



Private Label & National Brands:

Paving the Path to Growth Together

DECEMBER 2013



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Executive Summary: The Big Dance

National brand and private label marketers have long been locked in a dance, each vying for share of consumers' \$725 billion-plus CPG expenditures, and the battle is fierce, for even small share wins provide a significant boost to the bottom line. The recession served to intensify the dance, and private label led for a time. Today, the choreography is more nuanced, with national brands and private label each playing a role in an elaborate show, and the consumer is at center stage.

Despite reduced private label momentum during the past few years, private label growth (average 4.1% annually) continues to outpace industry average (2.8% annually). But, a granular analysis of CPG trends confirms what IRI posited one year ago—private label and national brands are *each* showing areas of strength and industry dynamics are evolving. During the past year, national brands have captured share across five of the 10 largest CPG categories, and share of sales within the grocery channel remained a solid 18.2%. Private label share has also increased across half of the largest CPG categories, with drug, convenience and dollar channels showing signs of increased private label momentum. Both national and private label manufacturers are broadening their product portfolios. These changes are having an impact on private label's key strength—the price point—and reinforcing the need for retailer/manufacturer collaboration on private label strategies.

While some industry experts believe that private label has “had its day,” IRI believes that private label and national brand marketers can enjoy mutual growth by not simply co-existing, but rather evolving and working together to serve the full spectrum of consumer needs and wants. To provide insights into strategies that will guide national and private brand manufacturers along the path to continued growth, IRI conducted extensive analysis of the interaction between private label and national brand packaged goods solutions.

Consumers' “new normal” puts value in the cross-hairs of every purchase decision and paves new roads of opportunity for private label and national brand CPG marketers.

Consumers have embraced private label as a viable money-saving option, yet national brands remain critical.

Manufacturers and retailers must work together to provide a balanced assortment of national and private label solutions, targeted at the store level, to offer solid value to key and high potential shoppers.

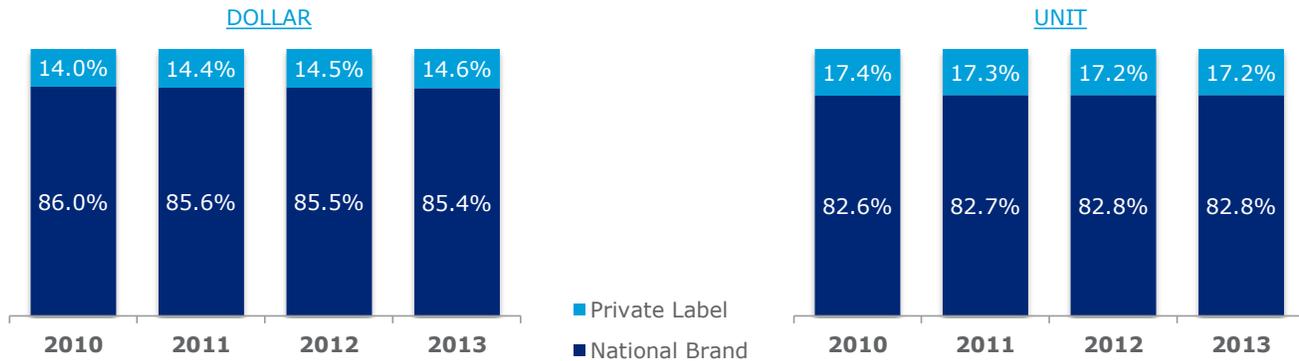
Three key strategies are enabling national brand and private label CPG marketers to drive growth and capture share within the CPG industry:

- Drive increased penetration;
- Strengthen price and promotion strategies by aligning them closely with the needs and wants of key consumer segments;
- Expand breadth of ownership within the CPG basket.

Exhibit 1

At a macro level, private label and national brand share has remained flat for two years running.

PRIVATE LABEL SHARE OF SPENDING: TOTAL U.S. MULTI-OUTLET + CONVENIENCE



Note: Multi-outlet includes supermarkets, drug stores, mass market retailers, military commissaries, select club and dollar retail chains, and convenience stores.

Source: IRI Market Advantage™; 52 weeks ending 9/8/2013 and same period prior years

About one year ago, IRI predicted that private label in the United States had hit a proverbial glass ceiling. This prediction has proven true, at least at a macro level.

During the past year, private label share of consumer packaged goods (CPG) unit sales remained unchanged at 17.2% (SEE EXHIBIT 1). Meanwhile, share of dollar sales inched up only slightly to 14.6%, largely the result of private label price inflation, which has outpaced national brands during the past several years.

Macro-level private label trends, however, paint only part of the

private label landscape. At a more micro level, the industry is demonstrating interesting evolutionary changes.

Some CPG companies are betting that the evolution of private label in the United States will follow the path forged in Europe, where private label now holds nearly a 27% share of CPG dollar sales¹.

ConAgra, for instance, has long been a manufacturer of national brands, but recently completed the acquisition of a private label manufacturer, Ralcorp, and is now looking at opportunities to grow both national and private brand segments of the business through new product innovation,

broader promotional programs and streamlined distribution systems. ConAgra expects that this balanced approach will enable them to address the full range of customer and consumer requirements and adapt to the changing demands of the food industry.

Meanwhile, national and regional brand marketers are focusing on protecting and growing their share of market through new product innovation, strategic pricing and promotion programs and a variety of other programs designed to keep shoppers asking for more.

Source: ¹IRI Private Label: Balancing Quality and Value, November 2013.

Drug Channel Demonstrating Private Label Momentum

Private label performance within the drug channel has been quite strong during the past year. Unit share grew one full point, to 17.6%, while dollar share climbed less sharply, to 16.9% (SEE EXHIBIT 2). Though private label share inched up slightly in the convenience channel during the same time period, it remains well below industry average, at 2.4% and 1.7% respectively.

