

# RETAIL NEWS

INSIDER



Daymon



The award-winning *Retail News Insider* offers a look at the trends, best practices and news affecting today's retail environment as it relates to private brand development, strategy and branding, sourcing and logistics, retail merchandising and consumer experience marketing.

As the flagship publication for Daymon, *Retail News Insider* provides insight on the trends that affect all levels of our business, practical tips for our field teams as well as the latest news from our own retail experts. Our team embraces the concept that the world of retail is an ever-evolving marketplace, and goes inside the stories to take a look at what's happening in the U.S. and across the globe.

*Retail News Insider* is proud to set the standard for excellence in communication across industries, as well as for our own organization. The publication has been awarded numerous industry honors, including:

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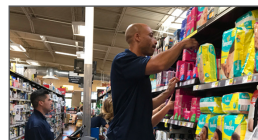
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# FROM JIM'S DESK

## A Letter from the CEO

### Nothing Is One Size Fits All Anymore

The very definition of the word personalization means to design what you are doing to meet the needs of an individual. For retailers and brands accustomed to providing customers with items in mass, it may be daunting to think of personalization on a large scale for its customers.

Retailers are in a place where they are faced with razor thin margins, and the pressure to effectively personalize to keep shoppers coming back. While the practice of personalization isn't new, it's now becoming necessary for survival.

From innovative approaches to categories (I talk about Beauty Foods and breaking category stereotypes in my [latest column](#) online) to pricing, which we talk about in this month's Market Watch feature *Retail Gets Personal* on page 6, shoppers expect you to customize. We've got a panel of experts that are the best in the industry—from within Daymon and beyond—who give great insight on the best way to approach personalized pricing.

There are a few common themes to personalization that reach all aspects of retail—whether it's the experience provided in-store, pricing strategy or category management plans:

- Don't look at your approach as static and pre-determined. You could be stifling innovation and doing consumers a disservice.
- Don't underestimate the importance of the active consumer.
- Seek to understand current trends and anticipate where the consumer is headed.
- Build your strategy to maximize those trends.

Let's continue the conversation—email me anytime at [JimH@daymon.com](mailto:JimH@daymon.com).



All the best,

A handwritten signature in black ink that reads "Jim".

**Jim Holbrook**  
Chief Executive Officer  
Daymon  
[JimH@daymon.com](mailto:JimH@daymon.com)





# Bringing Brand Engagement to the Workplace— Daymon Launches New BRANDS2DESK™ Service

You're sitting at your desk working away when suddenly you hear rousing voices coming from the break room. Is it someone's birthday? Are colleagues descending on leftovers from a meeting? Even better—it's a Brands2Desk promotion!

A newly launched service from Daymon's consumer experience team, Brands2Desk takes all the excitement of a sampling event right into the workplace. The service delivers complimentary samples and related coupons to employees at participating companies—encouraging trial, adoption and word-of-mouth advocacy.

"The workplace offers a nearly untapped audience for retailers and brands and engages consumers that you might not otherwise be able to reach in the store," says Joshua Willard, Business Development Manager for Daymon. For example, that busy working mom might not have time to stop at a demonstration event in the store, but at work, she's a captive audience. It's a welcome distraction. Plus, as Willard says, all the employees get to sample at the same time, as opposed to one-on-one sampling in the store, so the experience is more personal and becomes almost a party-like atmosphere.

As for how the service works, the Daymon team has begun building a network of companies who can be matched with participating brands and retailers. The service is completely free for the recipients and is often seen as a way to offer additional incentives—in the form of free products and exclusive discounts—for employees. In exchange for the samples and discounts, HR representatives from each company agree to act as Brand Advocates, distributing the products and gathering feedback from employees.

