



TIMES AND TRENDS

E-commerce: Build, Drive and Earn E-commerce Growth for Retail Success

JANUARY 2017



IRI
Growth delivered.

Executive Summary: Everything Is New Again

E-commerce is a key digital pillar for CPG strategy.

E-retail is a phenomenal growth lever, and firms are beginning to realize its potential as a powerful marketing channel as well.

- Retailers are investing to build e-commerce capabilities and simplify the shopping experience.
- E-retail development is occurring at a furious pace.
- Amazon is the top online retailer and actively setting the bar in the e-commerce competitive landscape.

CPG manufacturers can grow e-commerce sales by up to 150 percent by building a strong online presence and earning shopper awareness. Online visits influence online and in-store shopper behavior.

- Consumers visit e-tail locations to understand the latest products, trends and money-saving opportunities.
- Brick-and-mortar brands must establish a solid presence along their shoppers' paths to purchase.
- Delivering the right message at the right time requires a keen understanding of how brick-and-mortar shoppers move in the online world.

The online "pull" environment has rendered traditional CPG marketing programs ineffective.

Everything manufacturers and retailers know about competition in the brick-and-mortar world needs to be redefined in the online realm.

- In the brick-and-mortar marketplace, retailers invest significant sums of money to build inventory before brand promotion efforts truly begin.
- Online, the burden of creating demand is placed on the manufacturer, not the retailer, and demand creation precedes inventory build-out.
- Smaller, more nimble digital-first firms have a significant advantage over traditional in-store brand leaders.

Framework to Win: IRI's Build-Drive-Earn strategy will help position traditional brick-and-mortar manufacturers to excel in the online CPG marketplace.

- **BUILD** a presence on e-retailers' sites as good as owned-brand webpages.
- Use your media executions to **DRIVE** shoppers to your brand presence on e-retailers.
- Integrate marketing and media executions to **EARN** online and in-store.

E-commerce Is a Key Digital Pillar for CPG Strategy

E-commerce Is Capturing the Lion's Share of CPG Growth

The evolution of the CPG industry has been a story of disruption, where new channels have emerged quickly and are adeptly competing for and winning market share from traditional players.

As a percent of industry sales, e-commerce accounts for only a small percentage of overall CPG sales. The non-food sector is more developed versus food and beverage, but both areas are poised for strong growth. By 2022, the channel will claim an average 10 percent of industry sales—a bit less in food and beverage, but over 18 percent across non-food aisles.

Now and in the future, e-commerce must be embraced as much more than just a sales channel. Digital will influence some 77 percent of all retail sales this year—a retail value of more than \$2 trillion.¹

Already, more than 76 percent of all shopping trips begin online, regardless of whether the purchase is made in a brick-and-mortar store or online. Nearly two-thirds of millennials shop online on a weekly basis and 84 percent of 35- to 54-year-olds shop online monthly.² Across ages, shoppers are developing their online shopping systems.

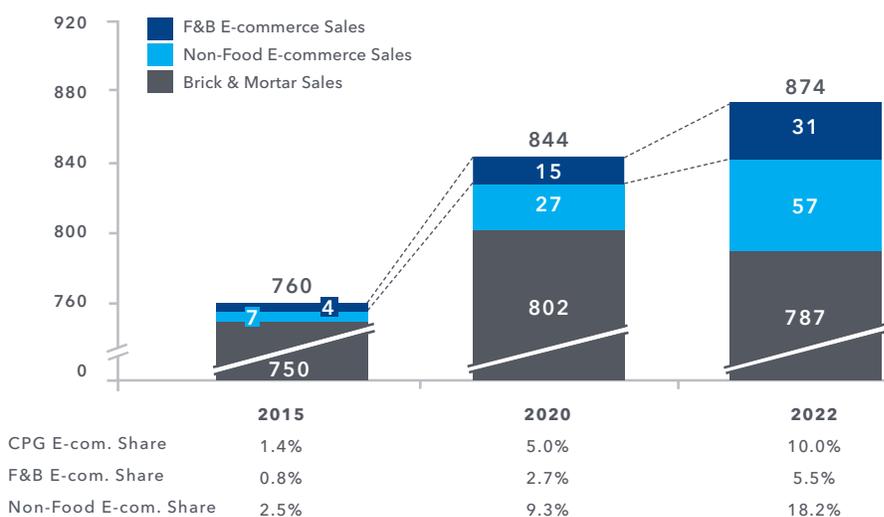
Click-and-collect and home delivery appear to be the most favored distribution models for grocery today, particularly among younger consumers who are looking for

EXHIBIT 1

E-commerce is exploding and will account for 10 percent of CPG sales by 2022.

CPG Growth 2015–2022

U.S. CPG Sales (\$ Billion)



Source: IRI Growth Consulting Analysis; Note: Numbers may not add to 100 percent due to rounding.

multiple and/or flexible fulfillment options. Still, e-retail models are evolving and long-term winners have yet to be determined.