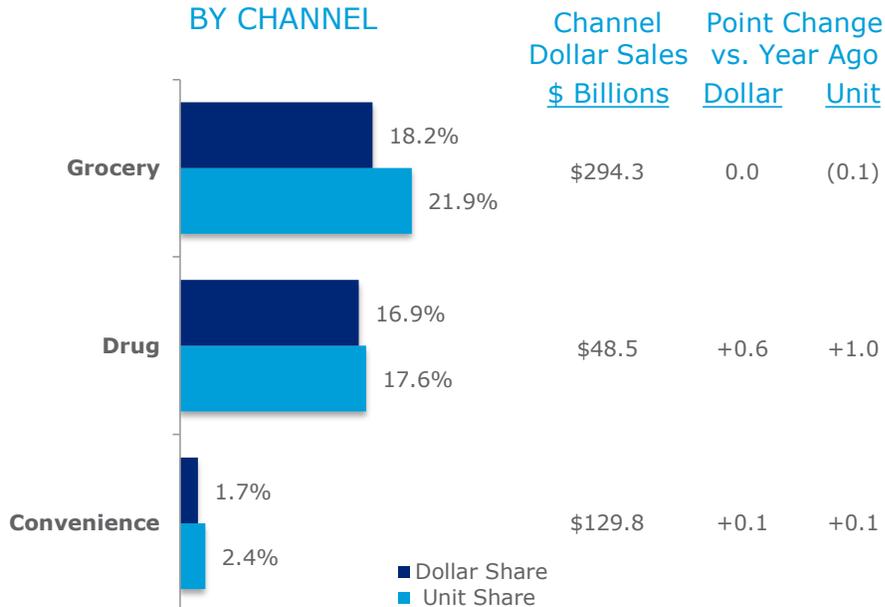
Private label’s relative strength across the drug and convenience channels is attributable to a number of factors, including retailer efforts to broaden and enhance private label programs, which are detailed throughout this report. These efforts have been well timed, for consumers remain locked in conservative purchase behaviors that were initially adopted earlier in the economic downturn.

Private label plays a key role in consumers’ money-saving efforts, as evidenced by the fact that one-third of consumers are actively seeking out private label solutions to save money, and 10% of grocery list makers are listing specific private label products to buy before even

Exhibit 2

Private label share is above average in the grocery channel, but share growth is strongest in the drug channel.

PRIVATE LABEL SHARE OF SPENDING BY CHANNEL



Source: IRI Market Advantage™; 52 weeks ending 9/8/2013 and same period prior year

entering the retail environment—roughly the same prevalence that existed at the depths of The Great Recession¹.

Private label share is highest in the grocery channel, at 21.9% of unit sales and 18.2% of dollar sales. Despite the fact that the private label landscape has become more crowded and more competitive, grocers have done a commendable job of protecting share.

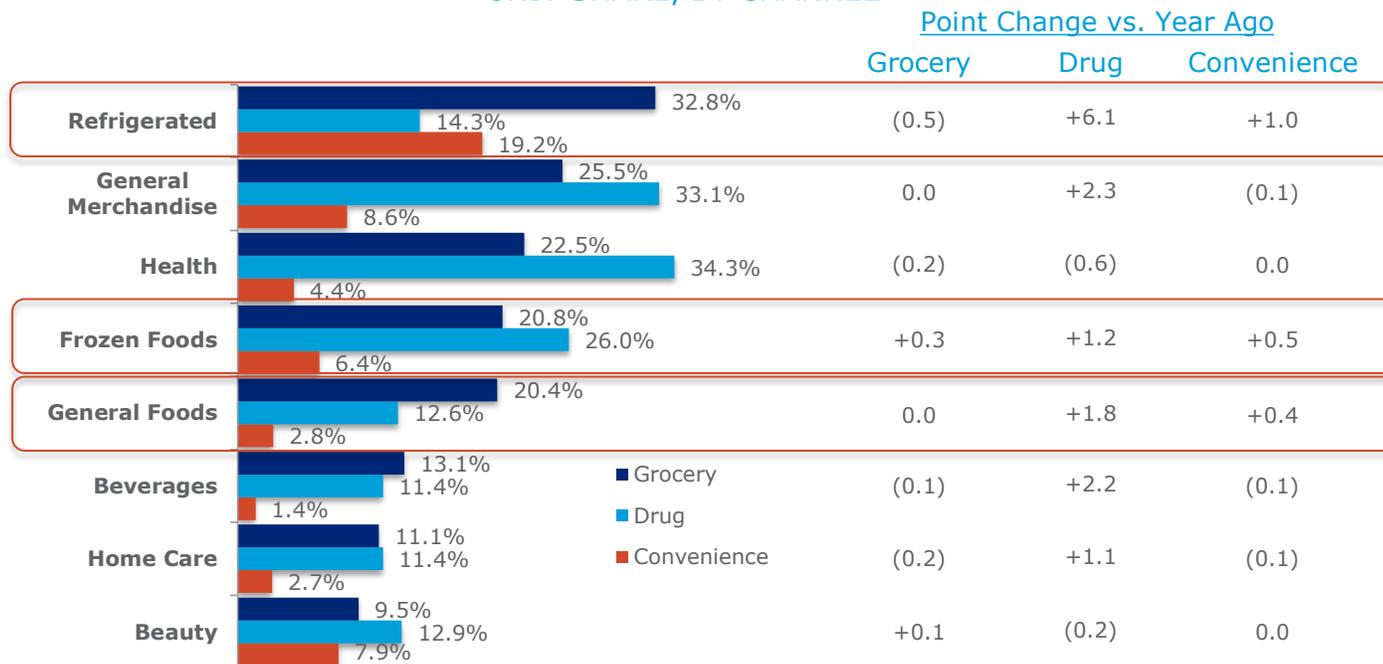
In fact, private label now accounts for almost 40% of products sold through Ahold’s Stop & Shop banner, and the retailer offers a broad array of solutions, including a standard tier line (simply known as Stop & Shop), a natural/organic line (Nature’s Promise), an upscale snack line (Simply Enjoy) and a value line (Guaranteed Value)².

Sources: ¹IRI MarketPulse survey, Q3 2013; ²NY Times October 1, 2013

Exhibit 3

Though private label share trends are mixed at the department level, momentum is largely positive across edibles departments.

