The Guide to Channel Strategy in the Age of the Digital Shopper

TOBY DESFORGES MIKE ANTHONY

enGage

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Chapter 1

Introduction

Historically, most manufacturers only had to be concerned about a small number of retail channels – hypermarkets, convenience stores, mom-and-pop shops, for example. Then the internet was born and along with it, new venues for shoppers to look for information to help them make shopping decisions, read comments and reviews from other users – and of course, new channels in which to shop! The number of virtual shopping environments has exploded during the past few years – and many other significant changes have happened in the shopper marketing world over the same period of time.

Managing channels to balance investment and returns has never been easy – companies have often struggled to get this right, and that struggle is even more challenging with the emergence of new digital channels. Online channels and mobile technology are having a significant impact on the way shoppers make purchase decisions. From blog reviews to Facebook fan pages to mobile apps, your shopper has many influences along the path to purchase.

This rise in the complexity of the shopping process, together with the expansion in the number of potential retail channels, require global, twenty-first-century shopper marketers to revolutionize the way they consider channels. The shopper marketer now needs to understand retail clicks *and* bricks; to consider the importance of each channel to their target shoppers at different points of the purchase journey; and therefore to understand the opportunities that each channel represents. It is only from this new understanding that marketers can better understand where they should invest their time, effort, and money to change shopper behavior and deliver better returns for their company. Clearly, today's shopper marketers need to understand both traditional retail channels and digital ones better than in the past. More importantly, while digital channels are clearly growing fast and are different, marketers must be able to manage these new channels in conjunction with their current, traditional retail channels.

This eBook will help you manage the complexities of different channels. It will illustrate why online and retail channels need to be together considered as part of the same shopping context. We'll explore how to define and segment different environments into channels effectively; how to prioritize these channels, and what needs to be considered as the physical and virtual worlds become more intertwined and future technology influences the decisions which shoppers make.

Chapter 2

Defining channels

Channels are groups of retail environments that have similar characteristics.

Channels enable companies to create consistency within diversity. Channels break up the diverse world of thousands or even millions of outlets into manageable, homogeneous segments. This enables the shopper marketer to create a marketing mix that will work in all of the outlets within that channel. The shopper marketer can consider each channel segment versus the others and prioritize those that are likely to deliver the best returns for the company.

Grouping various retail stores together reduces operational complexity: whilst arguably every outlet is different in some way, it would be inconceivable to configure the perfect blend of availability, communication, and offer on an outlet-by-outlet basis. Try to persuade a sales team that they need to vary everything they do for every store - impossible. The consumer goods industry has to manage this complexity efficiently, which is why the concept of grouping outlets together into channels is so essential.

Treating each outlet completely differently doesn't make sense, nor does treating them all the same. For professionals who work in shopper marketing, clearly distinguishing one channel from another is important: different outlets have different characteristics and different shoppers: selling a family pack of potato chips in a supermarket might make sense, but selling one in a pharmacy may not. The range of products that might be made available in a hypermarket will need to be different to that in a mom and pop shop simply because there is a lot less space in the latter.

Channels create the opportunity to balance both of these extremes. By finding a way to meaningfully segment outlets into homogeneous groups the shopper marketer is able to prioritize the outlet types which are worthy of investment, and to efficiently create a meaningful marketing mix which can be understood and executed by a sales team.

E-commerce channels are also retail channels. Despite their lack of physical presence, they possess certain characteristics that allow them to be grouped with each other and with other retail channels. It is important that retail channels – offline or online - are managed together for two reasons. Firstly shoppers do not contain themselves to one or the other: a typical shopping journey may flit from online to offline and back again, and therefore managing and optimizing the shopping experience requires an approach which considers both parts. Secondly, resources must be prioritized across all channels; regardless of whether they are physical or virtual: for this reason it is important that both online and offline worlds are managed within the same channel framework.

Chapter 3

Segmenting channels

Channels are best segmented based on their physical characteristics and commercial characteristics.

