) 52 weeks to April '05 vs. YAG

# Summary—Key Takeaways

- We are in a new era for retailer brands—the ‘Retailer Brand Era’
- U.S. Retail Brand development will continue to grow modestly due to a lack of retail consolidation.
  - Some U.S. retailers already at European levels and will grow faster than the U.S. as a whole



# **Consumer's View of Retailer Brands**



# Who buys Retailer Brands?...

**EVERYONE!**





# Demographic trends do not favor Retailer Brands

## Retailer Brand buyers:

- Younger households
- Non-Hispanic
- Larger HHs—those with children at home
- Heavier spenders overall

## Brand buyers:

- Older HHs
- Hispanic
- Smaller HHs
- Lighter spenders



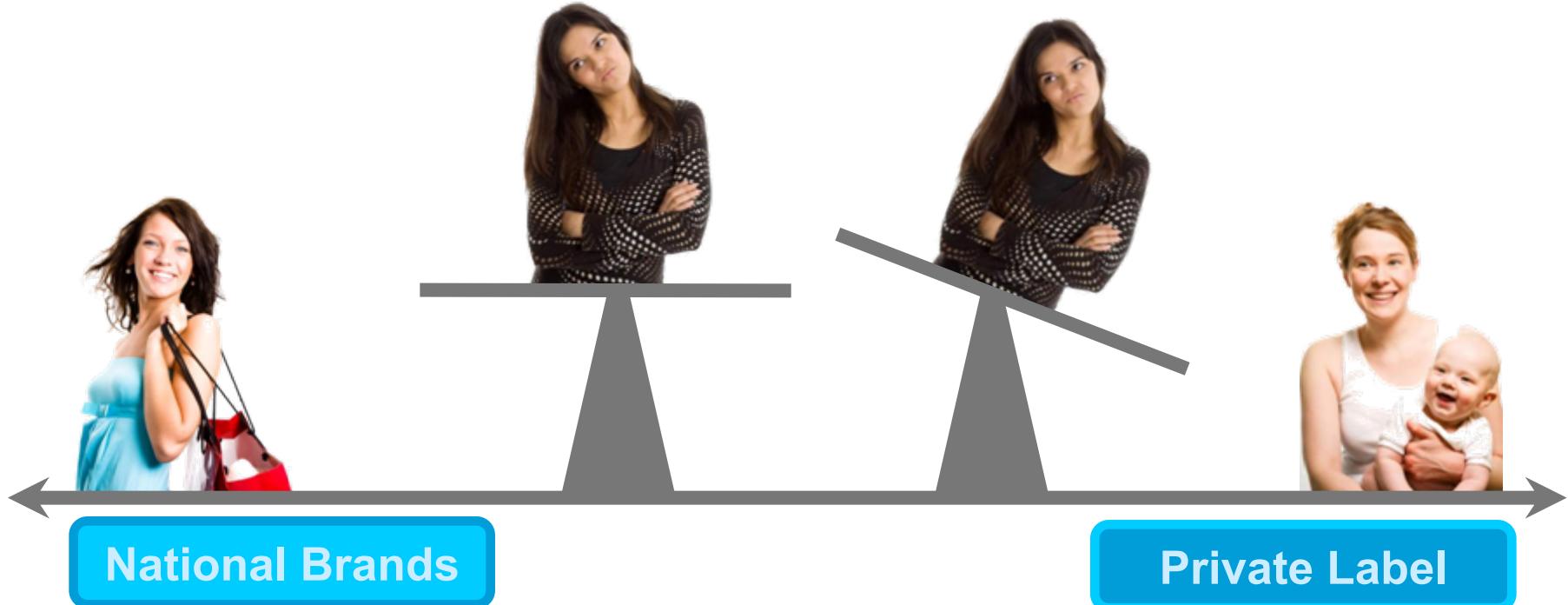


# We are not talking about every shopper

The SHIFT is in the MIDDLE ... the FENCE-SITTERS

PRE-recession

POST-recession



# Two big reasons why Retailer Brand growth seen in last two years will be sustained



**1. The secret is out:  
It's (often) just  
as good**



**2. “Savvy Shopper”  
is a badge of  
honor**



# The Retailer Brand shopper “new” mentality

Out with  
“**cheapskate**”...