PRIVATE LABEL SHARE OF DEPARTMENT SPENDING
UNIT SHARE, BY CHANNEL



Note: Private label share of unit sales is less than 1% in measured channels across tobacco and liquor departments.
Source: IRI Market Advantage™; 52 weeks ending 9/8/2013 and same period prior year

Private Label Showing Strength in Edibles

Retailers across CPG channels have increased their focus on building, expanding and strengthening their private label programs. This spurred substantial changes in the private label growth rate and share at the channel and department level during the past year.

For example, Walgreens launched its Nice! line of more than 400 grocery and household products

in 2011, adding private label depth beyond its existing Good & Delish and Pet Shoppe lines¹. These types of initiatives are broadening private label availability and helping to support growth across a majority of drug channel departments (SEE EXHIBIT 3).

Within the convenience channel, private label share growth is strongest across edibles departments, supported by numerous launches, including 7-Eleven’s national launch of

7-Select snacks and CST’s (new owner of Valero) rapidly expanding Fresh Choices brand^{2,3}.

National brands are evolving, too, to protect and grow share. Detailed later in this report, innovation is playing a role across some key categories. And, in some channels and categories (e.g., vitamins in grocery and cold/allergy/sinus tablets in drug), merchandising strategies are being re-deployed in an effort to elevate the national brand value proposition.

Sources: ¹Walgreens Annual Report 2012; ²Candy & Snack Today, September 2013; ³mySA, April 2013

Private Label and National Brand Marketers Each Posting Wins

Private label efforts to drive growth have met with success across some important categories. Private label share of volume increased across five of the 10 largest private label categories during the past three years (SEE EXHIBIT 4). These categories are generally viewed as “staple” categories, historically a private label strong suit, since consumers tend to see little differentiation between private label and national brand options in these categories. Combined, share victories across just these five categories brought more than \$2.6 billion to private label marketers’ top lines during the past year alone.

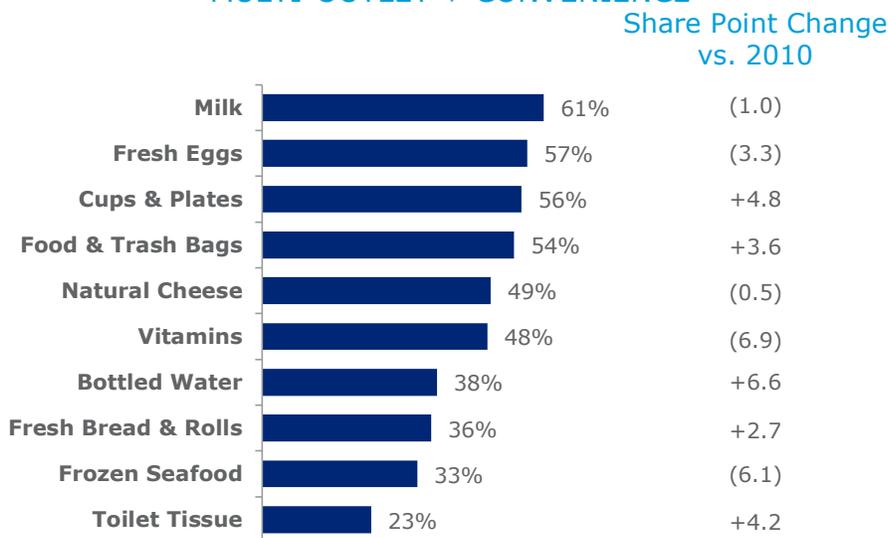
National brands, too, are engaged in this share tug-of-war. During the same time period, national brand marketers gained ground in the remaining top private label categories, increasing the revenue they generate in these categories by a combined total of more than \$1.7 billion across IRI’s multi-outlet geography.

The biggest win for national brands is evidenced in the

Exhibit 4

National brands gained share across five of the 10 largest private label categories during the past few years.

PRIVATE LABEL VOLUME SHARE & POINT CHANGE 2013 VS. 2010 TOP 10 PRIVATE LABEL CATEGORIES* MULTI-OUTLET + CONVENIENCE



*Note: based on multi-outlet + convenience dollar sales.
Source: IRI Market Advantage™; 52 weeks ending 9/8/2013 and same period prior year

vitamins category, where private label volume share slid 6.9 points since 2010, despite strong and growing merchandising levels (33% of vitamin category volume was sold with merchandising support during the past year).

Innovation has proven a key tool in stemming private label inroads for vitamins. Since 2010, seven vitamin launches have attained the ranks of IRI New Product Pacesetter by addressing key opportunities, such as targeted

formulations and new and innovative forms (e.g., gummies, chewables).

In the coming months and years, the battle for share between national brands and private label will continue. In their quest to win, savvy marketers from both sides of the battlefield will focus on one or more of the following growth strategies: deepening penetration, fracturing concentration and strengthening of price and promotion strategies.

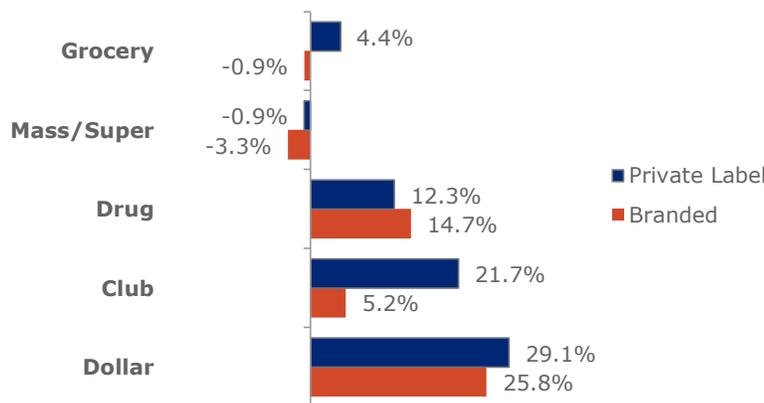
Exhibit 5

National brands are gaining penetration across traditional channels, but private label momentum is a standout in emerging channels.

