Mona's recipe for success

How Mona can increase the frequency of family sized specialty desserts

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Management summary

Currently, only 22 percent of Dutch households consume a dairy dessert on a daily basis. FrieslandCampina, market leader in the Dutch dairy category, set a goal for 2013 to increase this to 23 percent. Mona, one of their brands, is set to be one of the driving forces in the category's growth.The brand has a big chance to grow, since the average household only buys about six Mona specialties per year. The store is where over 80 percent of shopper decisions are made and an amazing 50 percent of brand switches happen (Saatchi&Saatchi, 2013) and retail experience is becoming an increasingly important construct (GFK, 2012).

Therefore, I dedicated this thesis to in-store marketing for Mona, answering the following central question: "How can in-store marketing in Dutch supermarkets contribute to an increase of Mona specialty sales, to an average of 6.3 Stock Keeping Units per household per year?"

The target shoppers for this research are "Mothers with a busy life whose children still live at home and like to spend time with their family and close ones." The target consumer is "families in the Netherlands, with children who live at home. "

In order to answer the central question, multiple components needed to be analyzed and researched. Desk research on Mona and its competitors needed to be combined with desk research on the dairy category, giving a good image on Mona's current market position. The question "what is in-store marketing" is answered by combining desk research on different constructs and theories with the opinions and experiences of experts. Additionally the different stakeholders were defined and interviewed on Mona's in-store marketing activities.

Once I finished my research, I answered the different sub questions and made the conclusions. Mona consumers like to eat the product together with their family, at a special occasion of celebration: a consumption moment I named 'Mona moments'. When eating the dessert, the consumer type that buys Mona chooses taste and quality over 'a dessert that is good for you'.

I found that there was a barrier in consumers' minds of not wanting to buy a "special dessert" on a regular day, which could be the reason of not buying Mona. Simultaneously, retail products are often bought by habit, and experts believe in-store marketing is a good method to break this habit. Because Mona is often bought by impulse, "seeing is buying".

The advice of how in-store marketing can create higher sales for Mona, consists of two parts. Firstly, I advise FrieslandCampina to focus on the "Mona moments", connecting the brand with moments that the Dutch celebrate, such as Mother's day and the start of the summer holiday. Analyzing the 'desserts of the month' sales and flavors, as well as the brand personality, this has proven to be a success in the

past. Mona can ‘claim’ a certain holiday, such as Mother’s day, in order to raise sales around these periods of time. The brand can also connect to a moment to celebrate, such as a birthday or a graduation.

The second part is using personalized content marketing as a tool to connect with consumers. Personalized content marketing is on the rise and there is a “hunger for tailored, personalized communications” (Chan, 2012). Providing consumers with the opportunity to design their own packaging/wrapping is already proven to be successful within FMCG by Heineken, M&M’s and Heinz, and is now also launched by Nutella and Coca Cola. Similarities in all cases are the limited set of options: consumers can only change the text or choose form a couple of prints. Explanation for the success of the limited choice can be explained by the Optimal Distinctiveness Theory (Brewer, 2003) and the Paradox of Choice (Schwartz, 2004).

The elaboration of the advice can be done by developing Mona wish-card wrapping. Mona shoppers can design their own cardboard wrapping that covers every Mona specialty dessert. They get an A4 sized cardboard paper at the supermarket, with the shape of the wrapping punched into the cardboard, ready to press out. On a special website, the consumer can design their own wrapping, picking a theme and then being able to adjust the text on the card. The four or five options of cards have a clear theme, like ‘birthday’ or ‘Mother’s day’.

The Mona wish-card wrapping is relevant for the shopping mother, as well as for her family. The connection with holidays is relevant for retailers, and the elaboration of the website and displays are realistic for FrieslandCampina.

Preface and acknowledgements

During my internship at FrieslandCampina I found that in-store marketing is a complex field, with a lot of difference in shopper behavior between categories and brands. I learned that there are some basic rules when it comes to in-store marketing, but it struck me that there was no tangible set of success factors for in-store marketing per brand, or per supermarket chain. I decided to unravel the field of in-store marketing, focusing on one Mona, one of the many brands FrieslandCampina holds.

I received a lot of support within the company: I got the opportunity to ask for any model, explanation and sat hours and hours with employees of marketing, shopper marketing, business insights and other departments, not only during official interviews but also during lunchtime and other occasions everyone was very tolerant to my unending wave of questions. Special thanks go out to Carola van der Horst, guiding me in the process of finding the subject, the right questions and the right people to ask the questions to.

I would also like to thank Ronald Voorn, for believing from the start this would be an interesting thesis, and guiding me in the long process of putting the little bits of information in the right order, literally day and night. Lastly I would like to thank my friends, family and boyfriend, for their understanding of the little time I had left for the in the past months, and for reading and checking my thesis.

I hope you enjoy reading this thesis, as I enjoyed working in and learning about the field of shopper marketing in the past couple of months.

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1. Introduction

1.1 Motivation

During my studies of International Commercial Communication at Utrecht University of Applied Sciences, as well as during my study abroad at Kyung Hee University in Seoul, South Korea, I developed a specific interest in fast moving consumer goods. The store is where over 80 percent of shopper decisions are made and an amazing 50 percent of brand switches happen (Saatchi&Saatchi, 2013) and retail experience is becoming an increasingly important construct (GFK, 2012). As Bas Roeloefs, Shopper Marketing Director at FrieslandCampina states: “If it doesn’t work in the store, it doesn’t work, full stop.”

I was keen to learn more about in-store marketing, and was delighted to find out I was able to do my internship at the department of Shopper Marketing at Royal FrieslandCampina [FrieslandCampina] (see appendix for company's organizational structure). This internship gave me the opportunity to learn more about in-store marketing, and to apply my newfound knowledge to the several brands FrieslandCampina Branded Retail Netherlands holds .

As advertising media channels fragment – consumers are found watching TV and their mobile phone at the same time - retail point-of-sale is arguably the universal meeting point in which the crucial act of relating with the brand, switching from interest into involvement and, ultimately, buying takes place (Catzola, 2011). FrieslandCampina thinks shopper marketing and in-store marketing very important. The corporate website of the company states: “Implementing a strategic focus on Shopper Marketing and thereby putting our shoppers and the point of purchase in the heart of all we do means that we will adopt a new way of working. It means moving from our traditional way of working”

While learning about shopper marketing, I wrote my thesis to contribute to one of the targets FrieslandCampina has: creating growth for the entire dessert category. Mona, one of their brands, is set to be one of the driving forces in the category’s growth. Therefore, I decided to dedicate this thesis to the in-store marketing of this brand. The second reason I chose to research Mona’s in-store marketing is the brand’s change to grow: The average Mona consumers buys only 5.9 Mona puddings and/or mousses per year. FrieslandCampina set as a goal to increase this buying frequency of Mona desserts to 6.3 puddings and mousses per household per year. This is why I chose the following central question for my thesis: "How can in-store marketing in Dutch supermarkets contribute to an increase of Mona specialty sales, to an average of 6.3 SKU’s per household per year?”

1.2 Problem definition

The problem can be defined by means of two parts, one concerning the dairy category, and the other concerning the Mona brand. Both are explained below.

Dairy based desserts are consumed daily by only 22 percent of Dutch households

Only 22 percent of Dutch households who have dairy for dessert every day. (Zuivelintakemonitor, 2008). Being the category leader for dairy brands in the Netherlands, FrieslandCampina sees an opportunity of category growth. Therefore the goal for the end of 2013 is to increase the amount of households that eats a dairy-based dessert on a daily basis to 23 percent. For FrieslandCampina the carrying brands for this category growth are Campina and Mona. Mona sets the basis for achieving the goal with the Above the Line [ATL] campaign 'Everything for the dessert' (Dutch: 'Alles voor het toetje') throughout the year.

The average household only buys about six Mona specialties per year

GFK data (2013) have shown that 66 percent of the population has bought one of Mona's products at least once in the past year. On top of this about 80 percent of the consumers tend to re-buy Mona once they bought it before. However, Mona has seen a decline of the amount of products that was bought in the past year, compared to last year. For the specialties category - the brands core sales - the average amount of desserts that is bought is a Moving Annual Total [MAT] of 6.5 in Q1 2012 but dropped to 5.9 in Q1 of 2013, which is an index of 89 in Q1 2013 (GFK, 2013). FrieslandCampina wants shoppers to buy at least 6.3 desserts per household in 2013.

1.3 Target Groups

Target consumer:

Families within the Netherlands, with kids who live at home.

This target consumer can be divided into two groups:

- Families with higher income, providing 22 percent of Mona's specialties revenue
- Families with lower income, providing 13,6 percent of Mona's specialties revenue

Target Shopper:

Mothers with a busy life whose children still live at home and like to spend time with their family and close ones.

Target Customer for in-store marketing activities:

All Dutch supermarkets selling Mona family sized desserts, including Albert Heijn, Bijeen members and Superunie members.

1.4 Central question

"How can in-store marketing in Dutch supermarkets contribute to an increase of Mona specialty sales, to an average of 6.3 SKU's per household per year?"

1.5 Subsidiary questions

- What is the current market position of Mona?
- What is the buying behavior of Mona shoppers?
- What is in-store marketing?
- What in-store marketing is advised for Mona?

1.6 Research methods

What is the buying behavior of Mona shoppers?