One thing is for sure, though: Systems will become more rigid and the ability to influence change will be more limited. We estimate that only one percent of Amazon Prime shoppers, of which there are already more than 63 million, check prices on other sites before making a purchase on Amazon.

Through e-commerce, CPG marketers are well-equipped to

influence shoppers today. Because they have visibility along the entire path to purchase, including search, social media interactions and navigation patterns, e-commerce players know more about their shoppers than nearly any other digital provider. Winning is a simple matter of getting organized and setting effective strategies that build brand equity by supporting a cycle of breakthrough, resonance and recall. This requires striking a careful balance between various pillars, including digital-based search and social and traditional media.

Source: ¹IRI Consumer Network™; ²Clavis Insight, 2016 U.S. Shopper Survey

Retailers Are Investing Heavily in E-commerce

Advancing Capabilities and Simplifying the Purchase Process Are Top Priorities

Because e-commerce growth is explosive and its impact is reverberating across online and in-store worlds, retailers are moving quickly to establish a firm foothold in the evolving market space. The goal, of course, is to engage and excite shoppers today, while their e-commerce behaviors are in the formative stages, to set the stage for long-term success.

A primary focus is on enhancing e-commerce capabilities (see Exhibit 2). Retailers are generally taking one of two approaches here: build it or buy it.

Walmart, for instance, is investing more than \$3 billion to acquire Jet.com and a shoe business, ShoeBuy, to compete with Amazon and Zappos. Target, meanwhile, has invested billions of dollars aimed at enhancing its omnichannel experience, including development of new software and item-level RFID.¹

There is also a flurry of activity among retailers looking to acquire existing e-commerce capabilities. Kroger recently purchased Vitacost as part of its effort to deliver more products through more channels. Vitacost's "Express Lane" online platform offers new options to Kroger's online shopper base.

EXHIBIT 2

Retailers are moving fast to establish a strong foothold in this dynamic marketplace.

Investing heavily in e-commerce capabilities



Acquiring/partnering to build new e-commerce capabilities



Improving ease of purchase to "lock in" shoppers



Ahold and Delhaize merged, bringing scale as well as Ahold's Peapod capabilities to the union, allowing Ahold-Delhaize to strengthen the competitive position of Peapod by using Delhaize's existing infrastructure, so that Peapod can better compete with the likes of Amazon.²

Retailers are also looking for tools that will simplify the online grocery shopping experience. Amazon's rapidly growing Dash Replenishment Service is brought to life in shopper households via "Dash Buttons" and Amazon Echo, which allow customers to replenish supply of their favorite products at the touch of a button or

sound of a voice.³ Similarly, Target entices repeat behavior with free shipping, as well as a five percent discount on subscription-based products.⁴ This program also underwent recent expansion.

Manufacturers must evolve to compete in this new environment. They must view e-commerce not only as a sales channel, but also as a critical awareness driver. Leveraging e-commerce as such will set the stage for healthy growth in this next critical phase of CPG evolution.

Sources: ¹SC Digest, March 22, 2016 & Recode, January 5, 2017; ²Wall Street Journal, July 21, 2016; ³GeekWire, August 4, 2016; ⁴Company website

Amazon's Scale and Dexterity Are Paving Entirely New Paths to Growth

The growth and evolution of Amazon has been a monumental disruptor of the brick-and-mortar marketplace, contributing to the demise of several long-standing retailers. Amazon's growth trajectory is similar to that of Walmart throughout the 1990s. And based on market capitalization, Amazon is already 62 percent more valuable than Walmart. This growth certainly asks the question, "What is the best approach to competing against and/or working with this growth giant?"

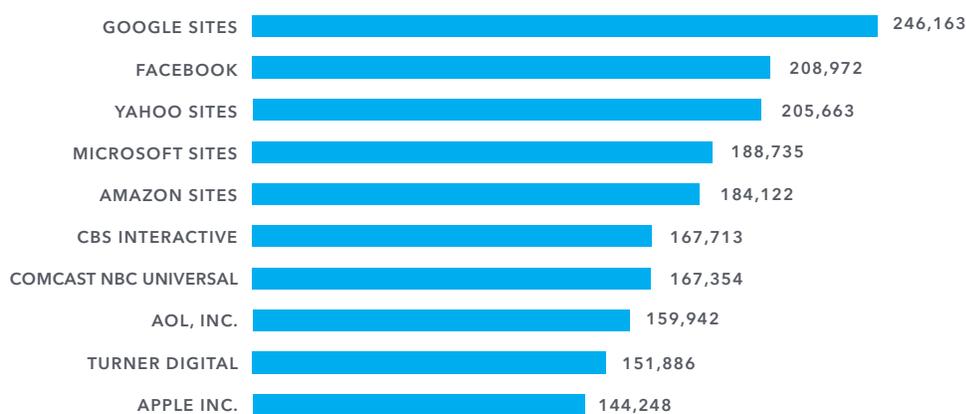
Several factors are contributing to this successful trajectory, many of which are generated from beyond traditional retail operations. For example, Amazon benefits from multiple and varied incremental cash flow streams, which can be used for additional investment. These sources include Amazon Media Group (AMG), Amazon Marketing Services (AMS), third-party seller fees and Prime membership fees. Amazon Web Services (AWS) is currently the fastest-growing enterprise technology company. Deutsche Bank estimates that AWS will have earned more than \$13 billion in calendar year 2016. Additionally, via AMG and AMS, Amazon is earning substantial media and search ad revenue from sellers that other retailers haven't been able to capitalize on. Finally, Amazon Prime captures \$6.2 billion in membership fees alone.