PRIVATE LABEL PENETRATION BY CHANNEL – 2013

		Pt. Chg 2013 v 2010
Grocery	96.9%	(0.2)
Mass/Super	85.6%	(0.9)
Drug	58.6%	(0.9)
Club	43.3%	+1.2
Dollar	34.5%	+0.1

PRIVATE LABEL BUY RATE DOLLARS PER 1,000 HOUSEHOLDS % CHANGE 2013 VS. 2010, BY CHANNEL



Note: Grocery does not include Walmart, mass/super does include Walmart.

Source: IRI Consumer Network™; 52 weeks ending 9/8/2013 versus same period 2010

Source: IRI Consumer Network™; 52 weeks ending 9/8/2013 versus same period 2010

Private Label Penetration is Highest in Grocery, but Club is Showing Momentum and Winning Share

Nearly everyone buys private label products at one point or another during the year. At a macro level, private label penetration today is 100%, as it has been for years. But, despite concerted efforts by private label marketers across CPG channels, private label penetration is not close to 100% across most channels and momentum looks very different at the channel level (SEE EXHIBIT 5).

The grocery channel continues to enjoy, by far, the strongest level of private label penetration, at 96.9%. Since 2010, grocery private label penetration has slipped slightly. In contrast, while penetration is much lower in the club channel, at 43.3%, this channel has enjoyed penetration gains of one point during the same time period.

Though the magnitude differs, private label is still showing signs of growth across nearly all measured CPG channels. Buy rate is on the increase in all

channels, except mass/super, and growth is out-pacing national/regional brands in all channels, except drug, where national brand buy rate growth is a standout.

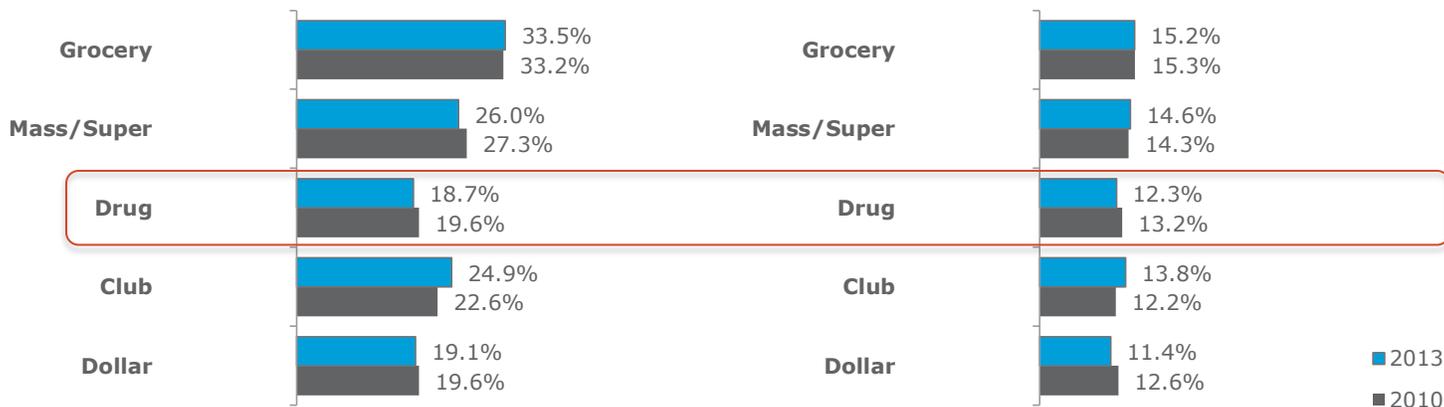
The club channel is demonstrating the strongest private label share growth—growth that is occurring across both heavy and light purchasers of private label products. This growth brought the channel nearly \$1.4 billion more in private label sales from heavy and light private label buyers in 2013, as compared to 2010.

Exhibit 6

Focus on driving increased penetration across both heavy and light private label purchase segments.

PRIVATE LABEL UNIT SHARE BY CHANNEL AMONG HEAVY BUYERS 2010 & 2013

PRIVATE LABEL UNIT SHARE BY CHANNEL AMONG LIGHT BUYERS 2010 & 2013



Note: Grocery does not include Walmart, mass/super does include Walmart. Heavy private label buyers are the top one-third, based on private label spending; light private label buyers are the bottom one-third, based on private label spending.

Source: IRI Consumer Network™; 52 weeks ending 9/8/2013 versus same period 2010

Private label accounted for 18.7% and 12.3% of drug channel unit sales among heavy and light private label buyers, respectively, in 2013 (SEE EXHIBIT 6). While this is down from 2010, it is an increase of about two points versus 2012 levels, when share slipped to 16.8% of unit sales among heavy buyers and 10.1% among light buyers.

Like other channels, drug channel private label marketers are looking to encourage continued private label momentum.

For some drug retailers, one of the keys to driving continued private label growth is to expand and develop programs beyond the traditional healthcare aisles. This is no simple task, for drug retailers are reputed healthcare destination retailers. They hold a strong brand equity in healthcare products, and that equity goes a long way in getting consumers to buy.

Though that equity tends to be not quite as strong outside healthcare and building private

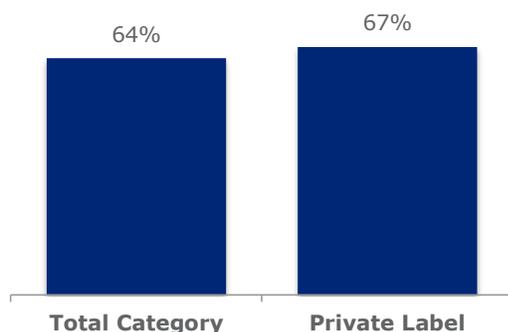
label momentum is a bit more challenging, retailers are looking to do just that. For instance, earlier this year, CVS’s annual report states that the retailer “(has) an aggressive plan in place to improve both the quality and packaging of (its) store brands, and (believes) that (it) can reach at least 20 percent of front of store sales in the next few years.” And, the acquisition of Alliance Boots is allowing Walgreens to break into a new area—beauty—that has been on its radar¹.