Physical characteristics are important because they are what shoppers see, and therefore physical characteristics make up the language with which shoppers differentiate between outlets. Physical characteristics include store location, store size, store branding, whether it has a parking lot, whether it has a door – any physical differentiators which a shopper uses to discern one outlet from another. Physical differentiators inside the store include the look and feel of the store, its lighting, its layout, and the extent of the categories that can be bought there. Physical characteristics can extend to the types of products stocked, the prices, the merchandising, the service, and the apparent attitude of staff or the level of cleanliness.

Commercial characteristics are important because they define how brands trade with retail outlets, and include ownership and decision making structures. Imagine two outlets which physically (from the point of view of shoppers) are the same, but where the trading relationship between the manufacturer and retailer was very different such that one outlet was significantly more profitable than the other. The manufacturer would almost certainly not want to treat the two outlets as the same, regardless of their similarities from the point of view of the shopper. When considering commercial characteristics, attention needs to be paid to service related factors, such as routes of supply, delivery points, and invoicing requirements. Financially, thought may be given to margin requirements, credits terms, and stock-returns requirements.

The channel segmentation process firstly considers all of the outlets which shoppers use, or may consider to use for the category. These outlets are firstly segmented based on physical characteristics: with a focus on the physical characteristics which are important to the shoppers. Commercial characteristics should then be overlaid onto the physical differentiators to come to channel definitions that enable the company to manage and prioritize channels effectively.

The same rules of segmenting channels based on physical and commercial characteristics apply to online channels. Amazon.com, for example, would unlikely be grouped in the same segment as China's Taobao.com. While the former is a retail operator in itself selling to end consumers, the latter is a platform that facilitates consumer-to-consumer and business-to-consumer sale of goods. This fundamental difference leads to differences in website appearance, layout, structure (physical characteristics), and differences in the management, supply chain, margin and marketing support they require (commercial characteristics).

The recipe for a great channel segmentation must include a number of ingredients to produce the perfect balance. You need just the right level of granularity to enable targeting without creating so much complexity that management becomes impossible. You need to strike exactly the right balance between specificity for your market and measurability given the data you have available. Segmentation must reflect the real world shoppers live in and the commercial constraints within which the business operates. And the marketers who create the definitions need to recognize that someone else—probably on a different team or in a different organization—will execute plans in the environments that are prioritized; thus, channel segmentation must be accessible and easy to understand.

The following is a comprehensive checklist to consider when segmenting your channels:

- Are your new channels likely to be manageable?
- Will it have an impact on the level of complexity the company has to manage?
- Can the marketing team bear this? Can other teams bear it?
- Does the existing organizational structure need to change?
- Does the company have sufficient skilled people to support this?
- Can performance be measured?

If the answer to any of these questions is no, we would advise simplifying the approach (unless, of course, the financial gains from this restructuring are so significant as to render the on-costs of implementing this new approach affordable).

Chapter 4

Channel roles

Over years of research, we've learned that different shoppers use different outlets in different ways. Each channel may play a different role for different shoppers. We know that different retail and e-tail environments have different potential to influence a purchase decision: by knowing where the highest potential to influence lies, the shopper marketer can identify where to focus his efforts.

One of the key reasons we can't ignore online is the immense opportunity it gives us to influence shoppers' purchase decisions – and that is the heart of shopper marketing. Shopper marketers of the future will not add value by grasping that there are millions of environments to influence shoppers, nor by having clever segmentations of those outlets. True magic happens when you understand how shoppers use these environments and what value can be created from changing shoppers' behavior in each.

In his book Winning the Zero Moment of Truth, Jim Lecinski describes how digital creates new opportunities to influence shoppers. He contrasts this with the way the analog process worked: Dad sees a TV advert for a digital camera; Dad visits the store and buys the camera. But in the digital world, "Dad still watches football and he still sees your TV commercial. But now he grabs his laptop off the coffee table and searches for "digital camera reviews." He looks at the comments from users on CNET and two other sites. He goes to Twitter and posts: "Anybody have a great camera for under $100?" He hits YouTube and searches "digital camera demos".

Before the game ends – and before he gets to the store shelf – he's ready to make a decision. Each aspect of that behavior had a different but subtle influence on Dad's decision making. In truth, he didn't even have to get to the store shelf we mentioned; he could just as easily have bought the camera then on any number of websites and be using it by the following weekend. And the distinction here between Dad as a consumer and Dad as a shopper is also now blurred – when he googled for camera reviews, was he a consumer exploring his consumption needs and others' consumption experience, or was he a shopper interpreting consumer demand? Either way, there's no doubt that what he experienced during the football game will have had a huge influence on his next decision.