In order to answer this questions I did desk research within FrieslandCampina, as well as literature studies on the categories of FMCG, groceries, and dairy. The choice for desk research within FrieslandCampina is because of the extensive amounts of information FrieslandCampina has collected concerning the dairy category and shopper behavior. Furthermore, Mona's target shopper is widely researched and described in behalf of FrieslandCampina. The choice for literature study on FMCG groceries, and dairy is to get a good view on what sector I was working in, and finding out the representatives in shopping behavior of this sector.

What is the current market position of Mona?

The methods to come to an answer to this question are desk research and interviews with experts on Mona. The choice for desk research is because of the huge amount of information FrieslandCampina has available about the brand Mona and its shoppers. The interviews with experts are held in order to make sure the data was interpreted in the right way, and to find additional information and opinions on the current market position of Mona.

What is in-store marketing?

To find out what in-store marketing is exactly, I chose to research existing information about the construct. Most of the information can be found at 'POPAI, the global association for marketing at retail' and 'WARC, the global provider of ideas and evidence for marketing people'. However, I will

also learn a lot from the experts on in-store marketing within FrieslandCampina, and search for information at other desk research sources.

2. Definitions and delimitations

2.1 Definitions

ATL = Above the Line, mass communication for a brand (e.g. television). Opposite of BTL, Below the Line.

Field sales = A manufacturers department making sure the brands of that company are sold in the best possible way. Field sales can arrange discounts and in-store marketing activities at local level

In-store marketing = "all the marketing activities available in stores that strongly influence consumer behavior at the point of purchase" often closely connected with shopper marketing and further explained in chapter 5.

SKU = Stock Keeping Unit, a product of a certain brand in one flavor and one packaging size. E.g. Mona 450 ml Caramel Waffle pudding

2.2 Delimitations

The following limitations were made in order to make this study measurable and manageable.

- This study will be focused only on the results of communication within in-store marketing, excluding internet sales.
- This study will be focused only on in-store marketing activities that can be influenced by the department of activation, excluding above the line campaigns and on-pack promotions.
- This study will be focused only on the results of communication within retail stores, excluding the 'out of home' sector.
- This study will be focused on supermarket-chains where Mona sells in, which are approximately 5000 supermarkets within the Netherlands, including Albert Heijn, Superunie and Bijeen supermarkets.
- This study will be focused only on current Mona shoppers, because the goal for this study is not to attract new Mona buyers, but to activate shoppers to buy products of the brand more often.

- This study will be limited to the Stock Keeping Units [SKU´s] (a product in one flavor and size) designed for households, which means the study does not include the one-person SKU's. Moreover, this study will focus on specialty desserts only, excluding yoghurts and quarks. This means this study focuses on the following SKU's:
  - Mona 500 ml pudding, in the flavors vanilla, caramel, semolina, raspberry, dame blanche, macaroons, chipolata, lemon meringue, brownie, caramel waffle and the 'dessert of the month'.
  - Mona 500 ml chocolate mousse
  - Mona 750 ml whipped cream flavor pudding

Part I - Mona

In this part of the study, the question "What is the buying behavior of Mona shoppers?" will be answered by, first, analyzing the buying habits and motivations of shopper in fast moving consumer good and, second, those of grocery shoppers (chapter 3). Chapter 3 also contains explanation of different motivations of buying. In order to answer the first question, along with the question "What is the current market position of Mona?"; in chapter 4, the buying motives of Mona consumers are further elaborated, with a brand analysis and competitor's analysis. Also in chapter 4 are the unique selling points of Mona.

3. The Market

3.1 Fast moving consumer goods

Mona is a product in the fast moving consumer goods (FMCG) category. Typical for FMCG is that shoppers have low involvement in buying the products, which means the decision making process of buying a brand is not very long (Rossiter and Percy, 1997). The dual process theory (Kahneman, 2011) explains that humans have two ways of processing: system one is fast, implicit and automatic, system two is explicit, controlled and conscious. Shopper decisions made in the FMCG are mainly system one type decisions, meaning the decision is made fast and automatic.

3.2 Groceries

When it comes to buying groceries and personal care products, shoppers are more habitual then in other FMCG sectors. Sander Renkema (ChannelUp) states: "Most consumers only have a set of fifteen different dishes they make on a regular basis. Going into the supermarket, the shopper chooses between this set of choices. The opportunity for brands is to break through the habit and try to make the shopper switch."

New Shopper Journeys Europe's research in 2012 confirms the habitual basis of grocery shoppers. For groceries and personal care products, only 22 percent of purchases in the category are impulse, whereas over 40 percent of clothes, shoes, accessories and fast food purchases are impulse. A stunning 66 percent of groceries and personal care products purchases are habitual. Just 12 percent are research purchases (New Shopper Journeys Europe, 2010).

Because the perceived risk of trying out a different brand is low, shoppers are easily convinced to switch brands. The store is where 50 percent of brand switches happen (Saatchi&Saatchi, 2013). However, in order to switch brands, a certain 'trigger' is needed (ChannelUp). This is where in-store marketing comes in: in-store marketing is used by brands such as Mona to trigger the shopper to buy a certain brand by impulse, instead of buying the brands they are by usually.

Examples of triggers are discounts and a premium or win-price: all reward based triggers, as used in the peripheral route of the Elaboration Likelihood Model (Petty and Cacioppo, 1986)

There are also barriers in the shoppers mind, reasons not to buy the product. For Mona barriers could be the high calorie rate, the slightly more expensive price and the fact that the shopper did not thought of a dessert yet.

3.3 Motivations of eating dairy

According to a large-scale research done by Ipsos Synovate (2012), there are seven different types of motivation when it comes to buying ‘eat-dairy’ (e.g. yoghurt, custard and pudding), all of which fulfill a different need (see appendix). As shown in figure 1, the different types of motivation for eating dairy are: ‘recharge', ‘exclusivity’, ‘critical on quality’, ‘responsible and healthy’, ‘homey and convivial’, ‘enjoying together’, and ‘enjoying carelessly’. The research found that Mona is mainly focused on the last two segments: ‘enjoying together’, and ‘enjoying carelessly’.

The following figure is adapted from Ipsos Synovte (Wie zijn de gebruikers van Mona, Ipsos Synovate, 2012, p. 2-4).

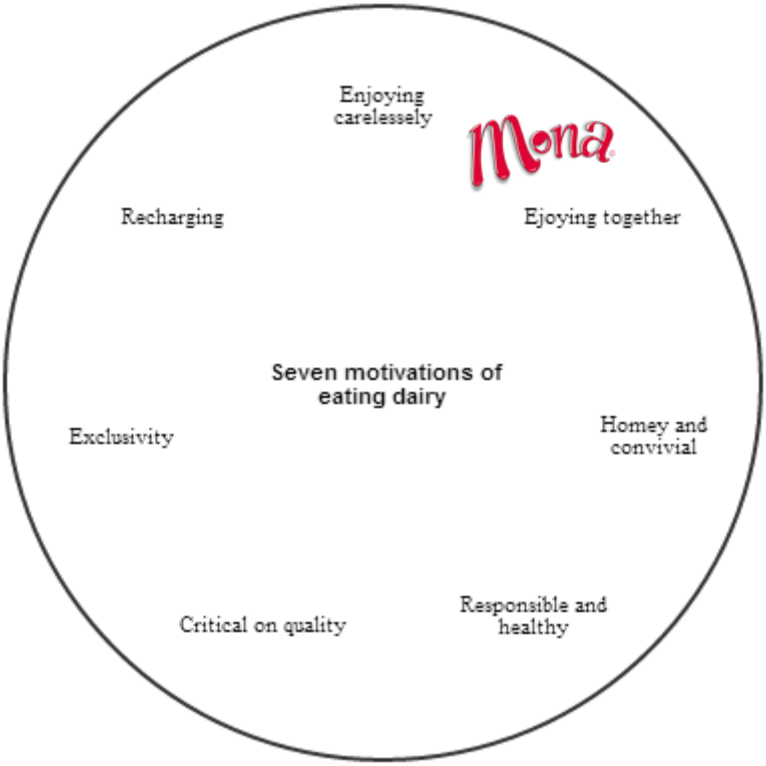

Figure 1. Seven motivations of eating dairy

4. Mona

4.1 About the brand

Target audience and insight

The target shopper of Mona is described as "Mothers with a busy life whose children still live at home and like to spend time with their family and close ones." The main insight on these mothers is: “Life is serious enough already. With a nice Mona dessert I can draw a smile on anybody’s face” (Mona brand propeller, see appendix)

Mona is proud to have recognizable packaging, various flavors, and the slogan ‘It makes you happy’ (Dutch: ‘daar word je blij van’.) Not only does the brand claim to have the functional benefit of the best tasting dessert, it also stresses the emotional benefit of being the most fun. (Mona brand propeller, see appendix)

Brand personality

The first and most important word describing the brand’s personality of Mona is ‘happy’. The brand can also be described as accessible, rascal, and contemporary. Overall, the brand represents those little moments of happiness. (Mona brand propeller, see appendix)

Having fun together at the dinner table

Since the brand targets families, the main goal is to keep the families around the table after dinner, to enjoy Mona as a dessert together. Connecting with the ‘enjoying together’ consumers, the brand often chooses premiums and win-prices connecting with ‘family time together’. Examples of this are a table cloth, a weekend to a Dutch theme park with your family and a red barbecue.

