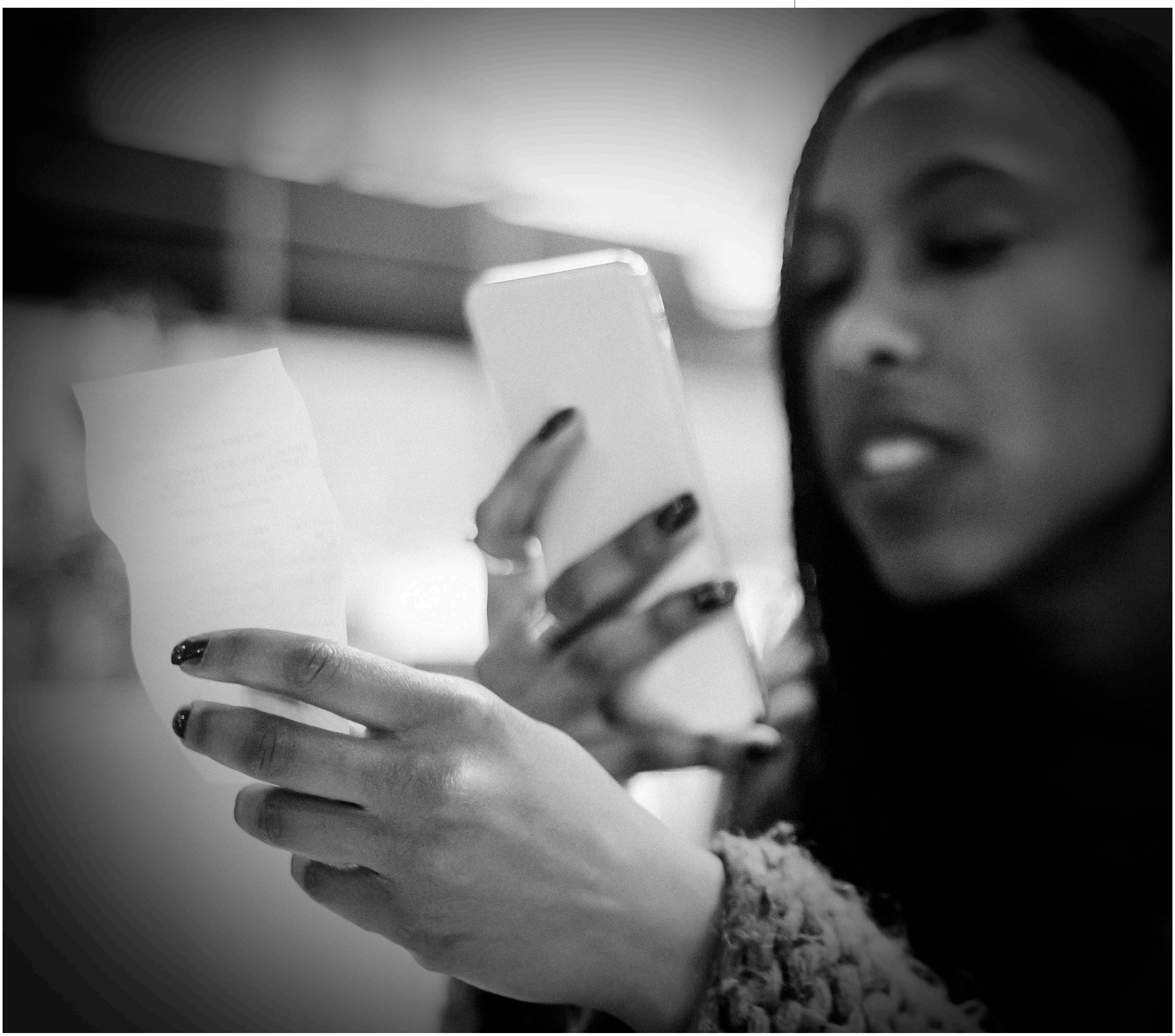
# EMERGE SMARTER
## eBOOK INSIGHTS

### C+R RESEARCH'S ILLUMINATOR™ SOLUTIONS:
### THE "*WHY*" BEHIND SHOPPER ATTITUDES.
### THE "*WHAT*" BEHIND SHOPPER BEHAVIORS.