An initial pilot was conducted with one of Daymon's existing partners, who was looking to expand their line of popular desserts and snacks to also offer gourmet popcorn. The brand selected key regions that would impact two of their



**"It's really an all-in-one solution that any retailer or brand—online or brick-and-mortar—can use to deliver a totally unique and memorable experience in the workplace."**

**—Joshua Willard, Daymon Business Development Manager**

retail locations in Tennessee and Illinois. The Brands2Desk team then tailored the program to consumers in these markets. "We're able to customize the program for our partners, targeting the key demographics, markets and locations where they want to promote their products," explains Drew Shumake, Manager of Growth and Strategy for Daymon's consumer experience marketing team.

In total, 1,700 samples and coupons were delivered to working consumers in the surrounding communities. As proof of the program's—and product's—success, 84 percent of participants surveyed reported they were likely or extremely likely to recommend the product to friends, family and colleagues after trying it through the Brands2Desk program. The program also created brand affinity and product awareness, and encouraged adoption by inviting consumers take advantage of a limited-time offer.

Additional activations for other food and beverage retailers and brands are also underway. But Willard says the program could benefit a much wider range of categories, including wellness, beauty, health, subscription kits and more. "We do all of the work—from identifying companies, to designing, producing and shipping the sampling kits, to providing post-event sales and customer feedback analysis. It's really an all-in-one solution that any retailer or brand—online or brick-and-mortar—can use to deliver a totally unique and memorable experience in the workplace."

To learn more about Daymon's Brand2Desk and other consumer experience marketing services, contact Lindsay Steller, Daymon Director of Sales and Marketing, at [lsteller@daymon.com](mailto:lsteller@daymon.com).



*A happy employee enjoys an afternoon snack—courtesy of Brands2Desk!*



# Analytics and Actionable Insights—Forging the Path Forward in Retail

By Joe Cook, Daymon Senior Director of Analytics

Analytics has been a buzzword in retail for a number of years now. Retailers know that data is important—and they're gathering it. But many are still struggling to turn it into actionable insights that can improve their business. That's a big part of what our analytics team can do. We're focused on identifying key trends and market influences that impact our retailer partners and developing effective strategies to help them:

- stop the decline of foot-traffic in brick-and-mortar stores
- maintain market share
- give shoppers an experience they can't get elsewhere.

Some of the work we're helping our partners with today includes developing best practices around best-in-class benchmarking, SKU optimization and price gap management. Price gap management is particularly important for our Private Brand partners.

Earlier this year, we did a survey of top National Brand and top Private Brand items at over 35 retailers and found the average Private Brand item gets undercut 12 weeks per year. This jeopardizes the value proposition of Private Brand and results in at least a two percent loss (conservatively) in Private Brand sales. Our analysis has shown that putting a price shielding process in place results in higher lift when both items are on sale vs. independent promotions—a key insight that retailers can and should be acting on.

Category management is another primary area of focus for our team and our retailer partners. We're working on a process that will help our partners link our proprietary research on consumer trends directly to categories to help them better understand where to place their biggest bets and how to use those insights to make smarter plans within the category. This is a big shift in focus compared to how category management has historically been done.

It also highlights the true power of analytics—finding new paths forward. That's what retailers really need to be focused on. Because if they continue to do what they've always done, it will be a quick slide into irrelevancy with consumers.



**JOE COOK**  
Daymon Senior Director  
of Analytics



## Ways Shoppers Prefer to Provide Feedback

Shoppers' desire to participate and provide feedback to retailers and brands is higher than ever before. But for the most engaged and valuable shoppers—those who love to discover new products and retail experiences and share them with the world—a toll-free number or comment card won't do. Here are their top 5 preferred ways to provide feedback—and where retailers and brands should be engaging:





SINCE 2010

*Retail*  
**GETS  
PERSONAL**

By Retail News Insider

FROM PROMOTIONS  
TO PRICING, IT'S ALL  
ABOUT CUSTOMIZATION



# Demography is dead.

Demand is fragmenting. The conventions around categories are being abandoned. Marketing to the masses, or even the majority, is no longer enough to guarantee success. Consumers are demanding ever greater personalization, while at the same time their needs and preferences are growing increasingly diverse. No matter the product, selling to this fragmented market requires a whole new approach.