The mission of shopper marketers is to identify the importance of each influencing factor on the path to purchase and to prioritize them. They need to establish where these influencing factors are most potent so they can ensure that the right activities are happening in the right places, thus influencing the behavior of target shopper groups.

Let's go back to Jim Lecinski's example again – why didn't Dad just buy the camera online? The reviews are good, the demo works, he's decided on the brand – each of these communication channels has done its job. The trouble is, he's not yet ready to buy. Smart shopper marketers would take up the process from here – asking questions like, "How can we clinch the sale now?" "How can we get this guy to leap straight into an e-tailer?" "Where is he going to next?" and "How do we make sure this guy's intent doesn't dissipate when he walks into Best Buy?" Shopper marketers are looking for channels where they can change intent to purchase rapidly, and – because they are profit minded – how they can secure that purchase at the least possible cost.

And of course with so many different channel options available, each shopper is different in the way they use various channels along their path to purchase. For every Dad above watching the match, there is another who goes to a store first because they want to touch and feel the merchandise, or because they trust their local camera store. Recognizing this, once the shopper marketer has defined the channels that exist, she must understand the role that each plays for their target shopper if they are to truly understand the relative value of each channel, and therefore be able to effectively prioritize them.

Chapter 5

Prioritizing channels effectively

The whole idea of clustering shopping environments into channels is driven by the need to reduce complexity. Unfortunately, creating a clear channel segmentation is not a panacea for complexity in itself. Many consumer goods companies sell brands and products in multiple categories. In each category, shoppers behave differently. Additionally, channels play different roles for the shoppers in each of these categories. The nightmare question facing shopper marketers is where to focus. Imagine for instance that your company sells 10 categories and you identify 10 discrete channels. That's 100 different combinations in which shoppers may be behaving differently. In this environment, prioritization becomes essential.

	Category	Category	Category	Category	Category	Category	Category	Category	Category	Category
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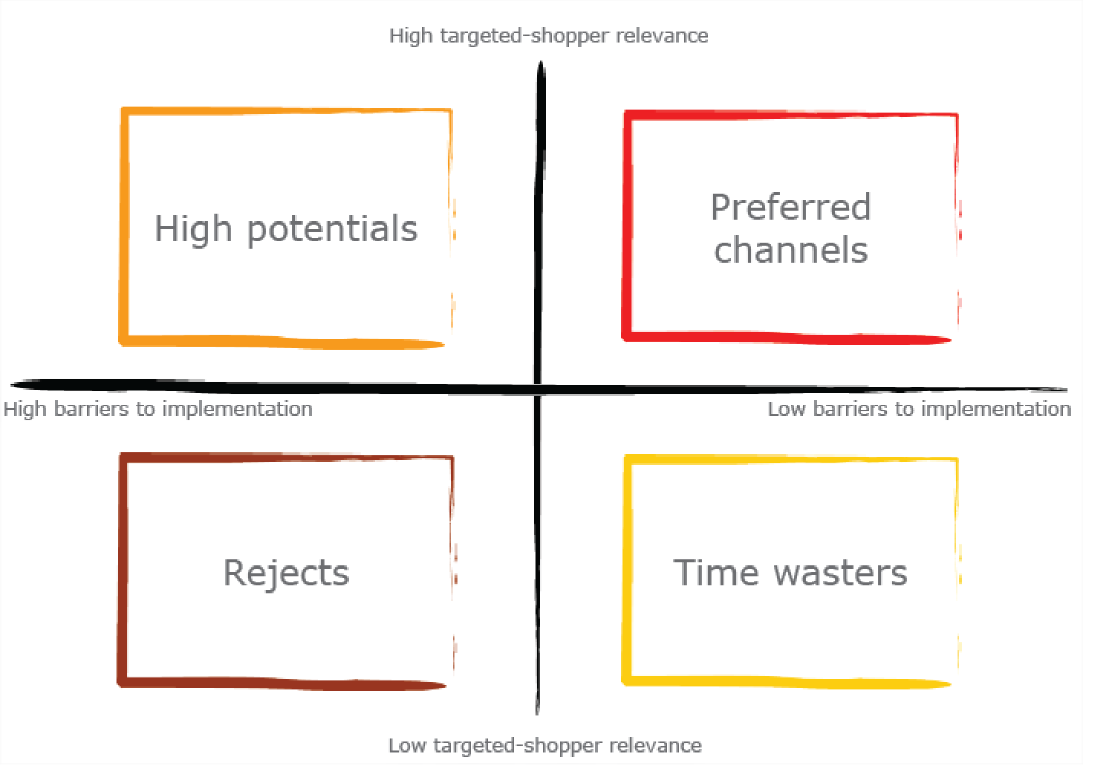
Fortunately, managers can use a relatively simple model to enable them to define which channels should be prioritized for which brands and shoppers. The simplest approach utilizes a prioritization matrix of the type which has been a common management tool since Boston Consulting Group (BCG) introduced the "Growth/Share" matrix in 1968. These matrices let managers decide where to focus by mapping potential options against two variables. The famous BCG matrix allows marketers to prioritize brands by comparing market share with growth rates. Our channel prioritization matrix takes a similar approach by comparing the relevance of each channel to target shoppers with the relative barriers to implementing in-store marketing activities in each channel:

Channels with the greatest influence on shoppers should be prioritized. Ideally, one would focus on the environments that attract the largest number of targeted shoppers, which offer the greatest potential to influence those shoppers' behavior, and that already account for a large volume of sales. In these environments, an investment in marketing activities is likely to have a very high level of return. But to be successful, these marketing activities need to be executed on a customer's property.

Years of experience tell us that not all retailers are equally predisposed to changing their in-store environments to fit the marketing needs of a given brand. It's well known for instance that, although centralized hypermarket operators like Tesco or Walmart are highly effective at executing activities across a wide store base, they are rarely willing to act purely on the advice of a single supplier, nor are they always the easiest of "partners" in the trade as a whole. So while you may find that the channel in which such retailers operate has huge potential to change the behavior of a large number of target shoppers, there may be significant barriers to implementing the marketing activities that will realize this potential.

Mapping channels into the matrix helps identify which of them to prioritize:

Prioritizing channels effectively



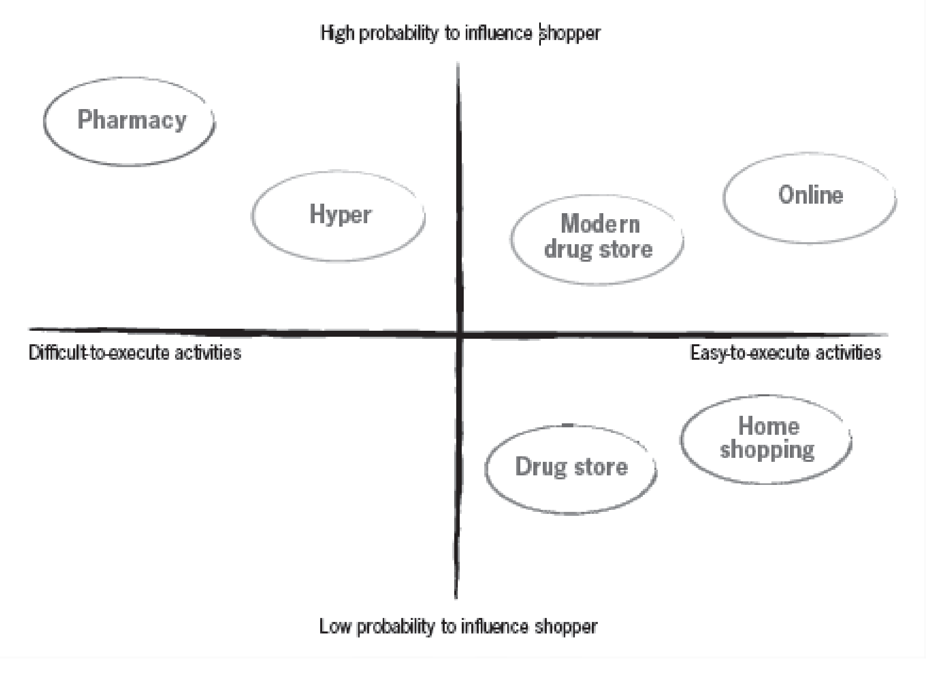
"Preferred channels" are clearly the highest priority—they offer an abundance of target shoppers in environments where it's easy to influence shopper behavior. Channels in this quadrant represent the best bang for the shopper marketing buck—the potential return on investment is high and with retailers willing and able to execute changes in-store, so returns should flow quickly. By contrast, "high potentials" offer the same potential for business growth, but it's likely to come more slowly and at higher cost, as retailers in this space will require higher levels of grooming and investment to encourage them to move.