Sources: ¹Drug Store News, September 24, 2012

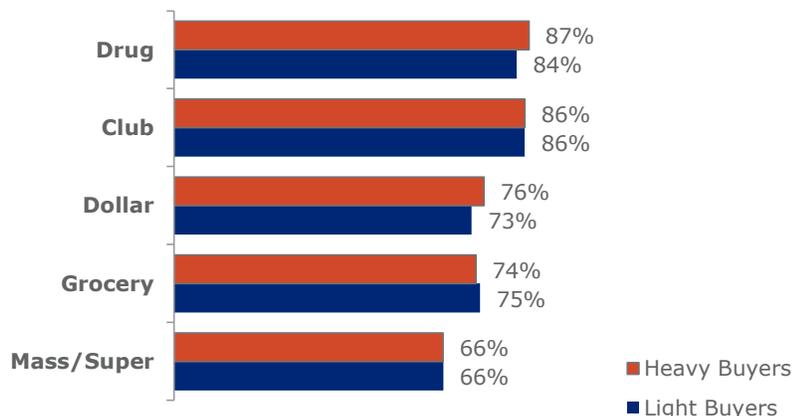
Exhibit 7

Private label sales are slightly more concentrated versus industry average; concentration is highest in the drug and club channels.

**PRIVATE LABEL CONCENTRATION
TOP 50 CATEGORIES DOLLAR SALES AS %
TOTAL SPENDING
PRIVATE LABEL & NATIONAL BRAND**



**PRIVATE LABEL CONCENTRATION
TOP 50 CATEGORIES AS % TOTAL SPENDING
HEAVY & LIGHT PRIVATE LABEL BUYERS**



Source: IRI Market Advantage™; 52 weeks ending 9/8/2013

Existing Private Label Buyers are Ideal Targets for Private Label and National Brand Marketers Alike

“Getting out of the comfort zone” is good advice for any marketer looking to grow share and revenue. This advice applies well to private label marketers.

Today, two-thirds of private label sales are generated by the 50 largest private label categories (SEE EXHIBIT 7). In some

channels, including drug and club, private label concentration is much higher, even among heavy private label purchasers—purchasers one might expect to have a basket filled with a diverse assortment of private label solutions.

The good news for private label marketers is that consumer perceptions of private label are quite favorable. More than 90% of consumers believe private label solutions offer the same or better

value versus their national brand counterpart, and more than 80% believe the quality is the same or better¹.

Private label marketers must capitalize on this favorable sentiment to entice private label buyers to expand their private label purchase behavior beyond those categories they are already buying and/or to buy more within the categories in which they already buy private label.

¹Source: IRI Brand and Retailer Loyalty survey 2013

A strong target for these efforts is light private label buyers. These buyers, defined as the bottom one-third of private label spenders, currently spend an average of a little over \$200 annually on private label products.

Marketers need to invest to understand exactly where, when and on what these dollars are spent. This will vary by channel, retail banner, category and shopper.

These valuable insights must become the nucleus of a private label growth plan, the center from which expansion occurs—expansion into new channels, banners and/or categories—and it must help guide the tools and tactics employed to drive trial.

Getting it right is certainly worth the effort. If CPG marketers

successfully entice light private label buyers to spend just 10% more on private label solutions, annual private label sales would increase by more than \$400 million annually across CPG outlets.

Light private label buyers are also a solid target for national brand marketers looking to protect and grow their share of CPG spending. Light private label spenders allocate an average of 89% of their CPG spending on national brand solutions (SEE EXHIBIT 8).

For each additional share point of spending directed to national brands, brand marketers will grow their collective coffers more than \$700 million annually.

Enticing light private label buyers to increase spend on national brands by just 1% would bring an incremental \$700 million annually into national brand marketer coffers.

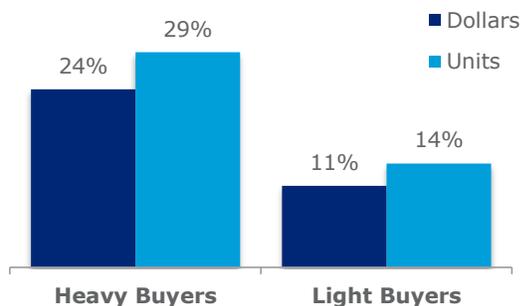
Working in concert to create consumer-centric pricing structures customized to each zone is a win-win situation for national and private brand marketers—it will entice consumers to buy while simultaneously allowing retailers and manufacturers to react quickly to changes in the competitive landscape.

Exhibit 8

Invest to understand where, when and on what light private label buyers are investing their private label dollars and use that knowledge as the nucleus of private label expansion plans.

If CPG marketers entice light private label buyers to boost private label spending by 10%, annual private label sales would increase by more than \$400 million across CPG outlets.

**PRIVATE LABEL SHARE OF CPG SPENDING
HEAVY AND LIGHT PRIVATE LABEL BUYERS**



Source: IRI Market Advantage™; 52 weeks ending 9/8/2013

Optimize Pricing to Balance the Value Equation

On average, private label solutions offer consumers savings of 22% versus national brand solutions. The price gap, however, has been on the decline for several years (SEE EXHIBIT 9). Today, only 5% of private label categories provide savings of more than 50% to consumers.