**The crossroads of attitudes and behaviors has always been a key focus to aid us in understanding the trajectory of brands and to keep pace with evolving shopper patterns. In the past, the connection between these two components was mainly accomplished in an indirect manner. Now, we can bridge this gap with our new shopper insights product, Illuminator™.**

C+R RESEARCH



## Introduction

Given today's ever-changing retail environment, it's become a challenge for retailers and Fast-Moving Consumer Goods (FMCG) brands to keep pace with evolving shopper patterns. It's an even greater challenge to gain enough competitive advantage to grow a brand's share of shoppers' minds, hearts, and (of course) wallets. To meet this challenge, marketers are constantly striving to find unique ways to understand the nuances of their products' shopper landscape:

- Where are the hidden "paths" within shoppers' journeys to finding what they want?
- What truly motivates and influences their choices?
- What brands are in shoppers' consideration set—and which ones could be?
- Why do consumers change their minds?
- How valuable are different untapped shopper audiences in a product's category?

Peel back the layers on any one of these important topics, and dozens more penetrating questions follow, many of which require a high level of insight specificity—often only answerable by triangulation across a number of different research sources and tools. To understand where the marketplace is going with any accuracy, shopper questions are best examined from more than one angle.

That's why our ShopperEyes® team has designed and utilized a variety of custom research approaches (both quantitative and qualitative) to understand shoppers for the past two decades.

## The Role of Qualitative

There are a number of qualitative approaches designed to better understand how consumers shop and why they make their purchase decisions. We often conduct shop-alongs, where we observe consumers in-store as they shop and interview them to explore their motivations and behaviors. This can take place in person or remotely using an interview platform. When we do these interviews remotely, we can easily engage with shoppers throughout the U.S. and across a variety of retailers and channels. If we're in person, we may accompany pre-recruited shoppers on their trip to the store or intercept shoppers for on-the-spot interviews. With the pre-recruited interviews, we can supplement the in-store research by also talking with them in their homes to provide a context for understanding their behaviors and identifying what happens before and after they shop.

In-person research also allows us to add on tools, such as outfitting consumers with an eye-tracking device to understand where exactly they are looking as they shop. Did they notice the signage at all? Did they fixate on a specific packaging claim? And so on.

We can also learn from shoppers asynchronously, sending them off on a mission to shop for a specific product or category. They document their processes on their own time to capture more natural behaviors. From the research platform, we can probe them to delve deeper into understanding what they experienced.

## The Role of Survey Data

The huge advantage of survey data is that we have the ability to ask individuals about their purchases and can tie their purchases with the reasons for them—the "why behind the buy." The trade-off, however, can be a certain level of non-specificity. That is, in a survey we might rely on shoppers to report what they've bought, how much of it, and when and where they bought it. Further, if we wish to ask about their purchase patterns in the past, we rely on shoppers to give us their best recollection of what they've purchased in the past weeks, months, or years.  To the degree that humans may not accurately be able to recall all the specifics about their purchase history, especially in the context of a long questionnaire, a survey approach may not always capture nuanced shopper behavioral patterns that today's marketers seek.

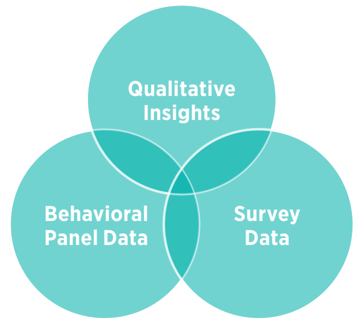
## The Role of Panel Data

Syndicated panel data (such as that provided by Nielsen and IRI) is an excellent source for accurately measuring consumer purchase activity and tying it to purchase history, providing rich longitudinal information to measure changes in consumer behavior. The missing link for many marketers is the consumer mindset (the "why") behind those behaviors. Many important questions about what is in the mind of shoppers—motivations, state of mind, consideration sets, in-store effects, and other environmental factors related to purchase choices—are vital to informing retailers' and FMCG marketers' strategic plans. However, for many, the process of building custom surveys associated with a syndicated panel has traditionally proven to be both cost- and time-prohibitive.