Because Amazon can use AWS and Prime fees to enhance its retail arm, the retailer can be very aggressive in selling their own products (such as Amazon Echo and Kindle), as well as

EXHIBIT 3

Amazon is the top e-retailer, capturing more visitors than many top news and information sites.

Most Popular Multi-Platform Web Properties in the United States November 2016, Based on Number of Unique Visitors (Millions)



Source: comScore; IRI E-commerce Consulting

offering customers low CPG prices and supreme value across categories.

Amazon is focused on continuing to raise the e-commerce bar. Amazon Go, a brick-and-mortar store that is powered by technology that allows customers to fill their shopping bags and walk out without going through the checkout process, opened to employees in Seattle in early 2017.¹ The format appears to target fill-in trips, those that drug and convenience stores currently hold as a strong suit.

As part of Amazon's plan to develop its own transportation network, Amazon Air completed its first drone delivery in a United Kingdom test

market in December 2016.² While many regulatory and logistical issues are yet to be solved, the retailer vows to continue working within its test market to hone its offering.

In addition to its retail prowess, Amazon is already the number-five overall website, based on unique visitors (see Exhibit 3). It outranks media sites, including AOL, NBC and CBS, as well as the online sites of major brick-and-mortar retailers like Walmart and Target. Indeed, CPG brands that capitalize on Amazon shopper traffic by using the site as a marketing platform rather than just a sales platform will reap significant rewards.

Sources: ¹Washington Post, 12/5/2016; ²Wall Street Journal, 12/14/2017

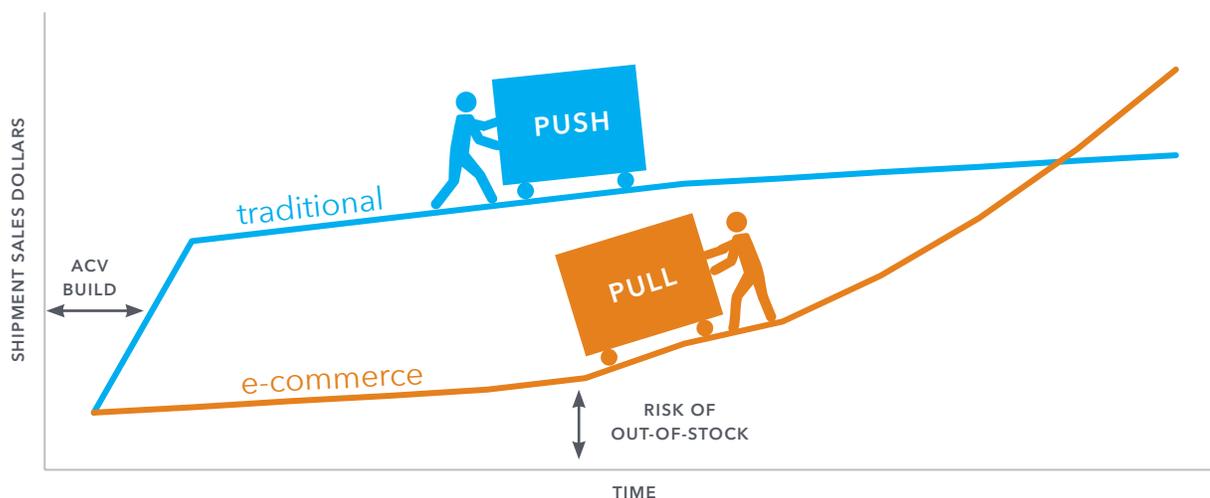
Brick-and-Mortar Retailers Must Rewire Their Go-to-Market Strategies

The “Old” Retail Sales Model Has Died; the E-commerce World Is Strikingly Different

EXHIBIT 4

Go-to-market strategies look drastically different in the e-commerce world.

Brick-and-Mortar Push Strategy vs. E-commerce Pull Strategy



Source: IRI analysis.

It is not uncommon for retail analysts and prognosticators to compare Amazon’s growth today to that of Walmart in the 1990s. While it’s true that early growth trends look similar, it is essential to understand that similarities stop there. The retail world has changed drastically during the past decade (see Exhibit 4).