The lower two quadrants offer less exciting potential. Neither can deliver the number of shoppers or the level of influence that either "preferred channels" or "high potentials" can offer. "Time wasters" may offer a high sense of security, as the retailers in this space are happy to try new ideas and able to execute rapidly. But this is a fool's paradise—these marketing efforts are likely to deliver lean results.

Perhaps the greatest problem area, though, is found in the “rejects” box. Here, intransigent retailers can tie up resources for scant returns. If these channels represent a large volume of sales, the sales team will be challenged to reduce levels of investment while maintaining turnover.

Case Studies

For one of our clients in Korea, this approach has driven real value. The particular company sells vitamins and mineral supplements and owns major brands in the space. Korea, a vibrant and growing market for supplements, has a new generation that is seeking to blend traditional ginseng with more Western alternatives. Yet in Korea, only 4 out of 10 consumers use such products, while penetration in Australia is close to 7 in 10. Driving growth in this market depends on acquiring new consumers while they are young since, as the aging process sets in, those who already use supplements have a tendency to consume a wider range of products. Korea’s hardworking and relatively youthful population has rapidly adopted Internet shopping sites, and our analysis of this market demonstrated that Internet-based outlets are absolutely the preferred environment for investment:



Before its ultimate breakup, Sara Lee was a client of ours, particularly in Southeast Asia. While planning investments for the company's coffee business in Thailand, we were able to apply the same methodology.

This business was particularly strong in urban areas and in hypermarkets, supermarkets, and convenience stores. Its performance was much poorer in more rural environments and especially in traditional mom-and-pop retailers. To rebalance its business, Sara Lee considered increasing its investment in the rural mom-and-pop trade.

The company planned to invest heavily in distribution to these outlying areas and asked us to help. Having commissioned some research, a number of striking facts came to light. Perhaps the most important was that Sara Lee's weakness in rural areas had less to do with distribution and more to do with its brand. But of equal relevance in configuring retail investment was the fact that some 30 percent of the purchases shoppers from rural homes made were actually in urban supermarkets, hypermarkets, and convenience stores. Given the company's existing strength in these channels, we advised the team not to invest further in its planned strategy but to gain greater leverage in the "modern stores." By following our advice, Sara Lee grew its market share by 15 percent.

Chapter 6

What brands should do

Don’t assume that past trends are an accurate predictor of the future

It is clear that online retail is potentially the most disruptive factor impacting retail channel structures to occur since, arguably, the invention of the self-service supermarket. Predicting the impact of this disruption on all of your channels (both online and offline) is therefore critical. Depending on where you play and what categories you operate in, there are two potential pathways for the growth of online sales.

The first is that sales will grow rapidly, and suddenly: China for example has delivered 50% year on year growth in online retail sales in the last year (and 120% annually between 2003 and 2011). Whilst online retail sales are still only approximately 2.5% of total retail sales in the market, in some categories online represents a significant share of business. Some manufacturers saw online sales leap in the last few years to in excess of total sales. If online sales do grow rapidly, manufacturers could easily be caught out and those left napping could see their shares decline whilst their sales in traditional outlets suffer. Equally they may be caught in a double bind, as traditional retailers use price discounting to catch up, causing margins to tumble at the same time.

The alternative is that online will grow incrementally. In the US, sales online seem to be growing at rate of between 9% per annum, albeit from a base of 8% of total retail sales. If sales grow at this rate, manufacturers will have more time to accommodate changes in their trade structure and the impact of these changes, whilst significant, will be far less dramatic.