## C+R Illuminator™: Qualitative Depth + Survey-Based Insights + Behavioral Panel Data

Illuminator™ is an evolution of C+R Research's shopper insights toolkit, where we've brought our existing deep expertise and vast quantitative and qualitative attitudinal research toolbox together with behavioral panel data to shed light on the most actionable insights to address your business issues for categories, brands, channels/retailers, and shoppers.

### One Source: C+R Illuminator™




Our suite of C+R Illuminator™ Solutions leverages our partnership with Numerator, whose InfoScout Omnipanel™ provides a history of accurate, scalable CPG purchase data (with affordable and agile delivery) from America's largest consumer panel. With C+R Illuminator™, we address business issues for:


Here are just a few examples of the business issues that C+R Illuminator™ can address through a combination of qualitative, quantitative, and panel information:

### Category Illuminator™

**TRUE SHOPPER JOURNEY**: How is the category shopped? What critical touchpoints need to be leveraged and what barriers must be overcome to drive purchase?

**GROWTH PREDICTORS**: What are key drivers to category growth? How can we bring more people into the category or build frequency with current category shoppers?

**SEGMENT PRIORITY**: How does the category segment by key shoppers? Who should my target audience be?

### Brand Illuminator™

**EARLY MARKET READ:** How is my brand doing early in its launch? Is it being purchased and repurchased by its intended audience? Why/why not?

**CAPTURING SHARE**: How is my brand performing against the competition? Where is it sourcing its new volume from?

**DECISION FACTORS:** What other brands are my shoppers considering? How do they make their final purchase choice?

### Channel/Retailer Illuminator™

**RETAIL ROLE:** What is my brand's role in driving category growth at a specific retailer?

**CHANNEL ROLE:** What is the measure of category loyalty to different channels? Are shoppers loyal to brick-and-mortar retailers?

**E-COMMERCE IMPACT:** What is the path to purchase in the e-commerce channel?

### Shopper Illuminator™

**SHOPPER PROFILE:** Who is buying my category and brand? Who is my largest untapped shopper group?

**SHOPPER CONVERSION:** How do I convert a shopper to a buyer?

**MITIGATING SHARE LOSS:** Why have people stopped buying my brand? How do I regain lapsed buyers?

## Category Illuminator™

***Understand more about the foundational drivers of your category's growth.***

Category Illuminator™ is focused on identifying the rational and emotional landscape for your category:

- What motivates or detracts from category purchases?
- What are key emotional triggers?
- How do shoppers segment the category?
- Where and how much is bought—and has it changed over time?
- How is the category used at home, and what other categories are substitutes?

We implemented Category Illuminator™ with a European-based client who was interested in launching a new chilled-bread product to consumers in the U.S. We were challenged with grounding our client in the U.S. bread market landscape, while also uncovering opportunities and considerations for their chilled-bread product offering.

We painted a foundational landscape of the category and its shoppers using Numerator's Insights platform. This landscape helped inform key decisions about the subsequent focus groups that we conducted in three major markets among bread purchasers to understand consumers' receptiveness to the client's chilled-bread product. Consumers told us that, while the product's taste was favorable, its perceived usage, packaging, and intended in-store location negatively impacted the product's overall appeal and acceptance. Our client worked to revise their product concept based on consumer feedback from the initial research.

Through two more rounds of revisions and focus groups (and a half-day, C+R-led product-naming workshop), we were able to identify three product formats with multiple perceived usage occasions and three flavors that "wowed" consumers. Additionally, the optimized product's branding, name, and packaging design communicated it as artisan and high quality (the client's desired takeaway). Upon completion of the project, we also produced a video sizzle reel (which included highlights from the consumer focus groups) to help communicate the product's appeal to grocery retailers. The first product phase was launched in select grocery retailers in October 2018.

Click here to view the case study.

## Dollars + Attitudes ($+A™)
## The A+U Reinvented

***C+R has been conducting A+U studies for both brands and retailers for decades. But now, we've reinvented the standard "A+U" survey by integrating behavioral sales measures from Numerator with tailored attitudinal ratings to uncover game-changing, fully dimensionalized insights. We call it Dollars + Attitudes™, and it's one of our most exciting new Illuminator™ research solutions.***

We start with purchase behavior. Using robust purchase data that is previously collected through receipt capture (Numerator's InfoScout Omnipanel™), we examine the category of interest for obvious purchase patterns. Leveraging C+R Research's vast experience in consumer and shopper segmentation, we use this data to create a set of behavioral shopper segments distinguished by the most notable ways they interact with the category. Digging deeper, this segmentation framework serves as a lens to view additional category data that is available to us through the same consumer panel.