In traditional CPG retail, manufacturers rely on a push strategy to launch new items. They invest about 90 days and significant sums of money to build ACV to the value of tens of millions of dollars, resulting in a proliferation of SKUs and significant inventory carrying costs. When inventory is deemed sufficient, media efforts begin.

In contrast, the e-commerce world has a “limitless shelf” and a pull strategy is used. E-retailers can sell products that aren’t in inventory. The onus on creating demand is placed on manufacturers. Once that demand is created, retailers react to supply that product for their customers. It is critical to optimize the supply chain, since there is added pressure to deliver more quickly in this world that does not have inventory built up.

From a shopper perspective, times are quite different as well. Consumers are looking for shopping experiences that reflect their unique needs and wants. Those that provide

a “meaningful experience” will win shopper loyalty going forward.¹

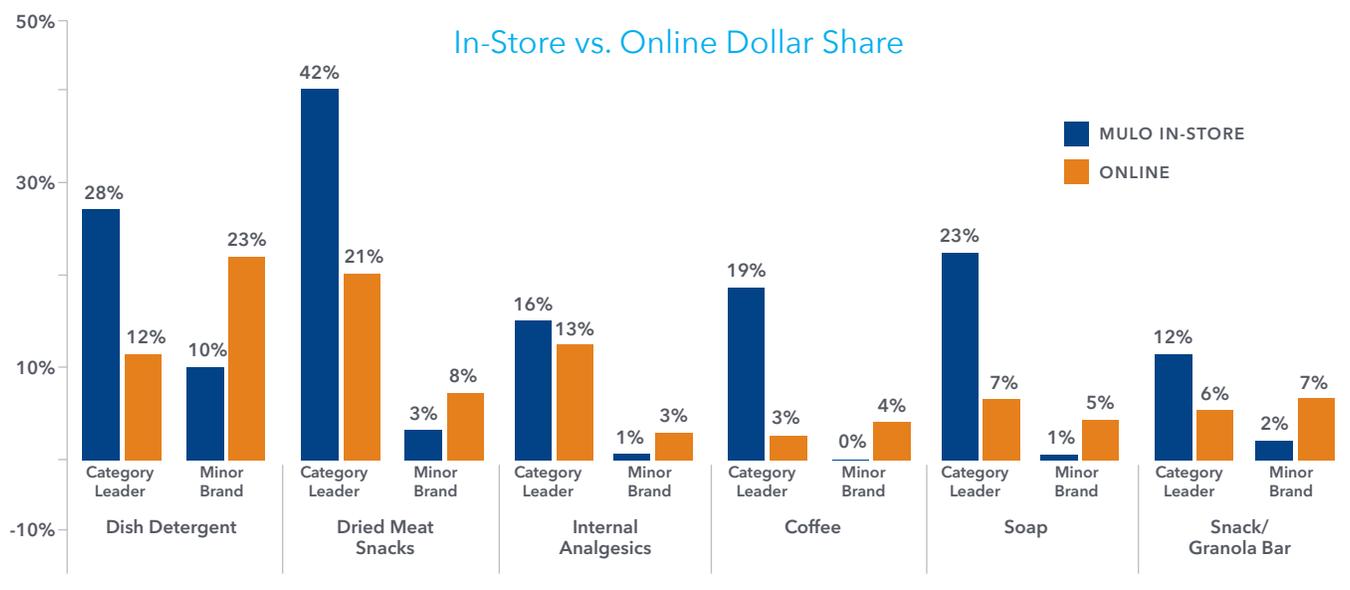
Amazon has a significant advantage over other social media platforms. When people visit Amazon, they are “in shopping mode.” Retailers and manufacturers who engage shoppers at this juncture stand to benefit from a significantly shorter path to purchase. But, the marketing playbook has changed. The “typical” go-to-market strategy for CPG manufacturers is no longer effective.

Source: ¹Clavis Insight, 2016 U.S. Shopper Survey

The Landscape Has Changed Dramatically, but Brick-and-Mortar Strategies Have Yet to Evolve

EXHIBIT 5

Niche players have a higher share online than they do in-store.



Sources: IRI POS MULO, 52 weeks ending 9/25/2016; IRI E-Commerce eMarket Insights™, 52 weeks ending 9/25/2016.

As mentioned earlier in this report, online CPG is clearly in early stages of development but is poised for rapid growth. CPGs can seize this growth opportunity, but the industry must adjust to excel.

The online “pull” environment has rendered traditional CPG marketing programs less effective. As a result, across categories, brands that are category leaders in the brick-and-mortar world are lagging behind niche players in the online environment (see

Exhibit 5). Lost revenue opportunities are significant.

Marketing strategies need to be adjusted to compete in this world. But this is no simple task. Budgets are not ready and organizational structure is not in place. In many instances, traditional brick-and-mortar retailers and manufacturers have a clear lack of understanding of the nature of the e-commerce world.