Personalized pricing presents an ideal solution to feed shoppers' need for both individuality and value—without forcing retailers and brands to sacrifice margin.

Personalized pricing, as it exists today, is the process of customizing offers and promotions to individual consumers based on their past purchase behavior, price sensitivity and propensity to buy. (Though commonly used interchangeably, personalized pricing is not the same as dynamic pricing. Dynamic pricing is actually pricing that changes in response to factors unrelated to the consumer, such as weather, time of day and market demand.)

Personalized pricing has been around for several years—particularly online. But thanks to the growth of consumer data and advanced analytics platform, it's getting a lot more attention across all channels, including brick-and-mortar. Shoppers' redefinition of value and their increasing desire for customization is also playing a role.

According to proprietary research from Daymon, the majority of global shoppers—six out of 10—have an interest in greater engagement with retailers, brands and the shopping experience as a whole. These engaged shoppers define value beyond price and seek out differentiated retail experiences that are tailored to their needs, attitudes and lifestyle. Personalized pricing can deliver on this desire—and at the same time, helps retailers end their participation in the race to offer the lowest price.

"Personalized deals make shoppers more likely to spend more overall," says Dr. Timothy Richards, economist and chair of agribusiness at the Morrison School of Agribusiness at Arizona State University. But perhaps more importantly, he explains, they also allow retailers to get more value out of each transaction. "Shoppers will pay more for some items and less for others, but on net—the retailer will be able to make more money."

"Shoppers are price-sensitive, but not on every item," agrees Cheryl Sullivan, Chief Marketing and Strategy Officer for Revionics, a leading profit optimization software



**REKHA RAMESH**  
Senior Vice President  
of IT & Digital – Daymon



**CHERYL SULLIVAN**  
Chief Marketing and  
Strategy Officer – Revionics



**DR. TIMOTHY  
RICHARDS**  
Marvin and June Morrison  
Chair in Agribusiness –  
Arizona State University



company based in Austin, TX. Rather than simply chasing competitor's prices or having promotions for promotions' sake, "it's really about understanding what your shoppers' key value items are and being competitive on those items."

**OK, so you get that personalized pricing and promotions are a good thing. But how exactly does it work—especially in the brick-and-mortar space?**

"You have to be able to segment shoppers more granularly—for example, separating cat buyers versus dog buyers," says Sullivan. "You also have to know where best to reach the customer, what the ultimate right price is and then what kind of offer they're going to respond best to, whether it's buy-one-get-one, or a coupon or a flat percentage off."

Sullivan admits this is a pain point for many retailers. "A lot of retailers just repeat the same promotions over and over again and accept different results. Most don't have a lot of promotional data... [so they] don't really have a good idea of what their promotions are actually doing for them. We've found that out of 90 percent of promotions, revenue comes from only 30 percent, and 85 percent of the profit comes from the top 15 percent [of promotions]."

Taking the time to collect and analyze existing pricing and promotional data is a critical first step. Advanced software and machine-learning technologies can then help predict future promotions that will be the most successful. Add in consumer data and those promotions can be targeted down to the personal level.

One caveat, says Rekha Ramesh, Senior Vice President of IT and Digital for Daymon, is that the consumer data used can't cross the line into discrimination. "Personalized pricing can be a fine line when it comes to legality," she explains. "As long as you're basing it on consumer behavior, like past purchases or Google searches, and not demographics, like race or ethnicity, it's considered more acceptable. A good example is using past purchase data to cross sell or incentivize certain behaviors, which is expected by the consumer."

Once you know the right pricing and promotions to offer, delivery is the next issue. Unlike mass promotions, you can't advertise personalized deals in a circular or even on the shelf. Fortunately, the widespread use of digital technologies presents an ideal alternative.