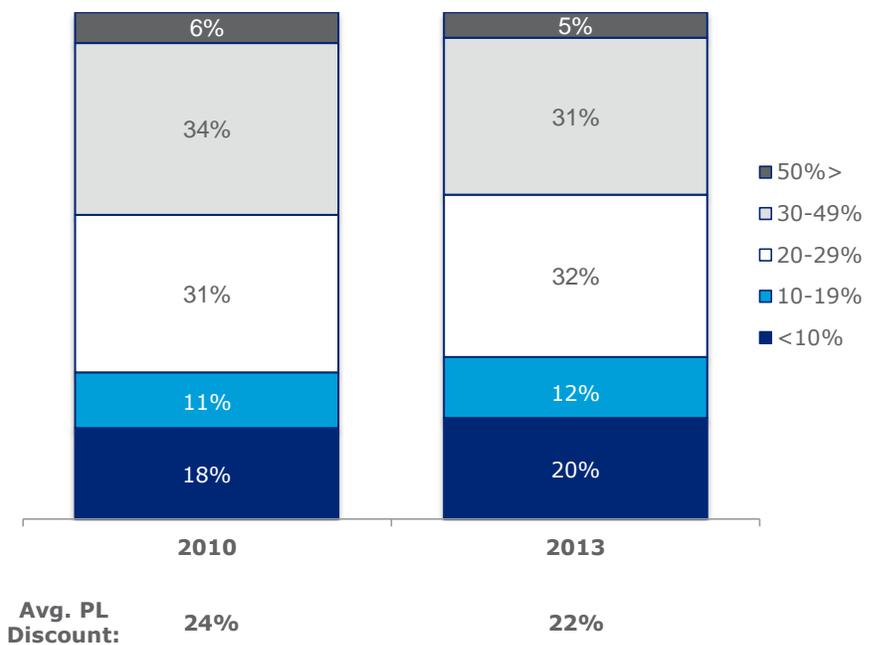
A key driver of the shrinking private label price gap is the proliferation of premium-tier private label solutions, particularly across edibles. Safeway, for instance, recently extended the Safeway Selects line by adding new pizzas with a hand-stretched dough—a product that was inspired by a team trip to a trade show in Italy. And, Stop & Shop is offering a growing selection within its Nature’s Promise natural and organic line, as well as the Simply Enjoy premium snack line. Juan DePaoli, who oversees private-label brands for Ahold USA, states, “These are gourmet products of exceptional tastes, discovered and crafted by foodies.¹”

These product line expansions, and the motivators behind the moves, demonstrate a very real trend in private label. Today’s

Exhibit 9

The price gap between private label and national brand solutions is diminishing; today nearly one-third of private label products offer savings of less than 20% versus their national brand counterpart.

PRIVATE LABEL AVERAGE PRICE DISCOUNT VS. BRANDED TOTAL U.S.* - MULTI-OUTLET + CONVENIENCE



Source: IRI Market Advantage™; 52 weeks ending 9/8/2013 and same period 2010; among the top 100 categories, based on private label dollar sales MULOC

private label products are, in their own right, true brands, and a growing number of these lines have their own dedicated teams that focus on all stages of marketing, from product innovation to distribution.

Balancing the assortment of private and national brand offerings at the category level,

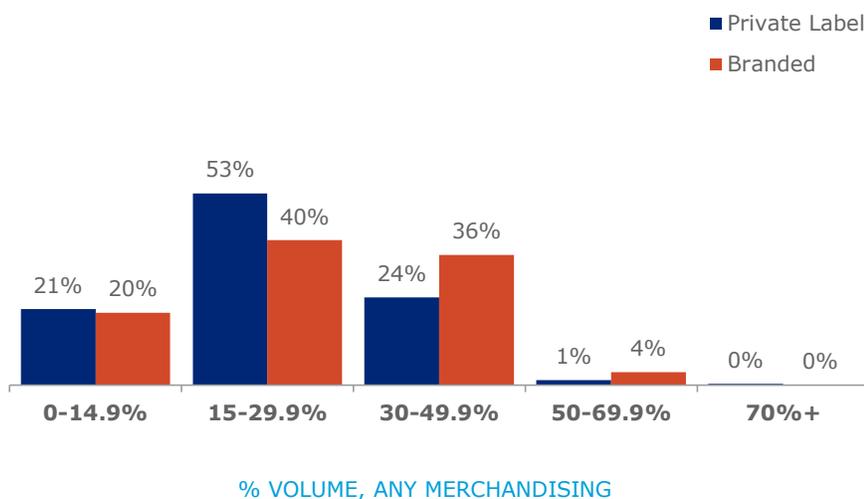
and then constantly measuring price gap to ensure consumers are getting the value they expect, is absolutely critical. Achieving and maintaining this delicate balance will require a very granular approach, for the value equation looks different for each and every consumer.

Source: ¹NY Times October 1, 2013

Exhibit 10

Private label consistently receives less merchandising support than national brand CPG solutions.

MERCHANDISING ACTIVITY PRIVATE LABEL & BRANDED 2013



Source: IRI Market Advantage™; 52 weeks ending 9/8/2013 and same period prior year

Supplement Strategic Efforts with Merchandising to Address Short-Term, Tactical Opportunities

With the correct assortment and pricing strategies in place, marketers can look toward merchandising, defined as feature ad, display, feature and display combined, and price-only tactics, as a means of addressing short-term, tactical opportunities.

Consistent with historic trends, today's private label products are

less heavily merchandised versus national brand solutions. In fact, three-quarters of private label categories sell less than 30% of their volume with merchandising support (SEE EXHIBIT 10). In comparison, 40% of national brands sell *more than* 30% of their volume with merchandising support.

Merchandising support is on the rise. Both national and private brands have seen support increase across a majority of private label categories during

the past year. Among private label, many of these programs have been aimed at encouraging consumers to compare store brand solutions to national brand alternatives in terms of quality and value.

H-E-B recently introduced Bravo Plus laundry detergent, touted as a lower-priced solution that contains the same number of cleaning enzymes as Procter & Gamble's Tide. The two products were merchandised side-by-side, with signage that called on shoppers to "Take the Bravo Plus Challenge," with a reassurance that dissatisfied customers would receive a full refund¹.

In developing and deploying merchandising programs, retailers must keep the importance of balance—balance between private brand and national brand—in the cross-hairs of all decisions.

At times, even retailers with the best intentions vis-à-vis merchandising their private label lines are enticed by incentives (e.g., slotting fees) offered by national brands to concede prime shelf space and promotional support to national brands.