High-performing online players are well ahead of the game. These

players are models of compelling e-commerce strategy. They are effectively engaging energized shoppers, winning in the search arena and thus capturing a disproportionate share of spending. They are driving the change that will define the CPG world of tomorrow.

Traditional brick-and-mortar brands must take a page from this playbook as they rewire their e-commerce strategies.

CPG Marketers Can Grow E-commerce Sales up to 150 Percent by Building a Strong Online Presence and Earning Shopper Awareness

A Strong Online Presence Will Support Online and In-Store Growth Efforts

E-retailers have become destination locations for information. Consumers visit these digital sites with a purpose in mind—to see the latest trends, products and product reviews, money-saving opportunities and so forth—because they are preparing to make a purchase. As a result, they are more open to buying than they are while they're on media channels such as CNN.com or even Facebook.

The result of this visit may be an online purchase. Once a product is in the online basket and a purchase is made, propensity for repeat purchase goes up. After all, it's simple to go back to the purchase history and click to reorder.

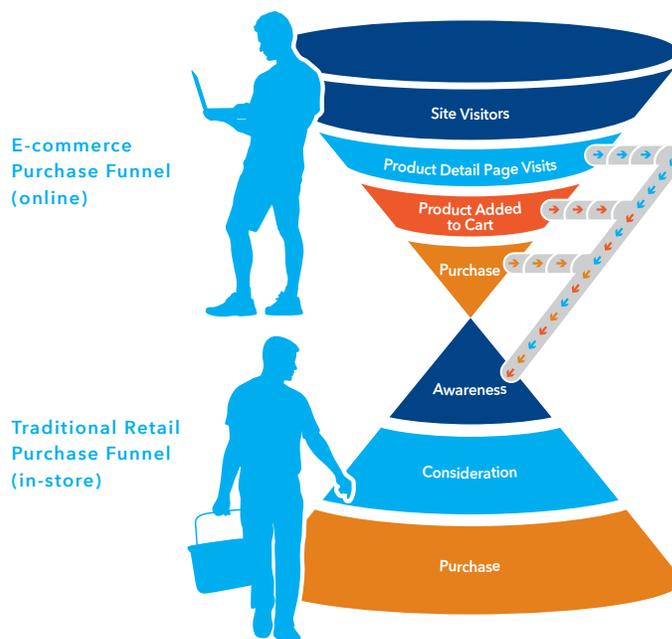
But the online visits also heavily influence in-store purchases. The pure fact of exposure to brands online increases awareness of those brands. Exposure influences purchases that are made today, tomorrow or at some point down the road. In this way, e-retailers are a critical marketing gateway.

For this reason, even traditionally brick-and-mortar brands must have a strong online presence and ensure that their presence is strategically located along the path to purchase.

It must go beyond media sites to retail sites, particularly Amazon. The online presence must facilitate the discovery process by providing key information, including product availability, assortment, and price and promotion details.

EXHIBIT 6

E-commerce is as much a marketing channel as it is a sales channel.



Source: IRI Analysis

Conveying this information correctly and with a single point of truth opens the door to effective manufacturer-retailer collaboration and supports volume growth. To this end, it is critical that e-commerce organizations are supported by subject matter experts and analytic tools that provide comprehensive measurement of the online marketplace and its shoppers to reveal the most valuable shoppers and how to drive them to e-stores, increase conversion and grow basket spend.

CPG Marketing: Digital Has Turned the Tables



Today is less about what you own, and more about where you **BUILD** your brand presence



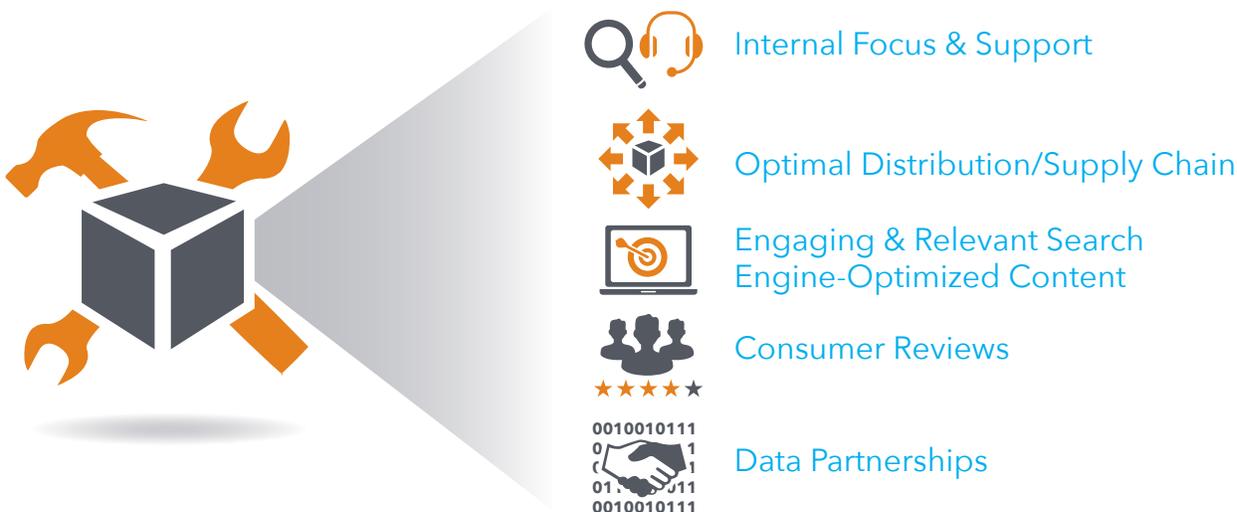
It's not about linking consumers to your properties, but **DRIVING** shoppers down the path to purchase