...In with “**savvy shopper**”,  
“**frugalista**”, “**deal maven**”

Out with “**they might  
not like me scrimping**”...

...In with “**they’ll probably  
think it’s just as good**”

Out with  
“**it might be terrible**”...

...In with “**they’ll love that  
there’s dessert, too**”

Out with “**take the wrapper  
off before they see**”...

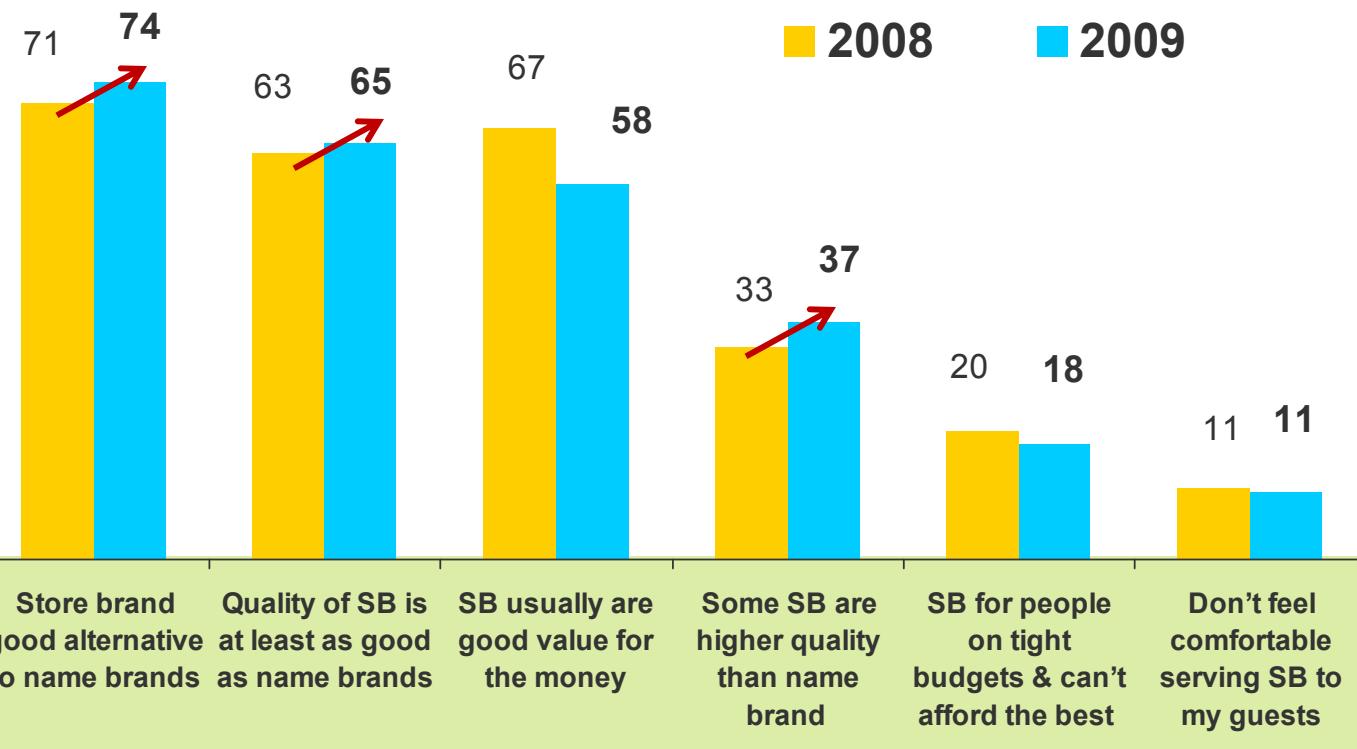
...In with “**tell my neighbor  
what I’ve discovered**”





# Consumer perception of Retailer Brand quality is strong and still growing

## Consumer panel survey on Retailer Brands: Quality and Price/Value



% saying they Agree/  
Strongly Agree:

Source: Homescan®, a service of The Nielsen Company, Panel Views survey 2008 & 2009



# Consumer interviews uncovered two reasons consumers do not buy more Retailer Brands

1. Product Performance—Retailer product does not perform in some categories
2. Category on the “Not Okay” List—In some categories, consumers still not willing to try a retailer brand