¹Source: Path to Purchase Marketing Institute website, October 2013

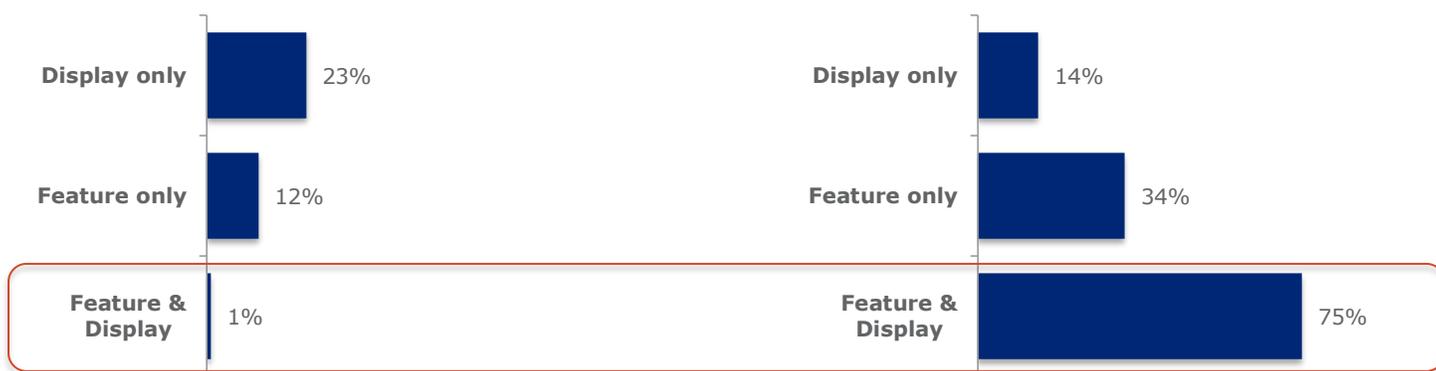
Exhibit 11

Deploy marketing programs carefully, leveraging the most powerful tactics available in a manner that will deliver the right message to the right shoppers at the right time.

MERCHANDISING ACTIVITY AND LIFT BY TACTIC
MULTI-OUTLET PLUS CONVENIENCE
2013

% OF PRIVATE LABEL CATEGORIES WITH AT LEAST 10% OF VOLUME WITH TACTIC

% OF PRIVATE LABEL CATEGORIES ACHIEVING AT LEAST 100% LIFT WITH TACTIC



Source: IRI Market Advantage™; 52 weeks ending 9/8/2013

But, “over-compromising” in this area can have negative impacts on performance and profitability.

Private label, of course, provides retailers with a larger margin versus nationally branded solutions. Particularly in these times of a challenging consumer landscape and painfully tight margins, the importance of this “buffer” is quite real.

Private label marketers must also keep in mind that the differentiation offered by a strong and targeted private label portfolio is also quite important. As such, the portfolio must be effectively communicated and

promoted. This is where merchandising comes into play.

Merchandising certainly can prompt a significant boost in volume sales. By far, the most significant boost is provided by combined feature and display actions. Though this two-pronged tactic was not heavily leveraged during the past year, the response was quite powerful. Three-quarters of private label categories that were supported by combined feature and display action enjoyed lift of 100% or more (SEE EXHIBIT 11).

Maximizing the impact of this combined tactic—or any other

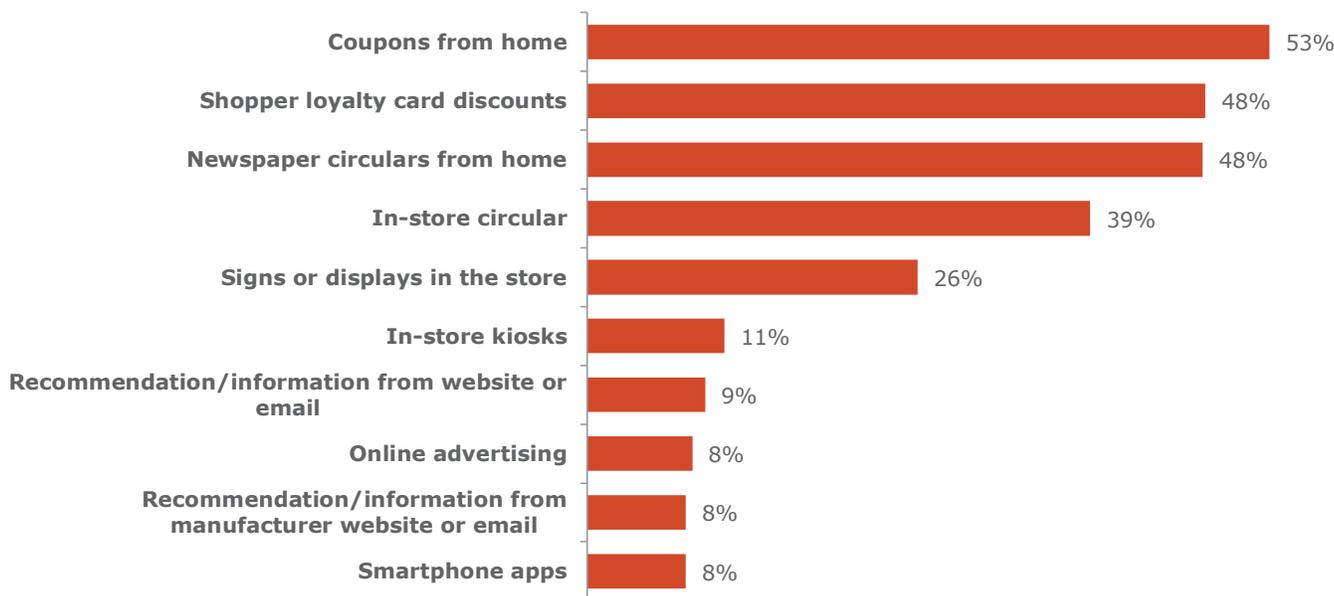
merchandising tactic—depends heavily on providing the right message to the right audience at the right time.