Grocery retailer Safeway's "Just 4 U" program is a good example. By linking their loyalty card to the retailer's app or a profile on the retailer's website, shoppers can browse and download personalized price offers and digital coupons for redemption in the store. The personalized offers are based on previous purchase habits, helping to ensure their relevancy.

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—Cheryl Sullivan, Chief Marketing and Strategy Officer for Revionics



By requiring shoppers to take action in order to receive these personalized prices and deals, a model like Safeway's helps avoid what Dr. Richards says is one of the key challenges of personalized pricing: consumer perceptions of unfairness. "I was involved in a personalized pricing study where the premise was that a consumer would walk through the store and use their smartphone to get personalized prices sent to them. It sounds good in theory, but we found people don't like getting a worse deal than other people," he explains. "If they think that other people might be getting a better deal, they won't come back."

Dr. Richards research also found, however, that this perception of unfairness can be mitigated if shoppers' have the opportunity to participate in the price formation process somehow. "Smart couponing is one way to get there. If shoppers are spending their time to get the lower price, others are more likely to accept it as fair that they pay more if they don't put in that same effort," he says.

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Another innovative strategy a retailer in Europe is trying is crowdsourced pricing. Carrefour, one of the largest hypermarket chains in the world, introduced a campaign in France in late 2016 that allowed its shoppers to vote on the price of a new line of milk that was being introduced. Shoppers were asked to choose how much they thought farmers should receive per liter, with different amounts affecting the final retail price of the milk.

Overwhelmingly shoppers chose a higher amount (39 cents per liter) than what was considered the world standard (27 cents per liter). This amount was described as an option that would allow farmers to earn a living and pay for a replacement when taking time off. The final retail price of 99 cents per liter, which shoppers also approved, was 10-30 cents higher than the typical price for unbranded milk.

While not fully one-to-one personalized pricing, this crowdsourcing model provides a similar level of perceived customization and fairness by allowing shoppers to participate in the pricing process. It also proves that many shoppers are not simply focused on getting the lowest price (only three percent voted for that option

in the milk survey). They're willing to pay more—allowing more margin for producers and retailers—for items that take their needs and preferences into account and align with their values.

Combining personalized pricing with customizable products and services is yet another avenue for retailers to explore. "Personalized pricing becomes even more acceptable and compelling if the product is also customized. This way shoppers can't compare their pricing to others because the end product is not the same," says Ramesh. She points to opportunities to expand this personalization proposition across many industries—whether it's offering customized salad mixes at grocery, tailored garments in fashion, or build-your-own specs in computers.



Ramesh says the practice of personalized pricing will continue to rise, and retailers would do best to begin sooner rather than later. "Developing a personalized pricing and promotion program isn't just about having the data or the technology. It needs to be integrated across multiple different systems and departments," she explains. "You have to align your Marketing data, your POS data and your social media data, for example."

Sullivan is also bullish on personalized pricing and believes retailers can overcome the challenges. "We know that getting there can be big and daunting, but you can do it in stages. You have to do it or you're going to get left behind. If you are not looking at new technologies and ways to reinvent yourself and aligning with who the shopper is today, you're just not going to be in business."



# Reinventing Categories with Innovations IN PRIVATE BRAND



**I**f we had to choose one instance of Private Brand taking an original idea and running with it to make it even more innovative, single serve coffee pods would have to be it. Until 2012, Keurig largely had the market in the United States on both single-serve brewers for home use and the coffee pods used in them, thanks to a proprietary patent. But once that patent expired, retailers were waiting in the wings, ready to caffeinate and inspire the estimated one in four Americans the National Coffee Association says own a single-serve machine.

“The introduction of single serve coffee and the explosive growth that resulted is a great example of how product innovation can truly transform a category,” says Tracy DeCarlo, Senior Category Solutions Manager for Daymon. “Single serve remains the best performing category not only in coffee, but in hot drinks in general. Innovation in the category, including by Private Brand, now reaches beyond coffee into a variety of other beverages including lattes, tea, coffee and tea blends, and cocoas.” She also notes that one health and wellness retailer has even introduced a pod for cold and flu medication.