# Bottom line: Consumers are noticing

In order to be irreplaceable



One must always be different

Coco Chanel



# Summary—Key Takeaways

- Long-term demographic trends do not favor Retail Brands—Retailer will need to reach Hispanics and older HHs to maintain growth in 10–15 years
- Economy generated trial, but retailers need to check their repeat; even some of the top retailers have product performance issues within their brands in some categories
- Consumers have upped the ante for name brands in terms of value
  - *“Prove to me why your product is worth more money than the retailer brand.”*

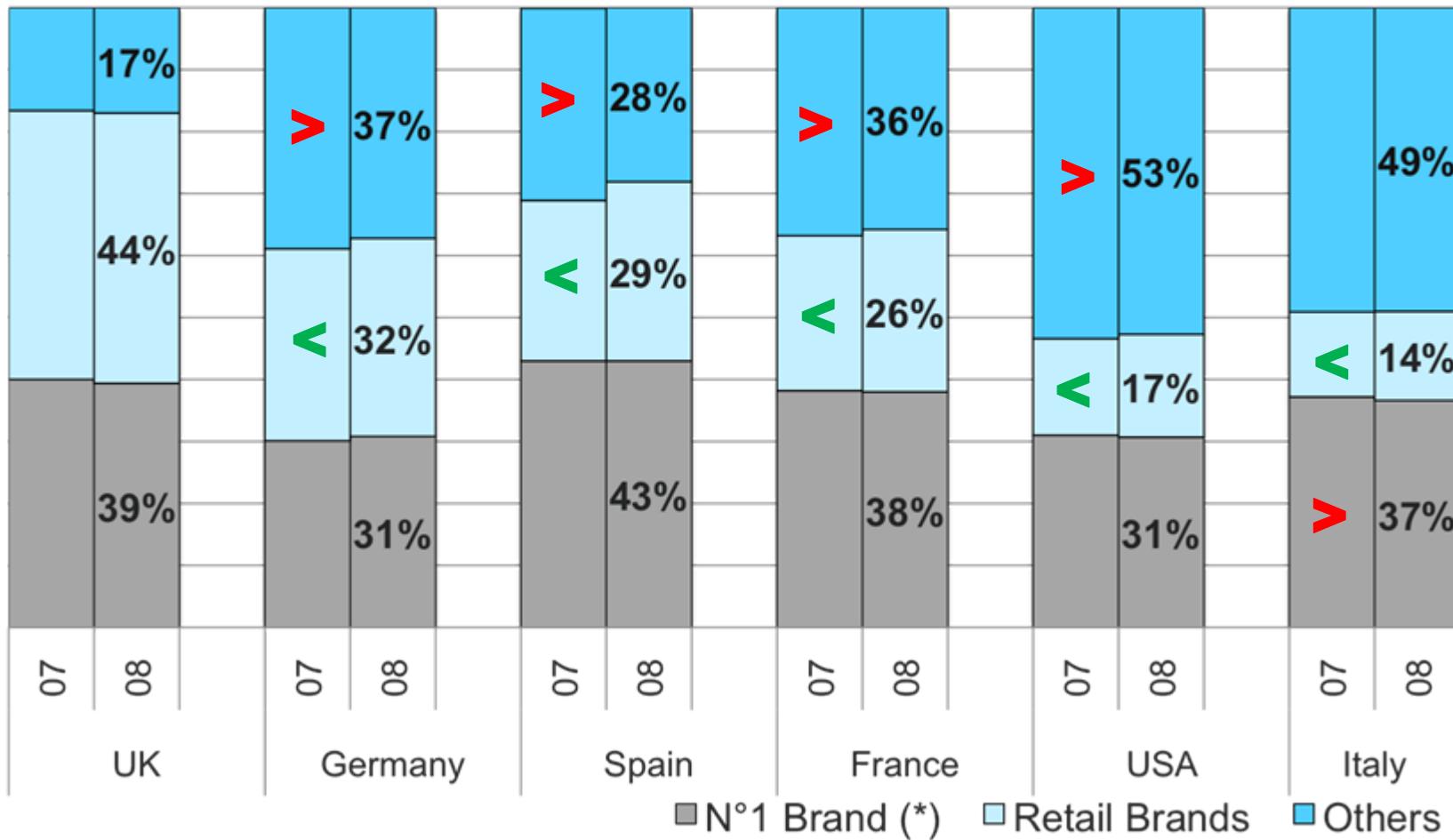




# **Capitalizing on the Retailer Brand Era**



# Retail brands essentially gain at the expense of secondary and small brands in U.S. & Europe



(\*): Based upon a sample of frequently purchased categories

# New requirement for brand marketers: Greater Reward! What's your brand's greater reward?

◀ RISK

◀ REWARD



From...

vs. REWARD ▶

To...