Detailed across a number of IRI studies throughout the course of the economic downturn, the “right time” is “early, often and throughout the purchase process.” IRI’s MarketPulse survey has consistently shown that consumers are planning more heavily today than they have in the past. In fact, three-quarters of consumers are making purchase decisions before entering the retail environment. Marketing programs must reflect this significant change.

Exhibit 12

Marry traditional promotional programs with new, technologically driven programs that will engage target shoppers early and often throughout the purchase process.

**INFLUENCERS OF BRAND DECISIONS IN THE COMING YEAR
% OF CONSUMERS STRONGLY INFLUENCED/INFLUENCED BY FACTOR
2013**



Source: IRI MarketPulse Survey, Q3 2013

Add Impact to Traditional Marketing Programs with New, Technology-Enabled Communications

Findings from IRI’s Q3 2013 MarketPulse survey clearly indicate that, while consumers are feeling a bit more comfortable, fiscally speaking, the foreseeable future will be marked by very conservative purchase behaviors. Preplanning will remain a key money-saving strategy and a wide variety of

tools will be used in the planning process.

In the coming year, more than half of consumers will base their decisions on coupons they receive in the home (SEE EXHIBIT 12). Nearly as many (48%) will be influenced by circulars that come to the home via the newspaper. Undoubtedly, these “tried and true” tools for reaching shoppers have been and will remain quite relevant and powerful.

But, marketers must continue to expand and enhance their communications, leveraging newly evolving digital marketing tools, such as websites, emails and smartphone apps. These tools enable near constant and real-time communication—an opportunity to influence decisions right up to the moment of purchase.

Framework to Win

Private label is clearly here to stay. To prosper, it is critical for private label marketers to understand the role of their brands in relation to competing national brands. National and private brand marketers must direct their efforts to retailer/manufacturer partners that "best fit" their strategic goals and objectives. This type of strategic collaborative marketing partnership will increase sales and strengthen customer loyalty by getting the right products to the right place at the right time, with a targeted value proposition.

Drive increased penetration by improving shopper understanding and delivering against consumers' 360-degree CPG attitudes and behaviors.

- Invest to understand the 360-degree shopping, purchasing and consumption habits, including online shopping/purchasing, of current and target shoppers and use that knowledge as the foundation for all marketing programs
- Closely examine price thresholds across key category shopper and target groups—what consumers are willing to pay for premium tier national brand solutions
- Conduct in-depth analyses of the purchase attitudes and behaviors across light private label buyers—why they buy certain products and/or in certain channels, perceptions around quality, value, brand trust, etc.—to identify opportunities to win over/grow these shoppers into medium or heavy buyers
- Collaborate to optimize in-store inventory management programs at the store level based on unique needs and wants of key and target consumer segments

Optimize price and promotion strategies to balance the value equation for high priority shoppers.

- Drive share of basket by getting the right product to the right shelf at the right time with a solid pricing architecture; establish an in-depth zone pricing structure that is based on a broad set of criteria, including geography, shopper proximity, and competitive environment/competitive intensity
- Drive incremental sales and increase operational efficiencies through joint retailer/manufacturer initiatives focused on developing localized (and narrow) assortments by store cluster
- Identify buyers with a high propensity to purchase your brand by studying buyers of similar products from competitive brands, products with similar properties within your/competitor brands; understand the dynamics of what and how people are buying at the price zone level, then structure your offering (pricing/assortment) at this more granular price zone level
- Continually assess zone pricing and adjust as warranted as part of an ongoing strategic program

Expand ownership within the CPG basket by developing a marketing mix that supports a strategic pricing program and maintains strong brand equity.

- Evaluate audience and consumer behavior at a granular level to capitalize on micro-segment growth opportunities
- Conduct a thorough assessment to understand which metrics are key drivers of brand equity

Resources

FOR MORE INFORMATION

Please contact Susan Viamari at **Susan.Viamari@IRIworldwide.com** with questions or comments about this report.

If you enjoyed this report, you may be interested in the following IRI products and services, which provide customizable insights into important trends that are impacting the private label marketplace:

*For sales and channel management that goes beyond the "what" to deliver the "how" and "why," tap into **IRI Market Advantage™***

Powered by IRI Liquid Data, IRI Market Advantage enables better, faster decisions with a broader level of marketplace insight than ever before by delivering all edible and non-edible categories in multiple business views, ranging from total store, departments and aisles, to eating occasions, corporate portfolio and brand franchise—all drillable to the individual UPC level—as well as the ability to customize category definitions and detailed product segmentations.

*For insights generated by longitudinal consumer purchasing, shopping, attitudinal, demographic and geographic information, turn to **IRI Consumer Network™***

This nationally representative panel of households tracking purchases with hand-held barcode scanners delivers extensive demographic profiles to enable in-depth analysis of purchase behavior across standard or custom-defined consumer segments across channels.

*To gain a comprehensive understanding of your product's price sensitivities, gaps, thresholds and behavior in comparison to your competitors, rely on **IRI Price & Trade Advantage™***

IRI Price and Trade Advantage™ is a market-proven solution that enables leading consumer goods manufacturers to improve pricing and promotion strategies by providing predictive results through a series of web-based diagnostic reports and simulated plans. Powered by sophisticated analytical pricing models, which have been honed over 20 years of client experience, the solution provides an end-to-end application that enables planning and evaluation of alternative price and promotion scenarios, analysis of price points and thresholds, and review of success of past events.

*To unlock growth, invest in **IRI Revenue Growth Management™ suite***

IRI Revenue Growth Management helps to unlock a company's growth potential by active re-engineering of its go-to-market strategy. A typical project integrates customer strategy with granular consumer and customer insights through predictive models, robust tools and solutions and process and people improvement. This integrated program helps to channel investments towards winning brands and strategic retailers. It can drive 8-10% improvement in the return on a company's pricing and trade investment.

About IRI. IRI is a leader in delivering powerful market and shopper information, predictive analysis and the foresight that leads to action. We go beyond the data to ignite extraordinary growth for our clients in the CPG, retail and over-the-counter healthcare industries by pinpointing what matters and illuminating how it can impact their businesses across sales and marketing. Move your business forward at **IRIworldwide.com**

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