It’s not just what goes in the cup where Private Brands are innovating, but also the cup itself, says Christine King, National Sales Director for the Daymon Supplier Team.

“Keurig has gotten a lot of heat for their plastic cups and consumers are more aware of the environmental impact, so sustainability is high on the minds of retailers,” she explains. “Some Private Brands are using pods that are biodegradable or compostable. Others are using recyclable plastics and emphasizing the ease of recycling the cup right on the front of the package.”

“Using coffee, tea and other ingredients that are Fair Trade, Direct Trade or Rainforest Alliance-certified is another way Private Brands are differentiating and reinforcing consumer lifestyle choices regarding sustainability,” adds DeCarlo.

She notes that this drive for differentiation continues to the in-store and on-shelf experience as well, with Private Brands offering larger and more varied package sizes (such as 18, 24 or even 48-count versus the standard 12) and even mix-and-match programs that allow shoppers to build their own variety packs—driving trial and adoption.

DeCarlo expects the next yet-untapped trend Private Brands may bring to the single serve category is what she calls “third-wave coffee,” which focuses on high quality, premium production and brewing methods. “Consumers who are interested in high-quality specialty coffees but aren’t willing to commit the time and energy required for these brewing methods will respond to more premium single serve coffee offerings, such as single origin, small batch roasted and high bean quality,” she predicts.

This breadth of sustained innovation is proof that Private Brand is primed and ready to transform a range of products throughout the store from category runners-up to category front-runners.

*To learn more about partnering with Daymon to drive Private Brand innovation and strategy, contact Bob DiNunzio, Director of Category Solutions, at [BDiNunzio@daymon.com](mailto:BDiNunzio@daymon.com).*



# AWARD-WINNING DESIGNS

## *Drive Differentiation and Appeal*

Household staples like paper towels, batteries and rice might not be the most exciting items on shoppers' list—but that doesn't mean retailers and brands can't infuse a little excitement into their designs. Take a recent battery package created by Daymon's international design team. The playful design, featuring robots whose bodies are made up of the batteries themselves, brings a sense of fun to an otherwise standard product—and helps it stand out on the shelf.

As shoppers become more brand agnostic and willing to expand their horizons beyond the known quantities of big-name National Brands, the opportunity to capture their attention at the shelf is greater than at any time in recent history. Attractive and creative package designs present an ideal way for Private Brands to stand out and immediately convey quality and value at first glance.



team's abilities, the winning package designs covered a variety of products from retailers around the globe—from the Danish batteries described above, to South African Easter candies, to Brazilian pantry basics.

The team's unique battery package design also won Silver (the highest award given this year) at the Lusófonos Creativity Awards. This competition is an international creativity festival based in Portugal, and the only global event dedicated exclusively to rewarding the advertising and communication markets of Portuguese-speaking countries.

Other winning designs at both competitions included products featuring everything from boldly-colored abstract designs, to whimsical cartoon characters, to product photos so realistic they might make your mouth water a little. All in all, the message is clear: it's time for retailers to elevate their Private Brand design and stand out from the competition.

To learn more about Daymon's award-winning international design services, contact Jens Sievert, Design Manager, at [jsievert@daymon.com](mailto:jsievert@daymon.com).



Packaging design is becoming such an important part of retail branding that several new award competitions have popped up in recent years to recognize innovative ideas and help elevate the art even further. This spring, the Daymon international design team, headquartered in Lisbon, Portugal, was recognized for their outstanding creative efforts by two of these competitions, winning multiple awards from the Vertex Awards and the Lusófonos Creativity Awards (Prémios Lusófonos da Criatividade).