BIGGER, BETTER  
REWARD ▶



# Innovation has been a “brand” advantage – new H&W areas not a focus for many Retailer Brands

## Health and Wellness Claims Share of total Food & Beverage Sales

Retailer Brand	Branded
Natural	8.1%
Low Fat	6.7%
Absence Of Specific Fat (Trans Fat or Saturated Fat)	0.6%
Reduced Calories	1.3%
Cholesterol Free	1.0%
Fat Free	4.7%
Reduced Fat	6.7%
No Calories	0.7%
Caffeine Free	0.7%
Organic	1.9%
Multigrain	0.4%
Antioxidants	0.2%
Good Source Of Fiber	0.1%
	9.0%
	5.9%
	6.6%
	5.4%
	5.1%
	3.9%
	2.6%
	2.7%
	2.6%
	1.9%
	0.9%
	0.9%
	0.8%

**Example:** Cholesterol Free products generate only 1% of Retailer Brand food & beverage sales, but represent 5.1% of branded sales.





# **Who is making the right moves?**



# Retailer Brand Era denoted by significant marketing efforts by retailers

**NEW** mirra™ beauty care

Part nature. Part science.  
Perfectly beautiful.

Enhance your natural beauty with products inspired by nature.



Source: Kroger.com





# Retailers leveraging consumer research to develop new Retail Brand lines and improve products

The screenshot shows the Baby Basics website. At the top, there's a purple header with the Baby Basics logo. Below it is a large circular promotional graphic for "NEW & IMPROVED DIAPERS". Inside the circle, there's an image of a baby in a diaper, a pack of diapers, and a container of wipes. The text "Diapers & Wipes" is prominently displayed, along with the subtext "Clean little messes for little money with Baby Basics® Wipes and new and improved Diapers." A yellow button offers "\$4 Off Baby Basics Diapers & Wipes". To the right of the circle is a smiling baby in a diaper. Below the circle, there are links for "SHAMPOO & BODY WASH", "FORMULA", "WELLNESS", and "LOTIONS & POWDER". A green button at the bottom left says "Happy Baby. Happy Budget. Happy Mom." At the bottom of the page, there are links for "About Us", "Terms & Conditions", "Privacy Policy", and "Contact Us", followed by a copyright notice: "© Copyright 2010, SUPERVALU INC. All rights reserved." A green button at the bottom right says "Find us at a store near you".

## New & Improved Diapers

Introducing the new and improved Baby Basics® Diapers. Our diapers now have improved soft, stretchable sides for a better fit and an improved super-absorbent core for better leak protection. The diaper's hypoallergenic inner liner is treated with Vitamin E & Aloe to protect baby's skin. We've re-engineered our diapers from the bottom up to move with your baby while keeping them feeling clean and dry.

### New Stretchable Sides



### New Super-Absorbent Core



Source: SUPERVALU





# Retailers are innovating products—no longer just copying



Source: Wegmans



# Retailers are creating innovative packaging

- Retailers not only will need to keep up, but potentially surpass manufacturer product and packaging innovation

Benefit:

- Reduced costs
- Increased customer base





# Retailers are promoting their brands

The screenshot shows the H-E-B website homepage with a red banner at the top. The banner features the H-E-B logo and the slogan "Here Everything's Better." Below the banner, there are links for Home, Store Locator, Weekly Ad & Coupons, Gift Cards, and Careers. A navigation bar below the banner includes Mealtimes, Pharmacy, Floral, Photo, H-E-B & You, About H-E-B, and Services. The date 09/10/2009 is displayed, along with a search bar and a "GO" button.