Next, we field a survey that focuses on collecting attitudinal data from the same consumers (whose purchase behavior we already know—the same panelists that we use for our first step of analysis). This is the key to our 360-degree segmentation approach: we already know what consumers are buying, when, how much, and from where. We use the survey to add attitude measures: product, category, and brand perceptions, motivations, barriers, priorities, and lifestyle characteristics (ultimately linking the who, what, and why behind the buy).

The outcome: a powerful dataset that includes accurate behaviors from consumers' grocery receipts + attitudes from a survey that is much shorter than your typical segmentation survey might be.

### Case Study: The National Pork Board

The Dollars + Attitudes ($+A™) approach is brought to life through our partnership with the National Pork Board (NPB) and our Pork Demand Landscape Research Study, one of our earliest successes leveraging the Illuminator™ methodology. Our goals for this project were comprehensive and foundational: we needed the "who, what, where, when, why, and how" of pork consumption today. We also needed to identify the keys to growing pork demand for the future. This was an ambitiously scoped research initiative that called for a deep understanding of protein choice and pork usage.

Given that this was a huge and broad-scoped study to design, we tackled it with multiple phases of research (including qualitative and quantitative research combined with behavioral analysis using Numerator). The quantitative portion alone consisted of over 10,000 respondents!

Our research design was multifaceted to cover all the learnings we needed to accomplish: in-home (grocery) and out-of-home (food service) usage across all dayparts and meal occasions (breakfast, lunch, and dinner) among the general population and key sub-populations (Hispanics and Millennials—Hispanics who spoke either English or Spanish). It was necessary to understand consumers' needs and motives by type of occasion and by attitudinal segments—and to understand all of this at an individual meat cut level.

Traditionally, we might consider addressing a study like this using a long, wide-ranging survey or diary. But, with all that we wanted to learn in this study, we realized the idea of sitting people down for an hour-long survey trying to remember everything about the times they purchased meat in the past year would not only be exhausting, but also less accurate.

In order to get the amplified results we were looking for, we concluded that, while we had the option of many methodological choices, our best option was to find a way to integrate different information sources to best suit our needs.

#### Numerator

We began by choosing Numerator's InfoScout Omnipanel™ as a nationally representative sample base, because it already included in-depth and accurate purchase histories of its panelists (for pork and all other categories) without our having to put all the panelists through an exhaustive survey.

#### Modular Surveys

Since we had potential respondents pre-identified, we were able to survey them on their attitudes and overlay the information about how they consumed pork in three very targeted and comfortable 15-minute surveys over a week's time, with lots of in-depth questions about:

- How they consume food in the house.
- How they consume pork and other foods when they are out at restaurants or eating away from home.
- Plus, an abundance of detail about how they approached eating and shopping.

Finally, from another angle, we were able to overlay psychographic information from our partners at Experian. Experian's product, Mosaic®, is built on a 71-cell, household-based consumer lifestyle segmentation system that allowed us to match the panelists from InfoScout and append great profile information to their consumer lifestyles, preferences, and habits (as well as the ability to target them geographically).

Analytically, this multiple-angle approach provided an entirely new and comprehensive look at how people prepare dinner in America—not simply by segmenting people into broad groups, but by identifying the most common need states that drive dinner decisions.

We've unearthed a wealth of data to answer the questions that have plagued the meat industry for years: who is buying what, where, and when? We wanted to find out not just what people ate, but why? What were the needs, behaviors, and influences of that occasion? And, most importantly, what can we learn from these occasions about how the pork industry can adapt to consumer demands.

Download the *Dinner at Home in America* Report from The National Pork Board.

## Brand Illuminator™

***Brand Illuminator™ focuses on providing a deep and intimate perspective of your brand's buyers.***

- Who are they?
- Where do they purchase?
- How much they buy?
- What needs does your brand meet for the consumer?
- What is the brand personality to them, and how does it differ from competitors?
- What are delighters/detractors?
- What are consumers' attitudes, feelings, and emotions about your brand?
- What is the emotional loyalty to the brand (with the goal of arming you with actionable insights to drive brand growth)?