4.2 Mona's unique selling points

The biggest unique selling points [USP's] Mona sets out to have are: being the most fun, especially as a family around the dinner time. Mona states to have the best tasting desserts. On top of that, Mona has recognizable packaging, a wide product range and uses consumer ethnocentrism. These USP’s, along with others, are discussed below.

Wide, surprising assortment

One of the unique selling points Mona sets out to have is a wide range of flavors. With several flavors and packaging sizes of yoghurts, quark, mousses, custards and puddings there is something for everybody's liking, not just for sweet tooth. Mona has one ever changing flavor: the ‘dessert of the month’ (Dutch: ‘Toetje van de Maand’)

Products that have low involvement with buying and are transformational are perceived low risk buys. Therefore, consumers are willing to try new things and pick a different flavor than that they're used to (Rossiter and Percy, 1997). This could be an explanation of the success of the ever-changing dessert flavor, providing the consumer with even more variation, and giving the shopper a so called 'reason to buy'.

In deciding what desserts to add to the collection temporarily, consumers getting involved. A lot of the 'desserts of the month' are submissions of consumers with an idea about what a new dessert should taste like.

Packaging

Mona is widely known among consumers for its packaging. The typical shaped puddings give high brand recognition, and possibly the shape could create brand recall (Rossiter and Percy, 1997) as well.

Starting June 2013 all of the brand's wrapping will change to the typical Mona red color. Research among target consumers has shown that the new wrapping gives higher brand and flavor recognition than the old one (Metrixlab, 2012).

Usage of consumer ethnocentrism

Consumer ethnocentrism is stated as being "the appropriateness, indeed morality, of purchasing foreign-made products." (Shimp and Sharma, 1987). Using these typical Dutch premiums, ingredients, celebrations and TV commercials, the brand's roots are emphasized. This gives consumers the feeling the product is more 'ours' compared to foreign brands, which is a unique selling point for Mona.

The main ingredient of the pudding is dairy from Dutch origins. Likewise a large part of the assortment consists of Dutch flavors. This, along with Mona's brand story of Dutch heritage and the brands' claim of inventing of the Dutch word for dessert (Dutch: toetje), the product uses consumer ethnocentrism.

This USP is given extra emphasis with Dutch dessert flavors such as a pudding with semolina flavor (Dutch: Griesmeelpudding) and a pudding with the flavor of a typical Dutch caramel waffle (Dutch: Stroopwafelpudding). The earlier named "dessert of the month" is often connected with Dutch roots. The Dutch image is emphasized by ATL commercials as well.

Connecting with moments to celebrate

Connecting with the coronation of the new Dutch King and Queen, a 'Coronation dessert' was presented by Mona. Not only did this dessert connect with the Dutch heritage, it also connected with a moment of celebration consumers had. The sales of this 'dessert of the month' were 305 percent compared to the 'dessert of the month' one year before, which was a blackcurrant pudding. Just two weeks after entry of the dessert, it was sold out (IRI data FrieslandCampina, 2013).

Every year with the Dutch 'Saint Nicolas' celebration at the beginning of December (Dutch: Sinterklaas), Mona has a special dessert with the flavor of one of the many candies accompanying this traditional celebration. Other moments the brand connects with moments of celebration are Christmas, the soccer European Championship, the start of the summer holiday, and Easter.

4.3 Motivations for eating Mona

Mona is a high indulgence dessert, fitting with the 'enjoying together', and 'enjoying carelessly' motivations of eating dairy (Ipsos Synovate, 2012). These two motivations for eating Mona are explained below.

'Enjoying carelessly'

The 'enjoying carelessly' consumer eats desserts right after dinner, after he or she finished a long day of work. Special occasions and the weekend are also moments for the 'enjoying carelessly' consumer to eat a dessert. It is not a daily treat, but something special. The dessert should be of especially good tasting and sweet, and should have a full texture. This consumer chooses pudding, tiramisu, mousse and other indulgence products rather than yoghurt and quark. The 'enjoying carelessly' type of consumer does not want to think about their diet and want to enjoy luxurious desserts. (Ipsos Synovate, 2012)

The Mona family sized SKU's of mousse and puddings focus on this 'enjoying carelessly' consumer, as do the portion packages.

'Enjoying together'

The 'enjoying together' consumer eats desserts together with family and friends. The desserts are typically eaten on special occasions, just after dinner and in the weekends. The 'enjoying together' consumer likes to bring people together by serving something special. In order to share the pleasure, he/she pays attention to quality and makes sure he/she has large amounts in the fridge. This type of consumer chooses extra special and good tasting products that are accessible for everybody to enjoy. Ideal for this consumer type is large packaging with one or multiple flavors. The desserts chosen by 'enjoying together' consumers need to be tasty and fitting with special and social moments. (Ipsos Synovate, 2012)

The Mona family sized SKU's of mousse and puddings as well as yoghurts and quarks focus on the 'enjoying together' consumer.

Trigger is needed

As mentioned before, in order to convince a grocery shopper to switch from their habitual brand, a trigger is needed. Mona is an impulse product (interviews with Carola van der Horst, Bram Ijssel

Smits, Annerie Brenninkmeijer, Paul van de Loo) so a small trigger is often all it takes. Carola van der Horst (in-store marketing expert for dairy products within FrieslandCampina) states: “For Mona seeing is buying. The shopper goes in to the store without knowing it will walk out with a Mona dessert. You just have to convince them to do so”. Triggers for Mona can be a celebration or special moment.

4.4 Competitors

Mona has several brands and products that can be seen as being competitors. Divided into different categories, the key competitors are mentioned below

Other brands with the same buying motivation

The most threatening competitor for Mona desserts is other brands that have the same buying motivations of ´enjoying together´ and ´enjoying carelessly´. When a shopper wants to buy a sweet dessert to share with their family this means the shopper might go for the chocolate mousse the brand Almhoff sells, meaning this brand is a direct competitor for Mona.

Private label brands try to connect with the same buying motivation, and convincing the shopper to switch brands by focusing on a low price. Mona’s risk is that shoppers go for the cheaper private label product.

Other products with the same buying motivation

But other products can also have the same buying motivation. For example baking example ice cream and chocolate cream puffs or baking a pie with a dr. Oetker recipe. The risk for Mona is that these products have higher indulgence, meaning that the consumer finds the products more luxurious and favorable.

Competitors with a different buying motivation

There is one group of products that compete with Mona, with a different motive of buying: the daily desserts. Families who eat yoghurt, custard or quark, will not eat Mona that evening. As earlier mentioned, grocery shoppers are very much habitual. In order to convince this group of consumers to buy Mona, they need to be given a 'reason to buy'. In-store marketing can trigger impulse buy for shoppers.

Part II - In-store marketing

Chapter 5 will give the answer to the question "What is in-store marketing?". Through analyzing the different touch points, defining the constructs, and summarizing the techniques used in in-store marketing. Chapter 6 answers the subsidiary question "What success factors of in-store marketing can be defined?”. This is obtained by interviewing experts in the field of in-store marketing. In chapter 7 the previous chapters are joined, in order to answer the question "What in-store marketing is advised for Mona?".

5. What is in-store marketing?

5.1 Path to purchase

Consumer touch points

The 'path to purchase' for grocery products consists of several different touch points, which, according to ChannelUp, are more a 'circle of purchase' as formulated by ChannelUp (2012), as shown in figure 2. In-store marketing should be part of a 360-degree campaign, but in-store marketing alone can only influence the final four touch points formulated by ChannelUp. It seems that in order to have a successful marketing campaign, in-store marketing should match the rest of the campaign and vise versa.

The following figure is adapted from the path to purchase of ChannelUp (Path to purchase, ChannelUp, 2012)

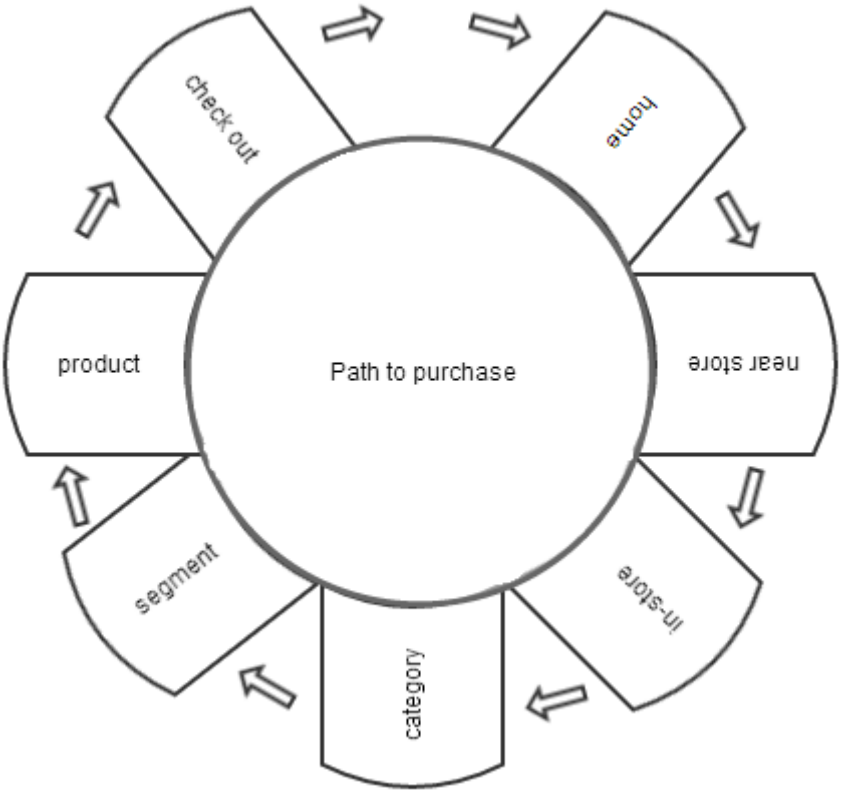

Figure 2. Consumer path to purchase.