The Vertex Awards are a global competition devoted exclusively to the art of Private Brand package design. Now in their fourth year, the awards are judged by a highly esteemed panel of industry experts from around the world, and awarded based on Creativity, Marketability and Innovation. Daymon was honored with a total of eight Vertex Awards—including four Gold, one Silver and three Bronze. Demonstrating the range of the design



## FROM PLANOGRAM TO SHELF

# Putting Merchandising Strategy into Action

Ever wonder how new items get added to your local store's shelves? Or why things sometimes seem to move around from week to week? Who decides where products should go on the shelf or even in the store? While it may seem to the untrained eye like a simple case of shifting boxes and cans around—the truth is, the process of planning and resetting product assortments and shelf layouts is both an art and a science.

"It's a collaborative process that uses experience and insights from category managers; the analysis of previous sales, consumer trends and other data; and in some cases, even first-hand shopper feedback," says Roger Bates, Senior Analyst for SAS Retail Services, the merchandising solutions arm of Daymon.



Bates is part of a team dedicated to writing planograms (detailed plans of how to arrange items in the store in order to maximize sales) for one of SAS Retail Services' retail partners. He works alongside the retailer's category managers and other key stakeholders.

The entire process of introducing a new product to this retailer's stores—from writing the planogram to getting it on the shelf—can take several months, says Bates. That accounts for the time needed to assess where on a shelf a product should go and how other products may need to be moved to accommodate it—often across multiple store configurations. The pre-launch window also affords time to order and ship the right amount of product to each store, before the final plan can be executed.

This last step falls to SAS Retail Services' dedicated in-store merchandising teams. To see just how the teams translate the planogram to the shelf, *Retail News Insider* recently shadowed SAS Retail Services' Merchandising Lead Gabriel Portillo and his team during a regular weekly store visit. On this day, their mission was to reset the canned beans, vitamins and personal care shelves. In an effort to minimize disruption to customers, their work began well before the sun came up—and by the time we arrived at 8 a.m., they already had half of the resets completed.

"We use shelf strips that go behind the price tags to show exactly where the products should go, which makes the process go a lot more quickly and smoothly," explains Portillo. These strips translate the planogram that's been written by the central team to the particular store's shelf layout—giving merchandisers an on-shelf guide of



where to add new products, where to move existing items and which items need to be removed completely.

Because this particular retailer partner has a single-source program with SAS Retail Services', this same process will be mirrored by SAS Retail Services' teams across the retailer's nationwide chain to ensure all get the same new products introduced within one week.

"This single-source model is really first-in-class and best-in-class execution," says Bates. "It makes it easier for manufacturers and suppliers to see how their plans are working across the entire retailer network, and it provides a more consistent experience for shoppers—ensuring the items they're looking for will be available no matter what location they go into."

*To learn more about SAS Retail Services' merchandising solutions, contact Michael Bellman, President – SAS Retail Services, at [michaelbellman@daymon.com](mailto:michaelbellman@daymon.com).*



# Organic Sourcing:



## An Asymmetric Challenge of Supply and Demand

**The retail market of organic products continues to defy gravity. All indications are pointing to double-digit growth driven by consumer trends around health and wellness, clean label, natural, non-GMO, local and fresh eating. In the United States and Europe, the demand for organic already outpaces the land available to grow organic crops, and even looking more broadly, organic agriculture is still a very small portion of overall global acreage. This creates an asymmetry of demand and supply, which effectively rests the success of organic retail programs on the shoulders of strategic sourcing.**

“Organic sourcing and supply chain management are complex processes with challenges at every level,” says Vipon Kumar, Chief Sourcing & Trading Officer for Daymon. “Unlike conventional sourcing, which is largely transactional, retailers, brands and suppliers must be ready to look at both the short-term and long-term view, and to make commitments and investments in the future, starting from day one.”