Integrate your messaging to **EARN** performance online and in the store



Enhance Online Brand Discoverability With Optimized Placement and Relevant Content



As mentioned on the previous page, the first step in tapping into e-commerce growth opportunities is building a strong online presence. Getting the right subject matter experts involved, from advocacy to execution, is essential. These are the folks who will develop strategy and identify target markets.

They will also ensure that the brand portfolio effectively addresses key consumer needs in breadth and depth, as well as distribution and availability.

This team will also need to create relevant and search engine-optimized content, along with visuals that will attract and engage shoppers. Best-in-class e-tailers follow a very specific approach to populating their brand sites. They know how consumers go about online search—what makes these

shoppers tick: product attributes, price/value messaging and so forth—and they optimize their search algorithms accordingly.

Included in this messaging are product reviews—from customers and retailers alike—that will provide additional experience-based information to feed the discovery process. Particularly in today's conservative marketplace, consumers are hesitant to spend their hard-earned money on products that may fail to meet their expectations. Reviews are an important tool for allaying some of these potential purchase inhibitors.

Certainly getting e-retail right depends heavily on having a clear and consistent understanding of high-value customers, including not only their digital footprint, but also their path to purchase in the brick-and-mortar world.

In today's fast-paced and complex omnichannel marketplace, data partnerships are of paramount importance for retailers that are looking to keep their e-commerce strategies in lockstep with their most valuable customers.

The 360-degree marketplace; category, competitive and brand trends; and drivers of shopper conversion are essential elements of effective and comprehensive go-to-market e-commerce strategies. Strategic, organizational and tactical programs must work in harmony to address growth levers in each of these areas.



Keeping Pulse of the Evolving Online Marketplace Is Essential

EXHIBIT 7

Niche brands are taking leadership roles online.

Top Coffee Brands

TOP SELLING IN-STORE COFFEE BRANDS, SINGLE SERVE



15%



15%



13%



8%



7%

COFFEE BRANDS: SHARE OF AMAZON'S TOP-40 SELLERS



15%



10%



10%



8%



8%

Sources: IRI Market Advantage™; IRI Analysis (12/16/2016)

Since it was originally founded in 1979, IRI has been a leader in delivering powerful market measurement, point-of-sale and consumer insights across brick-and-mortar channels. In 2015, IRI expanded that expertise into the online realm.

There is no question—the online CPG marketplace looks very different from the brick-and-mortar realm. As mentioned earlier in this report and illustrated in Exhibit 7, niche brands are consistently outplaying brands that dominate in the brick-and-mortar world and lost revenue opportunity is significant.

Manufacturers must take steps to better understand the online competitive e-marketplace. By understanding category and brand dollar sales and share, marketers will glean a better understanding of players that are moving the needle in e-retail, market and competitive trends, and associated growth opportunities.

Most important, CPG marketers must have a clear understanding of how the shopper journey is evolving across multiple platforms. They must have a clear plan for measuring their impact along that journey, and that plan must be based on goals and

a succinct set of key performance indicators against which performance will be evaluated.

By integrating Clavis Insight's comprehensive digital shelf analyses with insights around consumers' online shopping behaviors, CPG marketers can more easily study brands to track and monitor their key online performance indicators and make on-the-fly adjustments to optimize programs and grow impact.



Maximize Customer Lifetime Value Across Your Most Valuable Customers

EXHIBIT 8

Shopper spending is quite personal and can be greatly impacted by keying in on purchase motivators.

E-commerce Dollar Share Index Within Baby Wipes Category (Average = 100)



Sources: IRI Omnichannel Insights™

IRI's recent Times & Trends report, [The Omnichannel Journey: Transforming Big Data into a Prescription for Growth](#), provides detailed insights into the growing complexity that is the consumer packaged goods industry. There are more places to shop and there are more products to choose from. And still, true organic growth has proven very hard to deliver, particularly in a consistent manner.