5.2 Definition of Constructs

Marketing

Marketing as a whole is defined as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." (approved by the American Marketing Association Board of Directors, October 2007)

Shopper marketing

Shopper marketing can be defined as "All marketing stimuli, developed based on a deep understanding of shopper behavior, designed to build brand equity, engage the shopper (i.e. consumer in 'shopping mode'), and lead him or her to make a purchase" (Deloitte/Grocery Manufacturers Association US, 2007).

FrieslandCampina' s corporate website says the following about shopper marketing: "The skill in shopper marketing is in deeply understanding how shoppers behave in different channels and outlet formats, how to influence that behavior and how to leverage this intelligence to the benefit of all stakeholders, defined as brands, consumers, retailers and shoppers."

Shopper marketing differs from consumer marketing, because it markets a different touch point. Also, the shopper might be a different person than the consumer. Mona's consumers, for example, are families with children. However, it is often the mother who does the groceries.

"Shopper marketing plays a critical role in store (both physical as well as digital stores), as well as in the "pre-shopping" phase, when the switch is flicked between passive brand awareness and active purchase consideration. Shopper marketers plot the entire "path to purchase" and guide shoppers at each point. With consumer marketers focusing on the understanding of consumer needs, consumption behavior and on how to influence that behavior, shopper and consumer marketing are equally important, compatible and synergetic elements of one overarching marketing strategy.", says FrieslandCampina' s corporate website.

In-store marketing, -techniques, and –materials

According to Powerdirect (2010), shopper marketing can be divided into seven different categories, of which 'displays and in-store advertising' is the first. This category, existing out of several different in-store techniques, is the focus of this thesis. In-store marketing can be defined as "all the marketing activities available in stores that strongly influence consumer behavior at the point of purchase" (Chandon et al., 2009). Different in-store marketing materials can be used, such as floor stickers,

wobblers, pop-up displays and posters. The different constructs that are just explained are summarized in figure 3 below.

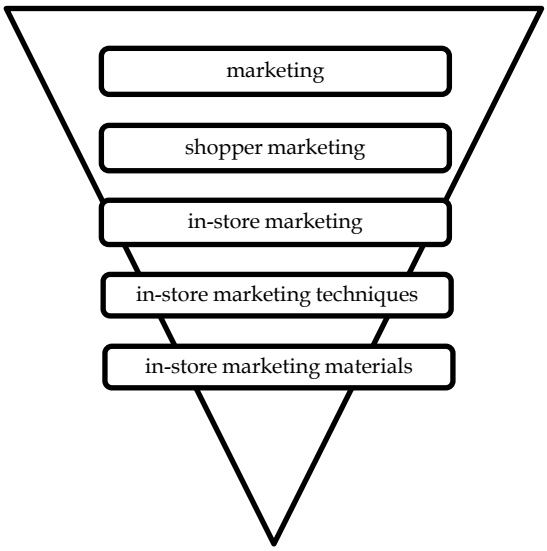

Figure 3. Definition of constructs.

User habits

Shopping mirrors the habits of using (ChannelUp, 2012, FrieslandCampina, 2013). These user habits can either be room based, task based, or occasion based. A room based user habit can be 'the kitchen' and a task based user habit can be 'doing the laundry'. Buying Mona specialty desserts is an occasion based user habit: 'buying a special dessert'.

5.3 In-store marketing techniques

There are several different techniques of in-store marketing, that are listed and explained below. Different combinations of techniques are also mentioned below.

A. ***Price Off***

Giving a discount to a product, and promoting this in the supermarket, its folder, or both. A price off can be arranged between the central offices of a manufacturer and a supermarket chain(e.g. all Jumbo supermarkets), which means there will be a discount in all the stores of one chain. Price offs can also be arranged for one supermarket only, in this case a field sales member and a supermarket manager make the deal. Often, the manufacturer pays (part of) the price off. Communication for a price off is often done by the supermarket itself. However, it

is also possible for field sales to advertise in store with extra posters communicating the price off. It is also possible for a store to promote certain products by additional price offs, paid by the supermarket. This is only possible for franchise supermarkets, since branch supermarkets don't have a budget for additional price offs.

B. ***Second Placement***

A second placement is an extra spot in the store were the product could be selected. Popular places in most supermarkets for a second placement are the end parts of alleys, or an extra fridge standing in the middle of the store, used only for promotional activities. A second placement can be arranged by a company to be placed in all the supermarkets of one chain or the field sales department of a company can arrange this second placement per local supermarket, which means it can occur in several supermarket chains (e.g. an Albert Heijn store in Zaandam and a C1000 store in Amersfoort).

C. ***Premium***

Providing a free gift (e.g. cutlery, fashion items) for shoppers who buy one or multiple pieces of a brand's products. When this premium is attached to the packaging, it can be given away to the shoppers of all retailers. When it needs to be shown in a separate display however, it needs to be arranged at national level for one supermarket chain, or per store through field sales. A premium is often combined with a second placement (B).

D. ***Win Price***

Giving away a special price to one or more shoppers buying the product. Once you buy the product, you can enter the contest, and have a chance at winning the price. This can be a helpful way for the field sales department to get a second placement. The shopper can win by depositing the receipt in the lottery box at the service counter. A win price is almost always combined with a second placement (B).

E. ***Sampling***

Sampling is handing out free trials of the product in-store. Due to the high expenses sampling has because of the employee, sampling stand and products, this technique is not used for every product type at every moment. This form of in-store marketing is often combined with a price off (A), to promote a trial buy. In addition to this a second placement (B) is preferred in combination with sampling (giving the shopper the opportunity to grab the product right after trying)

F. Coupons

Giving coupons is a form of promotion that that is used in order to create loyalty. When the coupon is initiated by the brand, it is often initiated in order to create a trial or repeat buy. When the retailer initiates, the main objective is often creating loyalty to the store. Coupons can be handed out both outside of the store, as well as inside the store. Giving coupons is a form of a price off (A).

G. Experience

Experience creating activities are developed to get consumers more involved and to create brand equity. Examples of creating experience are interactive TV's, touchscreens, a cooking class, or a children's coloring day. Within FrieslandCampina, this in-store marketing technique is referred to as 'theater'. Often, experience creating in-store marketing techniques are combined with a 360-degree campaign to launch or re-launch a product. It is possible to combine experience activities with price off (A) or a win price (D). Experience is almost always combined with a second placement (B).

The most commonly used combinations of in-store marketing techniques are listed below, together with a short explanation.

A+C or A+B+C

Another way to get a second placement is by giving shoppers an extra premium, instead of a discount. A premium gives consumers an extra reason to buy, and therefore gives a retailer an extra reason to promote. However, it does occur that a retailer still wants to give a discount for product, in order to raise sales even more. Often, this price off (paid by the company) is just a couple of cents.

A+D or A+B+D

The same way a premium convinces retailers to put a product on second placement; a win price does as well. However, with a win-price, only a few lucky ones get the price. Retailers want to make all of their shopper happy, this is why retailers often demand an extra discount together with a win-price.

5.4 Why these forms of in-store marketing work

According to the Elaboration Likelihood Model (Petty and Cacioppo, 1986), there are two routes that can convince consumers. The central route demands great amounts of attention, and is often based on facts. The peripheral route is more unconscious, and often depends on judgmental heuristics.

Looking at the model most in-store marketing activities for grocery products market through the peripheral route. This means convincing the shopper to buy is focused on irrational feelings rather than

facts. A typical peripheral technique is to give a reward. In case of shopper marketing this could be giving a premium or a win-price.

Other peripheral route techniques are using a celebrity, having a catchy slogan and/or a slick appearance. Humor also works for the peripheral route, for example a joke or wordplay on a poster. A second placement and experience are often also peripheral route methods, using this catchy slogan and slick appearance.

Giving discounts in the form of a coupon or a price-off seems to work through the central route, because the fact is: for the shopper saves money. However, when a premium or win-price is combined with a price-off, the discount is often just a couple of cents (Paul van de Loo, area manager field sales). The technique of giving just a small price-off is used to trigger consumers through the peripheral route after all, giving the feeling of a 'reward' ("When I buy this now I get it for cheaper, but I didn't check how much it saves me").

6. Case studies

6.1 Best cases of in-store marketing

Etos and Steps for Nivea

Mariken van den Boogaard has the function of Lead Shopper Marketing Activation at Beiersdorf, holding several brands to account, including Nivea, Labello, Hansaplast and 8x4. One activation which Mariken found very successful, was a collaboration between the brand Nivea and clothing store Steps. Shoppers at Etos could buy Nivea and get a Steps fashion voucher worth twenty euro, Steps n her account developed five special dresses to match this theme. The activation was held in every Etos store. The reason she found this formula so successful is that it was connected to the Nivea brand as well as to the Etos store target group and it was something worth buying.