Using a combination of qualitative and quantitative research combined with panel data is an exemplary way to gain perspective on new-product performance and to identify refinements and opportunities. This combination is ideal because, through the panel, we begin with a set of people who purchased the brand/product (including competitors). From there, we dig deep into their motivations, repeat purchase intentions, and reasons why they would or would not purchase again. Through qualitative exploration, we also understand the strengths and potential weaknesses that the brand can overcome.

One of our CPG clients recently launched a new brand of yogurt, and they came to us for exactly these reasons. They needed answers quickly and knew that looking for these purchasers randomly would be cost-prohibitive. Our solution was Brand Illuminator™.

Click here to view the case study.

## Channel/Retailer Illuminator™

***With Channel/Retail Illuminator™, we can assess specific retailers, as well as channels (Grocery, Club, Mass Merch, Drug, Convenience, and more).***

Channel/Retailer Illuminator™ provides a deep look at a category or brand within a channel or retailer. What are key influences and touchpoints along the path to purchase for driving store choice:

- How do consumers shop in a channel/retailer (frequency, navigation)?
- What drives/hinders conversion?
- How do retailers deliver on important category drivers?
- How much does the brand contribute to the category?

The end result is identifying opportunities for retailer/manufacturer partnerships. For example, we can identify if (and why) specific products are being purchased more at one channel vs. another (e.g., cheese is purchased more at club than grocery), and determine whether consumers will be motivated to switch channels. This leads us to the channel that our CPG manufacturer and grocery retailer clients are very interested in: e-commerce.

## E-commerce

Online purchasing has led to a whole new road in the grocery shopper's path to purchase. The path started with the internet, adding digital touchpoints, and has led to a whole new way to shop and buy. It's even created two more fulfillment methods: delivery and pickup. This new path is pushing us to understand all the additional points of influence, alternative ways to win a trip, determine assortment, design a shelf, and build a basket. CPG manufacturers and grocery retailers need to be ready when shoppers are ready to add online to their path to purchase—or risk not making it into their digital cart.

To maximize potential for digital opportunities, we need to understand two things:

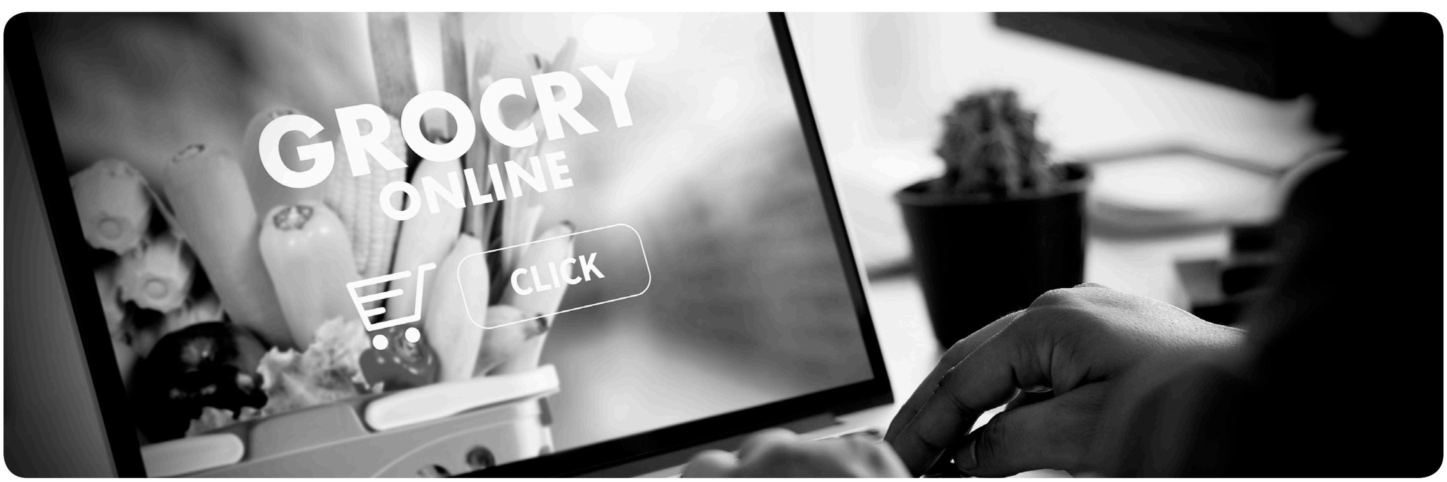
1. Current behavior and attitudes
2. Growth opportunities