A large promotional banner in the center of the page reads "Win a year of professional cleaning" and "Ready. Set. Clean! Sweepstakes!" It features three circular icons with the words "Ready", "Set.", and "Clean!". Below the banner, there is an image of various cleaning tools, including brooms and mops. Text on the page states: "Four H-E-B shoppers will win free cleaning service for a year! All because we're celebrating the launch of our new H-E-B Household Cleaning Tools. Get everything you need to sweep up crumbs, mop around the kitchen, scrub between tiles, and make regular cleanup a snap. Visit your H-E-B to check out our extensive line of brooms, mops, sponges, and more." A link to "Official Rules" is provided. At the bottom of the page is a red "Enter Now" button.

On the right side of the page, there are three sidebar options: "H-E-B Digital Photo" (upload by 9 p.m., pick up by next day), "Deli Party Trays" (you be the host, we do the work!), and "H-E-B Gift Card" (give the gift that's perfect for any occasion!). There is also a "SIGN UP FOR ONLINE SERVICES" button.

Source: <http://www.heb.com>



# Retailers are creating integrated marketing plans and leveraging shopper segments

- 3 Screens + print + in-store
  - TV, Web, Mobile
- Classical brand marketing plans
  - Understand each brand's equity and build through marketing plans
- Starting to take plans down to segment
- Develop products and tailored marketing to consumer segments

The screenshot shows the Kroger website homepage. At the top, there is a navigation bar with links for Home, Great Meals, Healthy Living, Fresh Foods, Gift Center, Services, Pharmacy, In Store, and See All. There are also links for WEEKLY ADS, FIND STORES, Rx REFILLS, and MY KROGER. A search bar is located in the center of the header. To the right, there is a "Welcome!" message and a "Sign In/Register" link. Below the header, there is a sidebar titled "In Store" with links for Our Exclusive Brands, Coupons, Samples, Promotions, New Products, and Weekly Ads. The main content area features a promotional banner for "shortcuts.com" with the headline "Keep Your Family Full. And Your Wallet Too." It mentions a deal available exclusively at Shortcuts.com. To the right, there is an advertisement for P&G eSAVER™ with the headline "Available October 4 to December 31!" featuring various P&G products.





# Following the success of Aldi and Save-A-Lot, new no-frills formats are popping up from other retailers

**Valu King FOOD MARKET**

Save up to 40% on your total food bill

Hot Deals

See Store Locations

Shop Valu King Today  
Where Value Rules!

- Hot Deals — Save up to 40% on your total food bill
- Our best buys on national-brand products priced incredibly low
- Meat cut and ground fresh in-store
- Fresh produce every day
- Dollar zone — hundreds of items priced at \$1



**Joe's SMART SHOP**

THOSE WHO KNOW... SAVE BIG WITH JOE.™

We keep our prices OUTRAGEOUSLY LOW!

**GRAND OPENING**  
WEDNESDAY, MAY 5TH • 7A.M.

12035 Antoine Dr.  
Houston, TX 77066  
832-722-3299  
Store  
832-722-3229  
Hiring Office  
Contact us by email

Map showing the location of the store.

**RICARDO**  
JOIN OUR TEAM

Prices SO LOW it's CRAZY!

COMING IN MAY OUR WEEKLY AD

FIND US ON FACEBOOK®

**ABOUT US**

From fresh produce and top quality meat to everything in between, we have what you need at **outrageously low prices**. What's our secret? We keep things simple and pass the **incredible savings** on to you. Come get to know us. After one trip you'll agree.

"THOSE WHO KNOW...SAVE BIG WITH JOE.™"