Milner

Stephanie of Hamilton Silvertonhill is a Shopper Activation Specialist at Royal FrieslandCampina and currently works on various Cheese and Butter brands such as Milner, Slankie and Botergoud. The activation Stephanie is the most proud of is an activation for Milner which she created by herself. In order to have a shot to win a pull wagon for a summer with the kids. The shopper had to buy two packages of Milner cheese and turn in the receipt afterwards. This 'win a bolderkar' in-store marketing activity had an extremely high redemption due to the fact that shoppers were very much interested in winning the price. Also it had a large impact on the shop floor, because the setting was bold and noticeable. One of the key factors which made this in-store marketing activity so extremely successful was the relevance to the target group as well as the season. If it were to be a bad summer, the activation might not have been such a huge success.

One of the things to hold to account when developing an in-store marketing activity according to Stephanie, is that different stores have different sizes. A small store may just have enough room for a small display or a poster on the shop floor, but a large store (e.g. Albert Heijn XL) might require a bigger setting for shoppers to notice it. Therefore it might be convenient to have an activation which is adaptable in size. An example of this is the 'Milner Lente Graskaas' activation. To promote this seasonal and exclusive edition of Milner cheese, Stephanie made a summery setting with a 'green feeling', a floor mat, butterflies and some chairs. Because the field sales team could 'pick and mix' the ingredients of the setting, they could make it as small or large as they wanted. By providing these possibilities for own input the setting fitted perfectly in every store.

Campina

Kim Strien fulfills the function of Account Manager for Plus, Coop and Hoogvliet. One very successful in-store marketing activity which Kim can remember is the 'Kameleon' activity. When the Hoogvliet shopper bought two 2.4 liter cans of Campina milk, they would get a free book of the Dutch Kameleon book series. According to Kim this particular activation was so successful because it was easy to understand and it had a low barrier to join. "Shoppers are planning to buy milk anyway it is one of their daily groceries. This activity was so successful that consumers are still asking if there are any books left."

Good quality and relevant premiums

Harry Enserink states that when it comes to premiums manufacturers should make sure to provide shoppers with something A-brand worthy. All-time high premiums are the Friesche Vlag foam maker (which came back once and is still asked for), the Optimel dessert cutlery (a (still) popular premium which keeps coming back in different forms and prices), and the Mona quality table cloth (which was, despite the extra fee that had to be paid, sold out in no time).

Grand Italia

Sander Renkema is managing partner of shopper marketing advising company ChannelUp. ChannelUp focuses on the interaction between manufacturers (such as FrieslandCampina), retailers and shoppers. ChannelUp works for companies such as Coca-Cola, Nestle, Bacardi, DE Masterbenders and FrieslandCampina. Shoppers don't select products, they deselect them. This is done in order to avoid stress. Also in order to avoid stress shoppers often attend to buy the same products they already did before. Sander Renkema (ChannelUp) states: "Most consumers only have a set of fifteen different dishes they make on a regular basis. Going into the supermarket, the shopper chooses between this set of choices. The opportunity for brands is to break through the habit and try to make the shopper switch." The only way to make shoppers switch brands according to Sander is by giving them a 'reason to buy': a price promotion or heuristic reason that justifies the brand switch for the shoppers mind.

A brand that prosecuted this very well is Grand Italia. The brand played into the different moments of consumers by developing different 'shopper solutions' for the weekend, time with friends and times when you're in a hurry. These different moments can also be found at Grand Italia's website, of which screenshots can be found in the appendix.

Building blocks for ambient drinks

Maja Deuning is a Shopper Activation Specialist at Royal FrieslandCampina. She leads the Shopfloor Communication Projects of all the Dutch juices brands and ambient dairy brands. These include Chocomel, Appelsientje, Dubbelfrisss, Fristi, Friesche Vlag Lang Lekker, Campina Houdbaar and

Coolbest. An easy and important way of getting your target shopper's attention for non-cooled products is by building large blocks of the same color. When displaying an Appelsientje activation, the orange color of the pack is enough to drag the shoppers attention and make them consider buying the product. The same goes for the typical dark-yellow color of the Chocomel packaging. “Making sure you get a second placement with several square meters of piling your product might be the best way to sell it.”

6.2 Worst cases of in-store marketing

Multibrand schooldrinks

The biggest pitfall for in-store marketing activities is giving too much information. An example is a multiband action with several brands (Appelsientje, DubbelFrisss, Taksi Fristi and Chocomel) of school drinks for kids. Not only could the shopper get the second ticket for free to a theme park, also - if he or she would hand in the receipt – the shopper could win a day to the theme park with the complete class. The poster had to consist the call to action for both activities. However, the theme park and the different brands had some requirements: the poster had to consist certain images of the theme park as well as pack shots of the several drinks. Finally, they ended up with two posters. "It's just way too much information" Maja states. If shoppers don’t understand the action they won’t respond to it either.

Sampling for ambient drinks

The juices and ambient dairy brands are different from cheese, butter and dairy. Maja Deuning: “For my brands sampling is not a good way to sell the products. The sampling is so expensive that you will never get enough sales to get your ROI (Return on Investment). Also, this category has such low involvement, impulse buys, that they might be convinced by a price off from the competing brand the next time. It is a saver and cheaper choice to stick with other ways of activation."

Dove and Kruitvat

Mariken van den Boogaard states it's extremely important to think about your brand image when coming up with an activation. "For the Beiersdorf brands we would never give away discount for sunbathing. It doesn't match with the healthy image we want to pursuit." Mariken gives an example of an activation gone bad between Unilever and their brand Dove. If the shopper were to buy Dove products in Kruitvat, he or she would get free get-it-yourself candy which the store is commonly known to have. "It fits the store and the target group, but just does not match the healthy image Unilever tries to create with Dove."

Mona special treat yoghurt

Kim Strien, account manager, says: “There was one particular in-store marketing activity were the following:

1. Special treat Yoghurt was sold for €1,- per SKU
2. You would get a free flyer which shoppers could hand in to win something
3. On the back of the flyer there was a barcode with which shoppers could get a discount for the same product a second time.

This is just too much information for shoppers. You could see in the results that the first discount did very well, but the flyer and the barcode didn’t get a lot of response at all.”

6.3 Success factors of in-store marketing

It seems that different brands have different success factors on some in-store marketing techniques. For example for Milner and Slankie cheese and for Nivea, the experts state that trial is important (for the complete interviews, see appendix) but for ambient drinks a trial is not important because it will not give a return on investment.

Send a clear message

The worst cases are more clear of why the in-store marketing activities were not success full: often the call to action was too complicated and the central message didn't come across to the shopper. Also, what several experts state during the interviews is that it is extremely important to be relevant.

Think of the store

It depends on the supermarket if the manager wants to have big and interesting activities, or if they just want a price off. Erwin van de Sterre: “Some stores are focused on prices, others have loads of space in the supermarket and are looking for some commotion in the store. Therefore it is clever to make a setting which is adaptable in size.”

Think of the employees

Besides the importance of the supermarket management view, it is also important to think as a supermarket employee. Gerard van Bakel: “Don’t make use of wobblers or other communication materials that complicate employees day to day work. A price fill-in is often too hard and employees just won’t take the effort.” It is also important to give clear instructions on how and where to place an activation: the average employee just wants to get it over with.

6.4 Useful rules of thumb developing in-store marketing

Looking at the similarities in the cases and in the experts opinions I searched for rules of thumb earlier developed by in-store marketing experts. The rules of thumb I found the most relevant are listed below.

Three seconds, four meters, five words

The 3-4-5 rule, first seen at the "Shopper Insights in Action Congress" in Chicago in 2011, confirms the experts opinion on communicating the call to action (what you want shoppers to do) short and clear. The rule is as follows:

- You only have three seconds to get the shopper to understand the call to action
- The shopper needs to be able to read the call to action from four meters distance.
- You have approximately five words to make the call to action clear to the shopper.

Carola van der Horst, the in-store marketing expert on fresh dairy brands at FrieslandCampina: "Whenever I feel like there is something wrong with an in-store promotions Communication Expression, I look at the 3-4-5 rule. Then I always find out what is wrong."

Command, connect, convey and close

One theory on how to raise sales for shoppers is the Four C's model (MarketingLab, 2010). First, an in-store promotions activity has to Command: letting the shopper know the activity is there by using the color, size, shape, texture, motion, scent, etcetera. Important are the surroundings of the display. For example: the color yellow can be a very bright and noticeable color, but in a Jumbo store this is already a very common color. Therefore, the yellow color will not stand out as much as in an Albert Heijn store, were the main color is blue.

Secondly the in-store promotions material should Connect. This can be achieved by integrating the point of sale material with the overall campaign so brand recognition is established. Also, it is important that the brand equity is recognized immediately.

The third C stands for Convey. This means the material has to "tell a clear, compelling story", with visuals, texts, or both. Shellcheck (2012) stresses that the message should be "clear and simple" but "it doesn't mean tumbled down". A company should "set clear communication priorities" according to Shellcheck. This aliens with the previously named 3-4-5 rule, stating a brand only has 5 words to convey. However, both theories confirm the message should be clear and simple.