In either scenario online retail has the potential to be a significant proportion of sales within five years, so changes in marketing strategies, organization structure and business process will become necessary for all.

Shoppers are the agents of change

Whatever happens, the agent of this change is neither the manufacturer nor the retailer. 2013's seasonal sales in Europe and the US show that shoppers will reach a tipping point where confidence levels reach a point were reticence to shop online is overcome. For anyone considering what to do now, the message is clear: Understand your shoppers better.

To really get to grips with what to do about online you need to know who your target shoppers are, and how your key target shopper segments are likely to behave in the future. Research programs should consider:

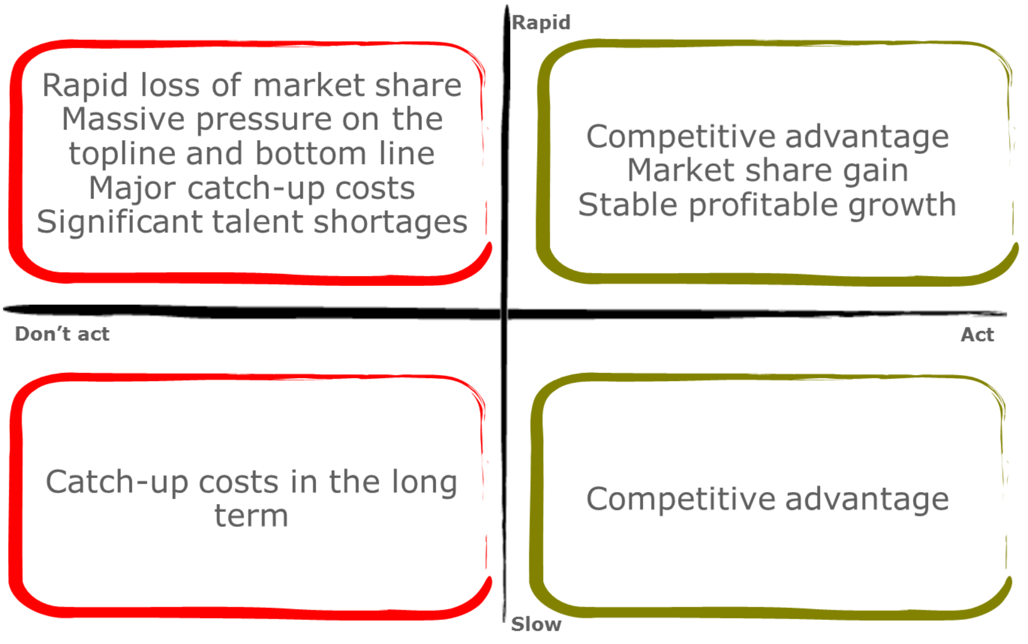
- Which shoppers are likely to remain offline in the future, their relative importance to your brands and what their expectations from retail stores are.
- Which shoppers are already online, how important they are to your brands and what is needed to drive value from them.
- Which shoppers are likely to move online, how they may deliver potential brand value and how you should approach them to gain maximum leverage.

Should you act this year?

For those pondering whether it's worth making such an investment in research consider this: There are only two likely outcomes: online retail will become important very rapidly or online retail will become important slowly. Against these outcomes you have two choices; to act now or not to. So in deciding what to do, draw a simple matrix: on the vertical axis put rapid growth of online retail at the top and put slow growth on the bottom. On the horizontal axis plot action on the right and inaction on the left.

In the top right quadrant you now have a space where change is rapid but you've acted and can anticipate this change. As a result you are competitively ahead of your peers, market share grows and you assure long-term stable growth. Immediately below is the situation where you've invested, but online retail doesn't take off rapidly. At first blush this might seem like you've wasted money but if you've worked hard on understanding all shoppers and not just those who might go online, you will gain competitive advantage from the insights you now have about shoppers in offline retail and you can anticipate the future. In both cases, you gain a positive result.