The process of building and expanding an organic brand or line of products is truly a multi-year endeavor, explains Kumar. To ensure a larger supply will be available when a retailer or brand is ready to grow and expand, efforts to increase and expand sourcing must begin almost as soon as a new organic product hits the shelf.

Because the organic market is tightly controlled, especially in Europe and the U.S., there can be multiple layers of vetting, qualifying

and certification that suppliers, manufacturers, processors and farms may have to go through. What’s more, since demand already exceeds supply, “the only way to expand the availability of key organic ingredients is to convert land currently used for conventional crops—a process that takes three years,” says Kumar.

Another complex and challenging component of the organic sourcing process is ensuring the chain of custody. “Things are often grown in one country, then shipped to another for processing, then shipped to yet another for manufacturing and so on,” explains Kumar.

Europe

**27% global organic land  
41% global sales  
15% certified suppliers**

Without the right controls in place, the risk of potentially serious mistakes or even fraud can occur—as was reported in May by *The Washington Post*. According to the newspaper, several significant shipments of feed crops were imported to the U.S. in late 2016 and sold as organic—but further investigation by the Post found that the organic certification documents had been falsified.

“If this feed, which turned out to be conventional, were given to organic dairy cows, their milk could not be sold as organic. That could be a devastating blow to the producer—and their retailer and brand partners,” says Kumar. “That’s why having quality assurance and trusted partners in place at every step in the sourcing process is critical.”

*To learn more about Daymon’s holistic and customized approach to helping retailers overcome the challenges of organic sourcing, contact Vipon Kumar, Chief Sourcing & Trading Officer at [vkumar@daymon.com](mailto:vkumar@daymon.com).*

US

**7% global organic land  
47% global sales  
1% certified suppliers**

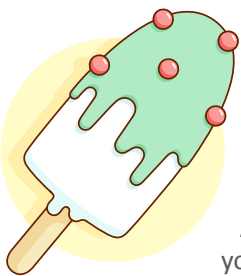
# Ice Cream, You Scream, We all Scream for National Dairy Month!



June is National Dairy Month, which means lots of coupons, sales and other deals on everything from milk and ice cream, to cheese and butter. It's a great month for Sales Advisors to help shoppers take advantage of all the benefits dairy has to offer—and to make the most of in-store specials.

Promotions play a key role in National Dairy Month celebrations, with the National Frozen & Refrigerated Foods Association partnering with key brands to offer a range of digital coupons and special offers. Sales Advisors should be on the lookout for these deals advertised in ad circulars and retailers' websites and be ready to point out any specials that apply to the products they're sampling.

"If there's a coupon that's expiring soon or a limited time offer, that can get a shopper who might have been on the fence to go ahead and buy the product being sampled," says Daymon Brand Ambassador Kathleen Durante.



Educating shoppers on the benefits of the dairy products they're sampling is another effective strategy Sales Advisors can use. For example, milk, yogurt, cheese, fortified soy beverages and other dairy foods are often good

sources of bone-building calcium and vitamin D. Regular consumption of low-fat and fat-free dairy products has also been shown to help reduce the risk of cardiovascular disease, type 2 diabetes and high blood pressure.

Sales Advisors should also be ready to address common concerns shoppers may have about dairy. For example, they should check whether a lactose-free version of the product they're sampling is available for shoppers with dairy sensitivities. For shoppers who think dairy consumption leads to weight gain, Sales Advisors can point out that current nutrition guidelines actually recommend two to three low-fat or fat-free servings a day as a way to help maintain a healthy weight. They can also point shoppers to those lower-fat options, which are tastier than ever before!



## [ From the Front Lines ]

### A Passion for Customer Service—and Fun!

What do law enforcement, sales, bartending and administrative work have in common? If you ask Field Manager Theresa Green, she'll tell you they all involve providing good customer service—one of the key factors that drew her to working with Interactions. Green says she initially became interested in the role of Brand Ambassador about three and a half years ago after seeing other demonstration events. Since then "I have loved every minute of it—including my experiences, challenges, spirit and growth," she says.