The fourth and final C stands for Close. The call to action should contain a reason why the consumer should buy this brand and why he or she should buy the product at that moment. Often it contains the key benefit. In the case of Mona it could be because it is the best tasting dessert (informational) and the most fun (emotional).

The four lenses of shopper marketing

As shown in figure 4, the four lenses model looks at the benefit for the shopper, consumer, customer (in case of Mona this is the retailer) and the company. This theory confirms the thought of several experts on being relevant for the different stakeholders. A common mistake according to several of the experts is to ignore the difference between the shopper and the consumer. In case of Mona, the shopper is mothers, but the consumer is the whole family.

The following figure is adapted from the Four Lenses of Shopper Marketing (Kantar, 2011)

Consumer opportunity *What do you want the consumer to think or feel differently?* *What is the benefit of the activity to them?*	**Shopper opportunity** *What do you want the shopper to think or feel differently?* *What is the benefit of the activity to them?*
Retailer opportunity *What support do we want from customers and what is in it for them?*	**Company opportunity** *What is the win for FrieslandCamina? and for Mona?* *Shorter term value/ value share* *Longer term brand equity* *Loyalty*

Figure 4. Mona's four lenses of in-store marketing

7.Four lenses for Mona

7.1 The company and brand: FrieslandCampina and Mona

Making profit

Looking from the point of view of FrieslandCampina, a very important part for deciding what type of in-store activation will be put into action, is that the investment put into a marketing activity eventually pays itself back. FrieslandCampina works with yearly budgets for this. Not every marketing activity needs to get a return on investment right away. For new products, for example, a big activity is needed in order to create brand awareness. Regardless, in the end every brand needs to make profit.

Sampling

Some in-store marketing activities are more expensive than others. Sampling for example, is very expensive. Because of this, sampling is not always the most obvious way of introducing a new product. Maja Deuning, in-store marketing expert on brands such as Coolbest and Appelsientje: “When a new flavor of juice comes into the market, I never do sampling anymore. When the new flavor is sampled, people will probably buy the brand that day. However, the next time they go grocery shopping they might buy another brand.”

It seems that the more expensive the product is, the more important it is to give away samples. Stephanie Hamilton, in-store marketing expert on Cheese and Butter brands: “Shoppers are very attached to their brands when it comes to cheese. If a shopper sees that Milner is made out of half-skimmed milk, they automatically think it doesn’t taste as good. By letting them taste the product they can become convinced of this healthier choice.” Mariken van den Boogaard, in-store marketing expert at Beiersdorf: “For Nivea, sampling is very important. When shoppers feel, smell, or try the brand, they get triggered to buy it.”

Within the dessert category Mona is somewhat a more high-end product. However, consumers know what to expect with the brand. This is why sampling is not advised for Mona products.

In line with the companies values

One thing that is important when coming up with an in-store marketing activity, is that it is in line with the company's values. Mariken van den Boogaard: "Dove, a Unilever brand, gives away free candy at Kruitvat for consumers who buy the product. This might be in line with the customer Kruitvat, and is also in line with Kruitvat’ s target audience, but is not the healthy way of living Unilever stands for. For me this just doesn't align. [...] here at Beiersdorf always pay good attention to our company's core values. For example: we would never put together an action in collaboration with a sun-bathing company. We want to stress the fact that Nivea is a product to maintain a healthy skin, sun-bathing is the complete opposite."

In line with the brand image

Equally important as the companies values, is the image the brand has. As Bram Ijssel Smits, marketing manager Mona says: “Mona stands for little moments of happiness and enjoying a dessert together. This means every part of the campaign should fit this.”

Relationship with retailer

Another thing that is important is a good relationship with the retailer, who is the company's customer. It is the retailer that sells your brand: when FrieslandCampina wants to have a second placement on a certain product, they need to negotiate this with the retailer, on central or local level. More about the retailer can be found in the next paragraph.

7.2 The customer: the retailer

Distribution

In the Netherlands, the supermarkets that Mona sells in, are the following:

- Albert Heijn
- Bijeen, which exists of C1000 and Jumbo
- Superunie, a purchasing organization with thirteen members, including Plus, Hoogvliet, Dirk, Coop, and Spar.

All of these Supermarkets have a 100% distribution of Mona puddings (SIG, 2013). Two large supermarket chains in the Netherlands that do not sell Mona are Aldi and Lidl, both discounters that barely sell any A-brands.

Retailers' target group

When it comes to the supermarkets were Mona sells in, each supermarket has her own target group. Some supermarkets are price fighters, others are aimed at wealthy families. For example, Plus has made four persona’s: four different consumer types that buy at Plus stores. The mission and vision of different retailers can also differ.

Differences between stores

There is a difference between franchise and branch supermarkets. Paul van de Loo, Area Manager for FrieslandCampina’s field sales department, states: “Franchisers have more freedom when it comes to spending their budget, so the manager can pay part of a discount themselves. Therefore, franchisers are more price-focused when it comes to promoting brands. Branch supermarkets do not have this freedom, this is why these supermarkets are looking for a bit more commotion around their in-store activities.” An example of this is a win-price. At this moment, 52.5% of the supermarkets Mona sells in, are branch supermarkets, 47,5% are franchisers.

The retailer has the power of ordering, placing, promoting, and selling the company’s products. A good relation with the customer is important, so that your brand image and sales stay up. “We don’t want to have another price war, this can ruin your brand. This is one of the reasons why we have to stay really close with our retailers” says Gerard van Bakel, region manager at FrieslandCampina.

One in-store marketing activity Mariken van den Boogaard (expert on in-store marketing, Beiersdorf) thought of as being very successful, was a collaboration between the brand Nivea and clothing store

Steps. The in-store marketing activity was held in every Etos store. The reason she found this formula so successful, is that it was connect to the Nivea brand as well as the Etos store target group, and it was something worth buying for.

Difference between enterprise and branch stores

Another difference within formula's is the difference between branch stores and enterprise stores. Paul van de Loo, Area Manager at FrieslandCampina: “branch stores don’t run their own budget. Therefore, the store cannot give any extra discount for a local activity.” Because branch stores can’t go low in price, they are often looking for another way to promote their store: which is by having striking activities on their shop floor. “Enterprise supermarkets however, run their own budget. These stores often pay a discount of 10 or 15 cents, while FrieslandCampina pays 10 cents as well. This way enterprise stores often go for the USP of a low price.” The amount of enterprise stores were FrieslandCampina is currently active in is about 47 percent of all stores, compared to 53 percent branch stores.

Erwin van de Sterre, Rayon Manager at FrieslandCampina states: “Some supermarkets are really looking for some in-store action, for example the Albert Heijn XL in Den Bosch. The store is big, there is lots of space, and the manager wants something to happen. The Nettorama store nearby however, is looking for price action, because this is why their shoppers go to this supermarket.”

Second placement

For a brand, a good way of in-store promotions is a second placement. However, since retailers want have something to offer for their customers as well, this comes with a price. Kim Strien, account manager for Plus, Hoogvliet and Coop: “supermarkets often don’t give second placement to products that are not in sale.”

Most supermarkets are looking for some extra’s to give attention to their target group, the shopper. Therefore, a premium or win price is also interesting for them. Erwin van de Sterre: “the Albert Heijn XL in Den Bosch really enjoyed the Mona buy-and-win activity with a Mona bicycle as a price they could show in the supermarket. The manager rode the bike trough the store to the winner, in shopping rush hour of course, so that everyone could see it.”

Seasonal highlights and themes

Retailers often work with themes. Prior to the 2013 weekend celebrating the Ascension of Jesus Christ, a long holiday weekend in the Netherlands, Albert Heijn had a special campaign convincing consumers to stay at home and shop for big amounts of groceries at Albert Heijn. In Jumbo, the barbecue season is promoted by a special ‘everything for the BBQ’ theme in the different stores.

Kim Strien, account manager Hoogvliet Plus and Coop, states: “Retailers like to give extra attention to seasonal highlights were shoppers have higher spending, such as Queens day, The World Cup, Christmas and Mother’s day.”

7.3 The Shopper

The shopper is the person doing the groceries. In the case of Mona the target shopper is a mother of children who live at home. She has a busy life, but loves spending time with her family. One of the moments she does this is at the dinner table.

“Shoppers have to recognize in a split second what the brand and the 'call to action' is. They only have a short attention span.” Says Carola van der Horst, in-store marketing expert on brands as Mona and Campina. “It is important that the in-store marketing activity has a maximum of three messages, with one being the most important one.”

Maja Deuning: “The biggest pitfall for in-store promotions activities is giving too much information. An example is a multiband action: several brands of school drinks for kids. Not only could the shopper get a discount for tickets to a theme park nearby, also if he or she would hand in the receipt they could win tickets for the complete class. The poster had to consist information for both activities, but also had to consist certain images of the theme park as well as pack shots of the several drinks. Finally, they ended up with two posters. "It's just way too much information" Maja states. It shoppers don’t understand the action, they won’t respond to it either. ”

With Mona being a high indulgence brand, it shoppers feel like they need to have an 'excuse' to buy the brand. Carola van der Horst: "Mona is a luxury brand. Once shoppers see the product, for example themed to a special moment, they are willing to buy it. A discount is not necessary, it is bought to 'celebrate'.”

7.4 The consumer

It is important to know the difference between the shopper and the consumer when developing an in-store marketing activity. In case of Mona the consumer is the whole family, whereas the shopper is only the mother. The consuming child might want to eat a Mona dessert every day, but the shopping mother does not want this. This is why you have to hold both the consumer and the shopper into account.