Contrast this with the outcomes of inaction – Say change happens but more slowly; your inaction may not affect today's results but as online becomes slowly more important, you may incur greater cost in the future to catch-up. The worst outcome of all however is you don't act this year and this changes rapidly. In this scenario, the market moves rapidly ahead of you, leading to market share loss and extreme pressure on the topline and bottom line. You have to respond relatively, which means you incur not just catch-up costs but also suffer from talent shortages.



Dealing with digital channels

During the course of the coming year, many companies will have to broach the thorny subject of how to deal with digital channels in this mix. For those who fall into this group here a few tips to consider when you think about channels:

- Prioritize digital in the context of what you already do – view digital as another group of retail environments, not a separate 'problem'. How you choose to prioritize digital channels will affect the way you manage physical ones in the long-term, so ensure you take a portfolio approach.
- Digital is not one environment – it's many. In the same way as there is not one type of 'shop' you sell your products in, e-commerce is not one homogenous environment. Major manufacturers now segment e-com outlets into a number of separate groups, each with its own specific characteristics and then prioritize these accordingly, within the context of all retail channels.

- Use the same metrics to evaluate digital as you would any other channel – Just like regular retail channels, e-com channels have varying levels of influence on shopper behavior and differing barriers to implementation. Using the same metrics to evaluate these channels as you would physical ones enables you to prioritize channels across the entire portfolio.

Dealing with changing channel priorities

Changing priorities means changing strategies, and these have a wide impact on the organization. The temptation is often to deal with the issues that arise reactively. Instead, a proactive approach to sequentially deal with the strategic changes you will need to make will yield better results:

- In-store strategies – Since the ultimate goal of brands in retail is to encourage more shoppers to buy your brand, more often and in greater quantities, the first thing to establish is the mix of activities that need to go into those outlets in order to be successful.
- Route-to-market strategies – With a clear set of in-store strategies in place you can then re-evaluate your route-to-market to ensure fit.
- Organization strategies – Once you know you can operationally deliver, the next step is to establish how your people will support execution. Define your team structure and competence requirements to deliver your in-store strategies and route-to-market changes.
- Financial strategies – Finally set your investment framework based on future returns rather than historic ones – if the numbers look good – go ahead; if not revise and amend from the beginning!

Looking ahead

Online retail puts control in the palm of the shopper - quite literally – and in many markets, the explosion of mobile devices and the ubiquity of wireless broadband means that shoppers will inevitably turn to the convenience of online retail. This will require a profound rethink for many manufacturers and retailers alike. Online retail environments are becoming highly personalized, in effect increasing the volume of outlets exponentially as individual shoppers form their own "stores." Shopper marketers will have to take this into account and develop expertise not yet envisaged by most consumer goods companies.

New technology will be required, and greater levels of insight will become essential. Yet the impact of this could potentially be incredibly powerful. Globally, sales force automation and trade-promotion-management systems are becoming more sophisticated and integrated. They offer shopper marketers the ability to target outlets with common characteristics in a far more granular way than is currently possible. As technology that overlays shopper data with outlet data becomes available, the ability to focus marketing activities on specific shoppers in specific environments is becoming a reality. This level of accuracy could have a profound impact, perhaps doing away with the fundamental need for channels altogether. Until that time, however, a clear segmentation and prioritization of channels remains essential.

About the authors

MIKE ANTHONY

Mike is founder and CEO of engage. A pioneer in shopper marketing, Mike Anthony is a passionate practitioner, speaker, and trainer who has helped countless businesses discover new opportunities and achieve better brand returns. After a consumer goods career spanning 17 years and three continents,

Mike redirected his energy and enthusiasm toward founding engage, a global management consultancy that leverages the power of a unique vision of shopper marketing and customer management to deliver better brand returns. As the firm's CEO, Mike has worked with the world's leading consumer goods companies, such as Nestle, GlaxoSmithKline, Kimberly Clark, Electrolux, Johnson and Johnson, Sara Lee, and Unilever.

"Mike has deep knowledge in Consumer and Shopper Marketing and can help clients navigate their way to greater effectiveness in their marketing efforts."

Manita Khuller
Strategy Development Director, Geometry Global (Ogilvy & Mather Group)

"Mike & his team have a knack of linking their knowledge with the market realities and the characteristics of the organization. This results in solutions and information which can be used in the market place the very next day."