In this environment, it is important to know who your most valuable shoppers are, what they're looking

for and where they are shopping. Only then is it possible to engage those shoppers where they are and when and how it matters most to them. This concept holds equally true in brick-and-mortar retail and in e-retail, making the crossover space where the online and in-store worlds meet exponentially more important to understand.

Combining online and in-store shopper data with e-commerce-focused qualitative data provides a phenomenal understanding of brick-and-mortar shoppers and how they

interact in the e-commerce space. This type of integrated analysis shows who is shopping where, how much they are spending and how often they are shopping. The qualitative "why behind the buy" adds invaluable insight into purchase motivators like website content, the online value proposition and optimal product assortment.

With these insights, manufacturers can optimize their go-to-e-market strategies against the most effective growth levers.



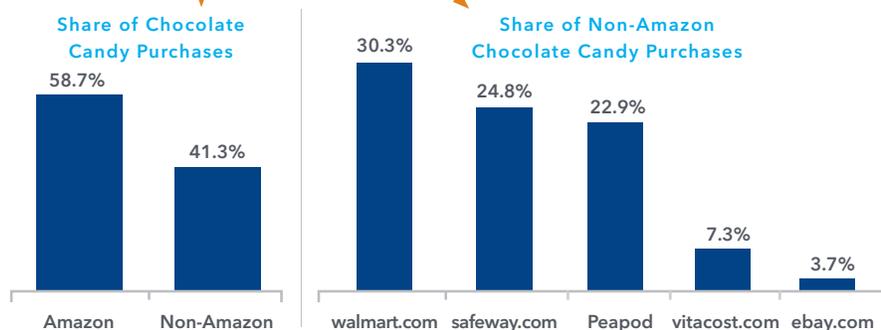
Be in the Right Place, at the Right Time, With the Right Message

EXHIBIT 9

The online path to purchase is a clear roadmap for targeted marketing programs.

Path to Purchase Illustration: Conversion Success when Amazon.com in P2P for Chocolate Candy Purchases

CATEGORY	PURCHASE DOMAIN	SHARE OF TRANSACTIONS	SHARE OF UNITS	SHARE OF DOLLARS	SHARE OF BASKETS	AVG. PRICE	AVG. DOLLARS/BASKET
Chocolate Candy	Grand Total	100	100	100	100	\$9.39	\$91.67
Chocolate Candy	Amazon	58.7	53.3	79.1	50.9	\$13.81	\$79.43
Chocolate Candy	Non-Amazon	41.3	46.7	20.9	49.1	\$4.25	\$109.07
Chocolate Candy	walmart.com	12.5	20.4	8.2	10.5	\$3.72	\$77.03
Chocolate Candy	safeway.com	10.2	8.1	2.1	21.3	\$2.45	\$191.21
Chocolate Candy	Peapod	9.5	9.6	2.5	13.1	\$2.75	\$126.95
Chocolate Candy	vitacost.com	3.0	3.9	0.9	1.8	\$2.03	\$54.42
Chocolate Candy	ebay.com	1.5	1.0	1.7	0.4	\$16.48	\$26.10



Source: IRI Path to Purchase Insights Module™

IRI’s recent Leading Edge publication, **Personalization Journey: Leveraging Big Data to Drive Big Growth**, underscores the wave of information that consumers swim through on a daily basis. To break through, marketing stories must be current and in context at any given point in time, and they must be where the consumer is—consumers will not go looking for the message.

By knowing how shoppers travel to sites (which pages they visit, how long they spend there), where they ultimately purchase CPG products and which retailers are

best converting, manufacturers can spend their e-commerce dollars efficiently and effectively. But this is not a simple task, because e-tail behavior varies by category, shopper and trip mission.

For instance, IRI’s ongoing path to purchase analyses show that shoppers generally use Amazon.com and Walmart.com for fill-in type e-CPG trips. Safeway.com and Peapod generally capture stock-up trips.

Exhibit 9 shows purchase variations in the chocolate candy category. When Amazon is within the path

to purchase for chocolate candy (i.e., one of the five domains visited prior to purchase), customers ultimately make the purchase on Amazon 58.7 percent of the time. The rest of the time, they purchase from a non-Amazon site, such as Walmart.com or Peapod.

Marketers must understand what sites their target shoppers visit before they make a purchase, so that they can invest their marketing dollars wisely. By understanding which items are competing, which item ultimately “won” and what the influencing factors are, manufacturers can hone their marketing message and boost impact.

In addition, with the help of IRI Lift™, firms can quantify the impact that online advertising has on in-store sales, even while campaigns are “in flight,” allowing firms to make optimization decisions mid-campaign.



Uncover New E-commerce Opportunities: Grow E-commerce Sales up to 150 Percent

ISSUE

A large CPG manufacturer wanted to propel e-commerce growth by understanding the performance of its own and competitive brands, as well as how its customers were interacting with its categories in the newly emerging online space.