Part III - Conclusion

This part of my thesis will first summarize the previous chapters, before explaining the advice. The advice for Mona to create higher frequency has two elements. Creating more ‘Mona moments’ is the first element. This way Mona can claim more of those special times and be relevant more often. The second element is using personalized content marketing as a tool to be more connected with consumers. After explaining a possible elaboration, recommendations for Mona are made.

8. Summary of previous chapters

8.1 What is Mona's current market position?

Mona is a grocery product in the 'eat-dairy category'. The biggest unique selling points of Mona are the wide assortment, the packaging, the usage of consumer ethnocentrism and connecting with 'moments to celebrate'.

Mona is a brand that people do not eat every day, but only to celebrate something special: whether this is the weekend, a holiday or the end of a long day at the office. Mona markets itself as being happy, contemporary, rascal and accessible. The brand stands for little moments of happiness and the slogan translates to 'it makes you happy' (Dutch: 'Daar word je blij van')

Key competitors of Mona can be divided into brands with the same buying motivation, both dairy and non-dairy products, but also private label products and daily desserts.

8.2 What is the buying behavior of Mona shoppers?

There are seven types of motivation to buy 'eat-dairy' products. Mona and its direct competitors are in the 'enjoying together' and 'enjoying carelessly' segments. Mona and other brands in these categories have products with high indulgence. Competing brands with even more of the indulging quality are a threat to Mona.

8.3 What is in-store marketing?

In-store marketing is a part of shopper marketing, which is essential for a successful 360-degree campaign. The reason that in-store marketing is important is because most decisions for brands are made inside the supermarket. There are several in-store marketing techniques. Most of the techniques try to convince the shopper to buy through the peripheral route of the Elaboration Likelihood Model. In-store marketing can influence the path to purchase, but is not at every touch point within the path to purchase. The touch points of in-home and near store can be influences by other marketing techniques. Grocery shopping is mostly done by habit; not considering anything outside of the preset scheme of products the shopper wants to buy. In order to break the shoppers habit, in-store marketing is of the essence. Note the fact that in-store marketing is part of a 360-degree campaign.

8.4 What success factors of in-store marketing can be defined?

Not every brand has the same amount of success using the same type of in-store marketing technique. It depends on whether the product is being introduced or not, and if it needs any extra explanation. For

example, with cheese brand Milner tasting is of the essence. However, for juices brand DubbelFrisss this would cost them too much per liter, knowing that the shoppers might only buy the sampled product once.

There is a clear similarity in cases that were not successful: they are not relevant enough for the target shopper or consumer, not relevant enough for the retailer or not matching the brand identity.

9. Advise

9.1 connecting to 'Mona moments'

High indulgence brand

One of the core aspects of a high indulgence brand as Mona is the fact that it is not bought daily, but on special occasions only. Mona is bought and consumed at times to celebrate, which is often done together as a family or group of friends. Successful Mona sales in the past often had something to do with a certain celebration, for example Christmas, Easter or Valentines' day. Connecting these moments to Mona as a brand adds more relevance to this brand versus others.

Previous successes

The same way HEMA connects her pink colored pastry (Dutch: Tompouce) to football events and other 'orange mania' events by turning the pastry orange, Mona can connect to certain moments. This is not new for the brand: Mona also had a very successful product during the Coronation period in April 2013, and played in to Valentine and other events by special 'Dessert of the Month' editions.

Retailer

For one of the key stakeholders, the retailer, the promotions are often connected to a certain 'theme'. This can be connected to 'orange mania', Christmas, or another theme. Jumbo currently has a promotion with a barbecue theme.

Connecting the next in-store marketing activity to a certain theme or date, gives retailers a reason to promote it. This increases the chance of getting a second placement which increases sales. Furthermore, connecting the brand to a certain moment creates a 'Mona moment'. This removes the barrier of not wanting to eat a special dessert on an ordinary day and triggers consumers to buy the product.

9.2 personalized content marketing

Personalization is on the rise

Personalized content marketing is on the rise (Balugon et al., 2013, Chan, 2012). In 2009, Heineken came up with a new platform allowing shoppers to design their own bottle. M&M's launched a website were shoppers can choose their own color and print, and order their own custom made chocolate in a hand-picked packaging. Heinz has a website where shoppers can put their own text and picture on the famous bottle sticker and Coca Cola recently launched a campaign were shoppers can buy a bottle with their own, or someone else's, name on it.

Joseph Chan states in his report "2013 and beyond: Media trends and their implications for marketers" that expectations for personalization and customization will become common amongst consumers. Chan also states that "Hunger for tailored, personalized communications and flexibility in the consumption of information will create a new set of standards for consumer engagement."

Reason for popularity

The reason why personalized content marketing is popular, is because of the theory of Optimal Distinctiveness (Brewer, 2003). People are always looking for the perfect balance between being with the in-group and being an individual. "[Consumers] want to feel unique, but are also uncomfortable in standing out too much" (Crossroad Innovations, 2010). This is the reason consumers tend to buy things that are in fashion, but don't like seeing someone wearing the exact same outfit. For mass customization it works the same. Being able to buy your favorite brands, but making it personal gives precisely enough distinctiveness to create the feeling of making it unique and 'your own'.

Limited choice

One thing that M&M's, Coca Cola and Heineken have in common is that the options for such personalization are very limited. Consumers can only choose their own name, phrase, or colors, but the appearance of the product stays the same. Not only is the limitation of the possibilities of change by the consumer important to keep its brand recall and perceived value. It also aligns with the Paradox of Choice (Schwartz, 2004). Schwartz states that, when too many choices are given, one suffers the risk of becoming 'paralyzed' by the amount of options and therefore postponing the choice entirely. Also, after having made a decision, consumers tend to compare their decisions with the other options. With too many options the chance of feeling regret goes up. According to Schwartz, even if people made the best choice possible for them, consumers have a high chance of feeling regret afterwards anyway. Mass customization in the form of the examples mentioned above are successful because of the limitations in choice they offer, making the decisions manageable.

9.3 Advise

Personalization of wrapping

Knowing that mass customization is a good way to create buzz around the brand, the idea of customizing the wrapping (the cardboard ‘clip’ that is wrapped around every Mona dessert) came to mind.

Currently, Mona occasionally makes special wrapping for individual supermarkets for example to celebrate a new supermarket or an anniversary. An example of this is shown in figure 5. Mona has used co-creation before, asking consumers to send in flavors for the 'dessert of the month'.

Giving the promotion an extra in-store display, gives retailers a reason to give extra attention to the brand. Furthermore, shoppers get activated to buy the brand especially for the personalized wrapping inside the store. Finally, giving consumers the opportunity of printing their wrapping right away, the pitfall of waiting for the customized activation is no longer applicable.

Figure 5. Mona custom made wrapping for local supermarket anniversary.

Creating Mona moments

My advice is to connect the wrapping to certain holidays, creating those 'Mona moments'. This way, the barrier of not wanting to eat a special dessert on a regular day is removed for shoppers. Additionally, connecting the desserts sales to a certain moment provides the retailer with a good reason to promote the product.

Limited set of options

Holding into account the earlier mentioned Paradox of Choice, the wrapping personalization has less chance of succeeding when too many options are given. This is why a set of four to five options of wrappings is advised.

Avoiding pitfalls of mass customization

One of the pitfalls of mass customization is that often consumers cannot get the product right away. Connecting the process of personalization with in-store marketing avoids this barrier. Promotion for this special wrapping should be held in-store, by handing out a free A4-sized cardboard with the shape of the wrapping already punched into it. Shoppers can then buy the pudding, get the cardboard with instructions for free, go to the website and print out their own design. The website accompanying this promotion is very similar to websites were consumers can customize a wish-card (e.g. Greetz.nl).

Delimitation of this solution

At the beginning of this thesis, I decided to delimitate this research to 450 ml packing and 750 ml (XL) sizes of the specialty desserts, because this sets the focus to the main target group and confines to one reason of eating dairy only. The personalization of the wrapping is however best manageable when applied to one packaging size only. I would advise to elaborate the personalization of the packaging to the 450 ml sized puddings only, excluding the Whipped Cream XL pudding. Reason for this advice the low rotation the SKU has in comparison to the other puddings (Gfk data FrieslandCampina, 2013) and the extra effort it would take for developing the A4 cardboard and the display. For consumers it would make the decision harder as well, holding into account again the theory of Optimal Distinctiveness (Schwartz, 2004)

9.4 Reactions to advice

In order to see if the big idea has any chance of succeeding, I asked a few members of FrieslandCampina's Field Sales staff and Mona Marketing department to give a brief reaction. These reactions are listed below.

Bram van IJssel Smits, Brand Manager Mona, says:

"The connection to moments fits perfectly with the brand Mona. An important reason for this is the impulse-character of the brands' products. The more reasons we give the brand to buy a pudding, the more relevant we become as a brand. Besides this, Mona has a very large group of faithful fans that feel very much involved with the brand. By providing these consumers the opportunity of making a personalized wrapping, they get the feeling that they are even closer to the brand. Altogether I find this a spot-on idea of which we are definitely going to investigate the feasibility for Mona's plans of the upcoming year."