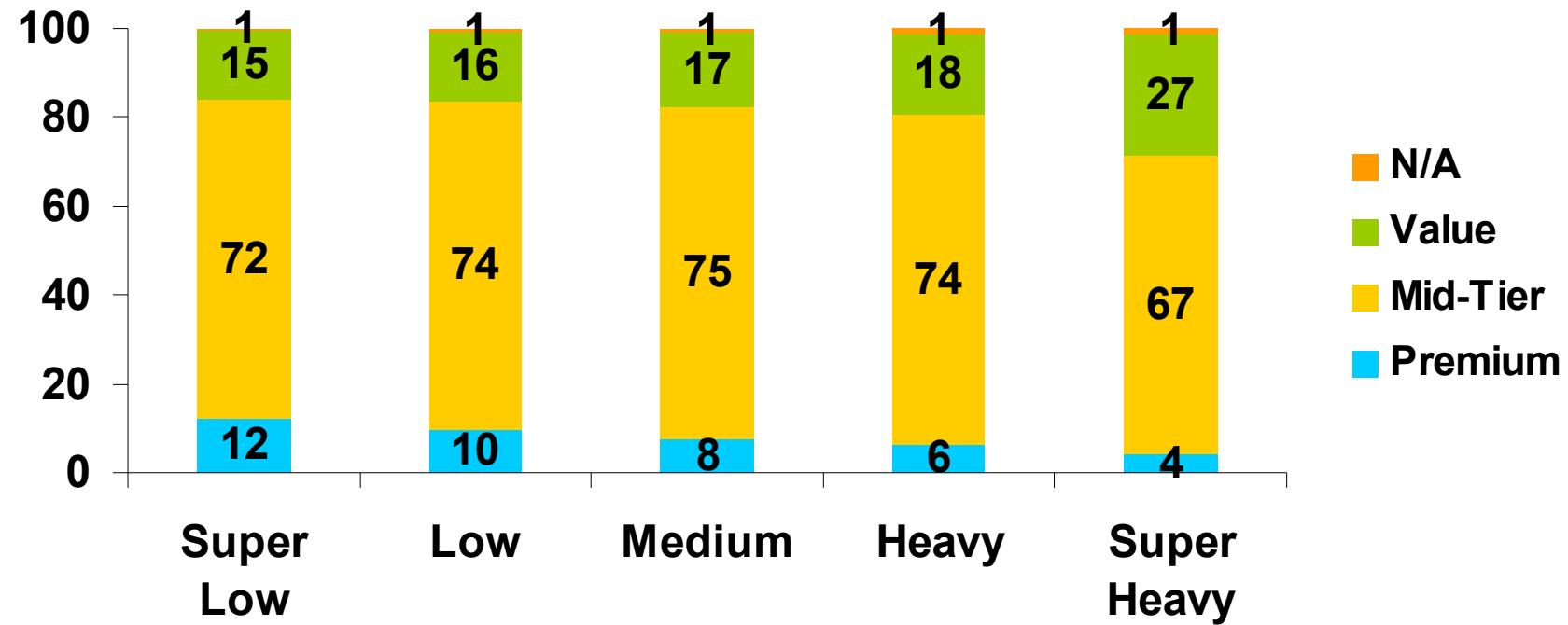
Jobs at Joe's | Contact Us | Mobile Alerts