Green has a zest for life that shines in all she does. When recounting one of her favorite event with Interactions, she says "It was when I traveled to Nantucket, Massachusetts for an event. It was the ultimate experience of a lifetime. We had a Battle of the BBQs with three days of blistering hot weather and three-mile lines from sun-up to sun-down. And we still smiled and kept it moving! I like what I do and do what I like!"

Taking pleasure in the work they do is a common theme for many of Interactions' Brand Ambassadors and Sales Advisors. "I enjoy all of our events," says Brand Ambassador Pamela Malley. "I love meeting and talking with people and seeing when the customer enjoys the product I'm demonstrating."

Like Green, one of her most memorable events was a special promotion she's now worked several times. "Each year [our retailer partner has] an Oreo stacking event, where they have kids come in and see who can stack the most cookies in one minute. The winners from each store get to go to the final contest at our local baseball stadium. They compete right on the baseball field with everyone watching, and whoever stacks the most Oreos in one minute wins a \$100 gift certificate. It's such a fun event!"



**Theresa Green**  
Field Manager



**Pamela Malley**  
Brand Ambassador



# DOSHA DINING

## Eating for the Body, Mind and Spirit

Shoppers are more concerned with personal wellness than ever before. This extends beyond physical well-being to encompass emotional and spiritual health as well. But many are increasingly shying away from modern pharmaceuticals to achieve this—instead turning to natural foods and practices that can help provide balance to their lives. Enter Ayurveda—an ancient holistic form of medicine that uses diet, herbs and lifestyle practices to promote wellness for the body, mind and spirit.

Ayurveda is based on the belief that each individual is made up of a unique combination of doshas (or energies) that translate to different physiological and psychological characteristics. The three doshas of Ayurveda are vata, pitta and kapha. According to Carl Jorgensen, Director of Wellness Thought Leadership for Daymon, the goal of Ayurveda is to maintain (and restore, when needed) one's unique balance of doshas in order to ensure proper digestion and avoid common ailments and discomforts.

"Balanced digestion is really the foundation for Ayurveda and why it is poised to become more popular," says Jorgensen. "There's a growing understanding of the importance of good digestion for overall health."

In Ayurveda, balanced digestion—and doshas—is achieved through targeted combinations of food, spices, herbs and healthy habits. As consumers become more interested in preventive health and food-as-medicine, grocery and wellness retailers and brands are in an ideal position to help translate Ayurvedic wisdom into products and services that match the modern lifestyle.

"There are simple ways to promote Ayurveda and dosha balance without getting into all the jargon," Jorgensen says. "Eating with the seasons is a key tenet of Ayurveda and one that ties in with the trend of local eating as well. So creating a curated assortment of locally-grown, seasonal fruits and vegetables could be one way to emphasize the beneficial and balancing results without getting too technical. There's a good story to tell there, and it can support that kind of merchandising."

Offering key foods and spices that are integral to an Ayurvedic diet can also help retailers and brands capitalize on this growing trend. "Yogurt—especially freshly made yogurt—is a key ingredient in Ayurveda. It's good for digestion and can be combined with different ingredients to balance different doshas," Jorgensen explains. Ghee (clarified butter), turmeric, black pepper and pre-mixed spice blends called churnas also play starring roles.

Taking it to the next level, retailers brands may also consider the development of Ayurvedic-specific foods, beverages and supplements. According to brand strategy firm Sterling Rice Group, some CPGs are already innovating in this area—with offerings such as Dosha Bars (fruit and seed bars in three flavors corresponding to the three doshas), Turmeric Tonic (a tea or juice-like shot designed to restore balance) and Dosha Pops (herb- and spice-infused lollipops targeted to the different doshas). Seasonally-inspired frozen and ready-to-eat meals, herbal teas and Ayurvedic cooking classes are yet more ideas for educating and inspiring shoppers to dine for their doshas.





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