Shiv Sahgal
Marketing Director, Unilever

TOBY DESFORGES

Toby Desforges is a recognized expert in shopper marketing and customer management. He has worked with over 50 of the top 250 consumer goods companies globally, across three continents, in both line management and consultancy. A speaker, author and blogger, Toby is passionate about shopper marketing, but just as pragmatic in implementing change.

Toby began working in consumer goods in the eighties, taking summer jobs in high school and college – his career has taken him all over the world and he has worked with leading manufacturers in more than 20 countries. As a line manager he has worked with Pepsi's bottler, Britvic in the UK, Mars and Columbia Pictures across Western Europe. In 2005, Toby co-founded engage with Mike Anthony. Toby now leads engage's consulting business unit internationally.

In June 2013 Mike and Toby published The Shopper Marketing Revolution, their first book.

"He blends strategic thinking with an incredible energy, powerful yet relaxed speech and an in-depth studied ability to motivate and empower any audience."

Alina Serban
Head of Global Category GI, Sanofi

"Toby is a very unique individual, bringing together very strong strategic capabilities, width and depth of Consumer Goods experience, passion for the role of shopper behaviour and insights and the ability to deliver his message in a clear, concise, energetic and inspirational way."

John Knox
Regional Sales Capability Director, Fonterra

The Shopper Marketing Revolution

The top 250 consumer goods companies turnover US$2.8 trillion – and yet, the industry is growing ever so slowly!

As growth declines, profit margins erode: leading players are caught in a perfect storm where the growth of mega-retailers, hyper competition, explosive increases in input costs, talent shortages and the declining effectiveness in traditional marketing methods all suck profits from a once vibrant and progressive industry. Add to this rapid changes in media, retail environments, and the rise of online, it is clear that what worked yesterday will not work tomorrow.

Industry thought leaders such as Herb Sorensen and Brian Harris see an "urgent" need for change.

In The Shopper Marketing Revolution, shopper marketing pioneers Toby Desforges and Mike Anthony analyze why the industry needs to change, and provide managers in the field with pragmatic advice and proven techniques that they need to revolutionize their business. Mike and Toby introduce The Five Step Total Marketing Model – an approach that creates coherent links between the end consumer and the in-store environment. Total Marketing enables marketers to adapt strategies and resources to respond effectively to new shopping behaviors and environments. It illustrates the fundamental principles that brands must embrace to survive in these challenging times.

The Shopper Marketing Revolution is now available on Amazon.

"For those on the fast track of modern business (The Shopper Marketing Revolution) is a must read."

Paco Underhill
Author of "Why We Buy: The Science of Shopping"

"The Shopper Marketing Revolution will be invaluable to the careers of very many of the marketing professionals in the industry, who can save themselves a lot of wheel spinning by studying the book to inform their own practice."

Herb Sorenson (PhD)
Scientific Advisor (TNS Global), BrainTrust Member (RetailWire), Author of "Inside the Mind of the Shopper"

"This highly readable book is essential for anyone interested in shopper marketing, from the novice to the advanced practitioner, and for other members of the firm, especially executive leaders."

Chip Hoyt
Managing Director, The Tetrarchy

"The Shopper Marketing Revolution: provides a clear and practical framework to guide organizations in making the necessary changes to successfully navigate and prosper from this new and exciting business environment… (the book) is a "must read" for all CPG manufacturers, retailers and the agencies that provide support for this rapidly coming of age business function."

Dr. Brian Harris
Chairman, The Partnering Group

About engage

engage is a management consultancy with specific expertise in shopper marketing and customer management. We are a network of passionate practitioners with a pedigree in retail, manufacturing and research and are recognized as leaders in our field.

Our mission is to change the way people think about shopper marketing, and demonstrate that it can transform performance levels by creating a truly integrated approach to marketing strategies. By adopting shopper marketing practices, managers in the consumer goods industry are better placed to engage with their peers, consumers, shoppers, trade customers and their suppliers.

Shopper marketing is revolutionizing the world of consumer goods. With our experience, our insights and our practical, powerful and proven approaches we can help you better understand how the world of shopper marketing impacts your world, and how business performance can be improved.

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