Current behaviors and attitudes—focus on who the shoppers are, what they buy, and (most importantly) why they buy. Growth opportunities give us insight into when consumers will shift and how to capture them. This was our guiding principle in a study we conducted via Channel Illuminator™ that we presented at TMRE a couple of years ago. We are especially proud of this study, as this was our very first endeavor in our partnership with Numerator—and many of the same principles hold true. Click here to view the webinar, *Grocery e-Commerce Shopper Essentials: Now and in the Future.*

Fast forward to now, where U.S. consumer spending online for groceries is forecasted to grow 15% versus the prior year, increasing the overall share captured by online in 2019 to 6.3% (per Bishop Consulting, December 19, 2018). We expect to partner with our clients for many years to keep our fingers on the pulse of e-commerce shopping and buying.

For example, a CPG beverage client recently wished to uncover issues impacting awareness and conversion for their brand at a particular retailer. More specifically, the client wished to focus on people who are aware of and/or shopped the retailer for the category to explore their category opportunities, barriers, and perceptions. The twist was that the category was only distributed in 19 states and matched with four different category formats (each with their own nuances). So, it was important to understand if state and/or store format played a role in consumers' shopping behaviors at the retailer. Using Numerator's InfoScout Omnipanel™, we were able to identify and survey specific purchasers of the category (at the retailer vs. not) to address the client's business questions.

Click here to view the case study.



## Shopper Illuminator™

***Shopper Illuminator™ is all about understanding any target's shoppers of interest—who they are (demographics), what and how much they buy, what else they buy, and from where.***

This can be dimensionalized into a heavy, medium, and light analysis to understand both core and secondary targets. We add qualitative research, along with a survey, in order to understand attitudes, motives, emotions, and barriers.

The types of shoppers of interest could include:

- Brand non-converters
- Category buyers who don't buy the category in a channel
- Most valuable shoppers
- Millennial shoppers
- Moms
- Multicultural consumers.

Since e-commerce is a channel that's on everyone's radar, another CPG client was interested in expanding their online purchase process knowledge. Their goal was to obtain greater richness and context around the uniqueness of the e-commerce shopping experience to not only drive marketing strategy, but also be perceived as a thought leader with retail partners. For this endeavor, we combined our Channel Illuminator™ with Shopper Illuminator™ to understand the complete e-commerce shopper journey.

No matter the business issue, we are confident that we can find a creative, thoughtful way to address it with one or more of our Illuminator™ Solutions. Contact us to find out how your business can benefit from the marriage of *what* and *why*.

**Want to know more?**

Visit crresearch.com to view the webinar on this subject and more information on our qualitative offerings.

**Terrie Wendricks**
**Vice President**
ShopperEyes®

Terrie Wendricks has over 25 years in consumer and shopper insights. She leads our ShopperEyes® division, which leverages traditional and non-traditional methodologies to create solutions for both manufacturers and retailers to meet the challenges of today's rapidly changing retail marketplace. Under her leadership, the division provides a suite of flexible and customizable research approaches to address a range of business topics along the shopper journey.

Prior to joining C+R in 2014, Terrie worked for Hillshire Brands Co., Sara Lee, Kraft Foods, HJ Heinz, and The BASES Group. Her passion is leveraging consumer, marketplace, and shopper understanding to build brand strategy and communication, innovation, shopper marketing, and category leadership programs.

Terrie is a recipient of two Advertising Research Foundation Ogilvy Awards and the Path to Purchase Institute's Who's Who in Shopper Insights. In addition, she was responsible for driving significant increases in category captaincy and Kantar PoweRankings on providing retailers most actionable shopper insights when at both Kraft and Sara Lee.

shoppereyes®

C+R's ShopperEyes® division is dedicated to understanding the shopper experience and journey. We examine it from a 360-degree perspective. Our job is to help you answer the tough questions at each stage of your shopper's path to purchase.

C+R RESEARCH

**Contact us at:**
crresearch.com
info@crresearch.com
312.828.9200