This manufacturer also wanted to understand how other organizations were effectively mobilizing their teams for success, and specific tactics to execute in order to activate growth.

IMPACT

The manufacturer was able to gauge performance against their peers, set achievable growth goals for e-commerce sales and create a growth roadmap, which included:

- List of competitors to monitor and insights into competitor e-commerce performance
- Prioritization of e-retailers and domains presenting the biggest marketing opportunity
- Understanding of customer perceptions regarding the e-commerce channel and future purchase intents
- Recommendations on how to create a comprehensive strategy for online and in-store sales growth

The client is expecting to experience 150 percent in e-commerce sales growth due to the insights, opportunities and recommendations generated by IRI.

INSIGHT

IRI's E-commerce Reporting Suite and analytic expertise provided valuable insights into the evolving marketplace and associated shopper behavior:

- Dollar sales and share positions over a three-year period for own and competitor brands
- Comprehensive understanding of the digital paths shoppers took when purchasing client brand products, as well as motivators behind online conversion
- Strategic and tactical recommendations to build out client e-commerce teams, develop a go-to-market strategy and optimize online presence across multiple retailers

Resources

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 digital disruption of the CPG marketplace:

For answers to critical considerations impacting online strategies, tap into **IRI E-commerce Reporting Suite™**

This complementary solutions suite provides visibility into how consumers arrive at conversion websites, understanding of leading conversion websites by category and brand, measurement of conversion metrics and lost opportunities, comparison of online and in-store sales, as well as insights into shopper and purchase dynamics of key shopper segments.

To track and assess a brand's holistic online and in-store performance, as well as omnichannel cause-and-effect analytics all in one place, turn to **IRI E-Market Insights–Private Cloud™**

IRI's E-Market Insights–Private Cloud delivers in-depth e-commerce and in-store cause-and-effect analytics via an alliance with Clavis Insight. This solution allows clients to view their own brick-and-mortar and ePOS market measurement data, as well as Clavis' digital shelf analytics, all integrated on IRI's Liquid Data Platform.

To understand where, why, when and by whom products are purchased online, turn to **IRI E-commerce Path to Purchase Insights™**

IRI's E-commerce Path to Purchase Insights module offers an unparalleled view of the digital journey and resulting transactional activity based on click-stream data and enhanced by IRI's proven product hierarchy mapping methodology to normalize disparate online product descriptions.

To gain a comprehensive understanding of total market sales and share trends at the category and brand level, rely on **IRI E-Market Insights™**

This industry-leading e-commerce tracking solution combines longitudinal shopper data from the IRI Consumer Network™, online purchase data from IRI's digital partner panels and ePOS and POS data to provide a 360-degree perspective of the U.S. e-commerce universe and all its retailers.

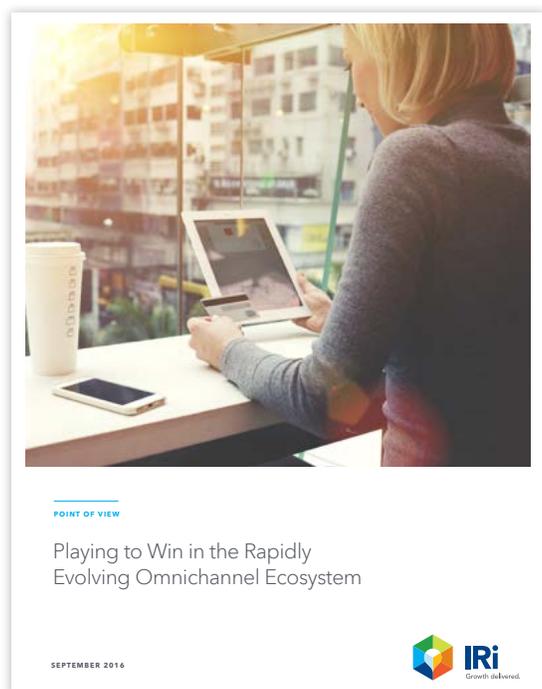
To obtain a holistic view of the highly fragmented e-commerce marketplace, turn to **IRI Omnichannel Insights™**

Based on longitudinal shopper data from IRI's Consumer Network™, online purchase data from IRI's digital partners and IRI's proprietary e-commerce consumer engagement survey, this leading e-commerce consumer and shopper insights service is the most complete in the marketplace.

To learn how first-movers have taken advantage of e-commerce channel growth, ask about **IRI's E-commerce Center of Excellence**

IRI's team of e-commerce experts helps clients build solid foundations and granular e-commerce strategies by determining which levers will drive high-impact growth. With proprietary techniques and vast and integrated data assets, IRI's E-commerce Consulting team reveals opportunities for your business to make winning investments in this rapidly growing marketplace.

Related Materials



FOR MORE INFORMATION

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

**IRI**

Growth delivered.

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 health care industries by pinpointing what matters and illuminating how it can impact their businesses. Move your company forward at IRIworldwide.com.

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