# Retailers need to ensure their tier focus is in line with consumer demand

## Total Outlets - Retailer Brand Tier Unit Shares

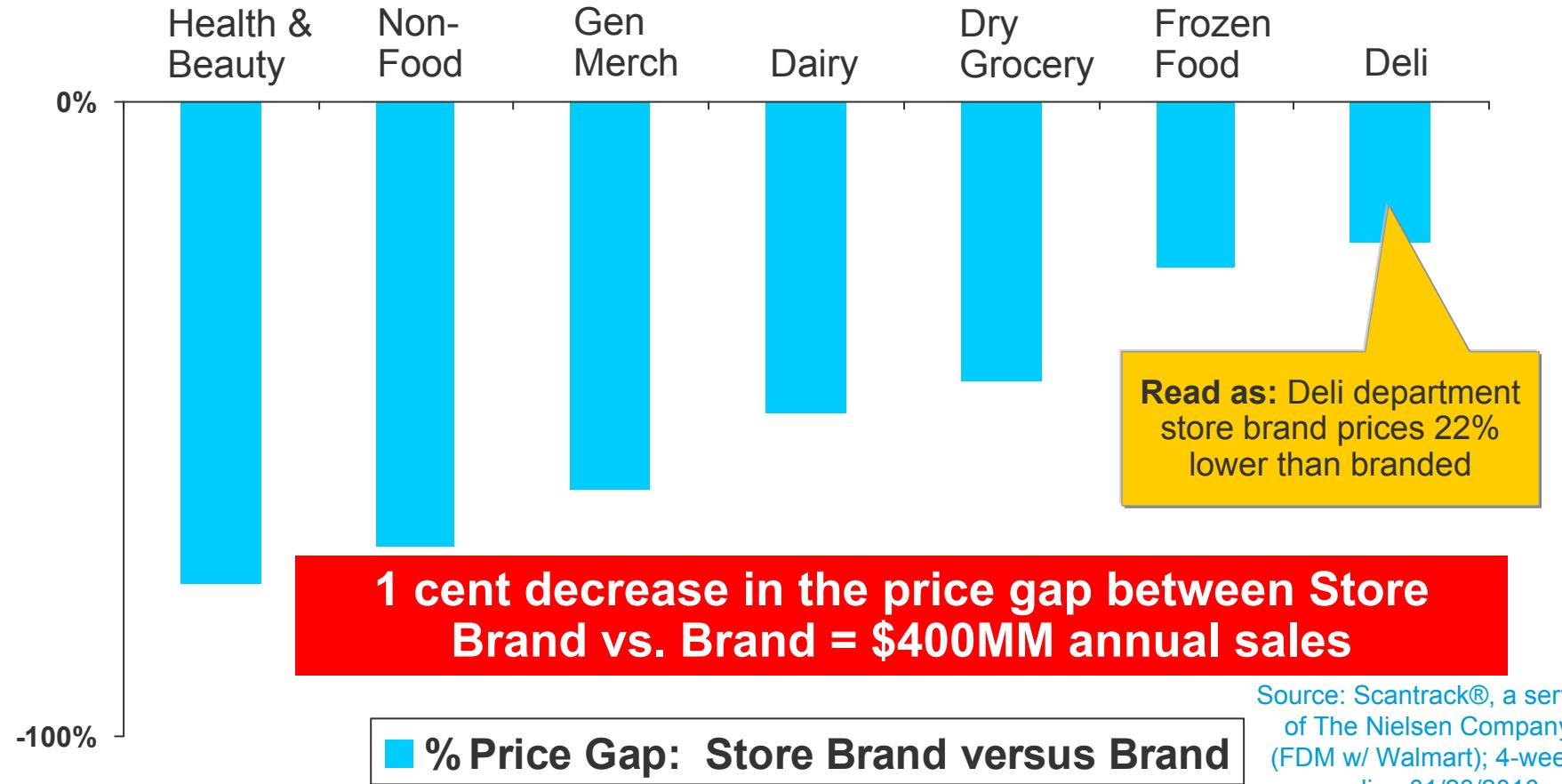


Source: Homescan®, a service of The Nielsen Company; UPC-coded purchases; 52 weeks ending 12/26/09



# Do you have the right price gap to brands?

In departments and categories with extreme price gaps,  
the potential to enhance sales is significant



Source: Scantrack®, a service  
of The Nielsen Company;  
(FDM w/ Walmart); 4-weeks  
ending 01/23/2010



# **The Future: What should Manufacturers and Retailers Do?**

# What might we see in the future?

- Further retail consolidation, with many smaller, single market banners disappearing.
- Retailers trying new formats featuring more dominant store brand assortment.
- Some Major US retailers with store brand unit shares in the mid to upper 40s within the next five years.
- Large retailers producing store brands for other retailers.
- More non-leading-brand manufacturers adding store brand production to fill up manufacturing capacity.
- Stores becoming a more important marketing tool for retail brands and name brands.



# Closing thoughts

## For manufacturers

- Understand where your products/categories fall in terms of store brands
  - Are they differentiated from store brands in the minds of consumers?
  - Research how you can differentiate
  - Innovate to remain relevant
- Leverage marketing/advertising to ensure consumers are aware of the differentiation
- Launch new items with evidence of item incrementality to the category, not just your brand.
- Plan for continued store brand growth.





# Closing thoughts

## For retailers

Engage in Store Brand Era best practices:

- Research store brand equity, products and packaging
- Market your brands vigorously using multiple media including in-store and Online
- Require manufacturers to provide category incrementality facts for all new items





# Focused on addressing Manufacturer and Retailer strategic and tactical questions around retailer brands





# Thank You

- If you have follow-up questions or want more information, please contact your Nielsen Professional Services Representative.
- If you are not a current Nielsen client, please contact us by phone or email:

Phone: 800-553-3727 email: [CPGSolutions@nielsen.com](mailto:CPGSolutions@nielsen.com)

- OR if you have any questions regarding the content of this Webinar, you can also contact:

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email: [lisa.rider@nielsen.com](mailto:lisa.rider@nielsen.com) Phone: 813-366-9157