Redmar Roelofs, interim Brand Manager Mona, says:

"Mona is a love brand, there for it is very important that the consumer is close to and can identify with the Mona brand. If the consumer can make his or her own wrapping, he or she will be involved with the brand. This is of the essence to stimulate to buying frequency of our products.
We often see that consumers have their own fun and creative ideas concerning our packaging, flavors and products. By giving them the opportunity to design their own wrapping, they can finally apply this creativity. Co-creation is becoming an increasingly important construct in the world of marketing and this in-store marketing activity certainly plays into this. However, it is important that we are able to communicate the concept very clearly in order for the consumer to link the wish card and the wrapping."

Carola van der Horst, in-store marketing expert on dairy brands at FrieslandCampina, says:

"It has to be clear for shoppers that the A4 sized cardboard paper is going to be the wrapping of a Mona dessert. Therefore we have to come up with a clever way of communicating this. A good name such as 'celebrate moments' or 'Give a Mona dessert as a gift' would help.

I would probably buy the product for a child's birthday or if someone graduated. I think this in-store marketing activity is special enough for shoppers to buy more Mona, provided that the concept is explained clearly. This activity might convince current Mona shoppers to create a 'Mona moment' more often. I expect Mona users to be triggered by this concept a maximum of three different times in one year."

Paul van de Loo, Area Manager FrieslandCampina Branded Retail Netherlands, says:

"If the mechanism will be communicated on A4 cardboard paper and the regular wrapping only, I doubt the shopper will understand what to do. The call to action will have to be communicated extra on and outside the shelf. Furthermore making a second placement available is a must: this can be done by the field sales department.

I would advise to make this in-store marketing activity a part of the 360-degree campaign, and give this extra value through ATL communication. I expect that this mechanism will trigger shoppers to buy Mona. I would use the wrapping myself in case of an anniversary, on Valentine's day and with graduations. However, I wonder if the cardboard paper is suitable for every home printer.

I doubt it if shoppers and consumers will buy a dessert in order to make a personalized wrapping a second time. Also, I wonder if retailers will want to repeat an action like this and provide a second placement multiple times per year.

I value the fact that this activity is interactive and that consumers can print it at home. I think it is a very good idea to connect Mona to a certain theme. However, I think it is important to lower the barrier to enter the activity as much as possible. Printing at home will definitely contribute to this, but will this work? And is this activity suitable for a wide audience?"

Jaap van Milgen, Field Sales assistant at FrieslandCampina, says:

"I think this is definitely an activity that will convince the shopper to buy: After all, this is the chance for a shopper to really create something of their own. I think this activity can be held at multiple holidays if it is easy and reliable in execution. After a full year of holiday themed wrappings, I think the shopper has enough of the mechanism. I would like to make a personalized wrapping of my own in times of a birthday, wedding day or a graduation. I like the fact that this is applicable right away."

Gerard van Bakel, merchandiser at FrieslandCampina, says:

"This is a fine idea and very clear. I think the activity is special enough for shoppers to buy the product, especially more creative shoppers. It is important to communicate the mechanism clearly in order for it to be clear to the consumer. Once a consumer has made his or her own wrapping, other member of the family might follow. In my opinion the strength of this idea is the personal character. I would advise to launch this idea big online were consumers can see examples and get creative ideas. If consumers can also hand in their own designs as a competition, the activity will be complete. This will give extra stimulation for consumers to participate. Possible win-prices are a birthday-, Mother's day-, Father's day- or Valentine's day-pie, a bouquet of flowers or a breakfast."

10. Recommendations

360-degree campaign

In-store marketing campaigns are proven to be more successful when held in combination with an ATL campaign (Harvey, Herbick, Keylock, 2012). Therefore, my advice would be to launch the campaign simultaneously with the above the line commercial.

Retailers can play a sufficient role in contributing to the effectiveness of a 360-degree campaign, for example with their magazines of promotion. Convincing the retailer with benefit in their sales, together with providing the retailer good advertorial images, will enhance the change of the retailer promoting the activity in the magazine

Connecting the wrapping with the brand

Mona's specialty desserts are known and recognized for their typical packaging. The paper wrapping however is not obviously linked to the packaging for consumers and shoppers. In order for this campaign to be even more successful, much emphasize should be put on the concept of the wrapping. One example of how this can be done is by designing boomerang cards as part of the 360-degree campaign. Boomerang cards (free cards offered to consumers in public spaces, often consisting of a political, creative or commercial message) are often displayed in theaters and cinemas, both places where the target audience of families with children living at home can be found on a regular basis.

Along with finding on methods of promoting the wrapping it is important that the concept is explained carefully. This can be done with online media, such as the Mona website and -Facebook, but also in local magazines and on the shop floor. It is also possible to promote the 'create your own wrapping' concept, by giving empty wrappings to primary schools and giving them the opportunity to draw on the wrapping, for example for Mother's day. Afterwards, a Mona dessert has to be bought for perfect display of the creation.

Suitable measures

This campaign can be best analyzed by measuring the effect of sales in the period of the campaign. Furthermore in-depth interviews and focus groups can be held in order to find the motivation of buying the products at the time of promotion and to find new moments Mona can easily connect with.

My advice is to first hold this in-store marketing activity at only one period of time, preferably a moment strongly connected with being together as a family such as Christmas and Mother's day. After evaluating the effects of the activity, the process should be improved and repeated at another 'Mona moment'.

Reflection

Looking back at the process of making this thesis, I realized that I learned more than I could imagine about the field of in-store marketing. At the beginning of my internship, Carola van der Horst told me that she would guide me into becoming a professional in this field. I didn't believe her at that point, but now I know she was right: I know as much about in-store marketing as any professional does. It struck me that there are so many differences between brands, and not only the brand category but also the brand personality has influence on this.

I struggled in choosing not to do any research among Mona users, but there were simply no questions to ask. Measuring consumer behavior up front is very difficult, let alone when the idea is not finished yet. I decided to focus on the information I already had, which was a lot.

I started out with a focus on Mona family sized packaging of every dessert, but soon found out that yoghurts and quark have different buying behavior. After giving my advice for puddings and mousse only, I found that the 750 ml whipped cream pudding would not match the standardized wrapping. However, looking back at the advise, I am proud to give an advice on such a big brand on a large scale level that is applicable on a short notice. I am glad that the experts at FrieslandCampina found so as well.

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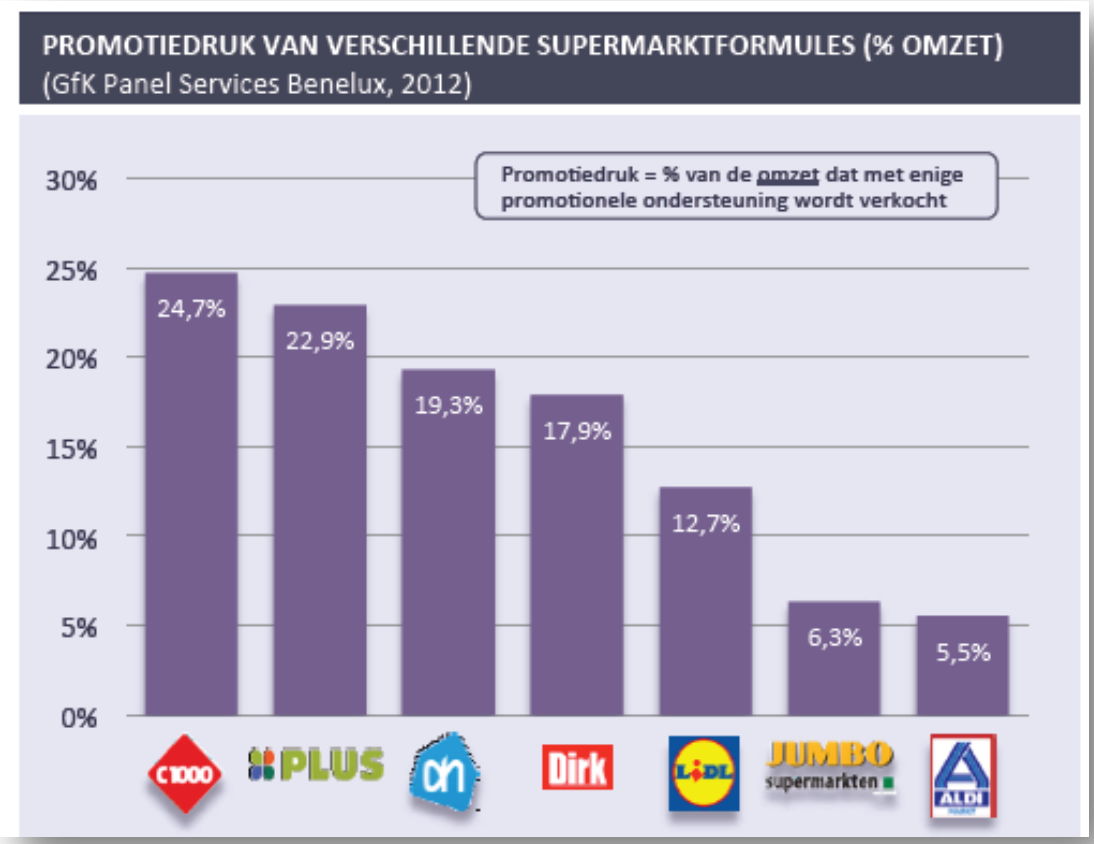
Appendix I - Supermarket data

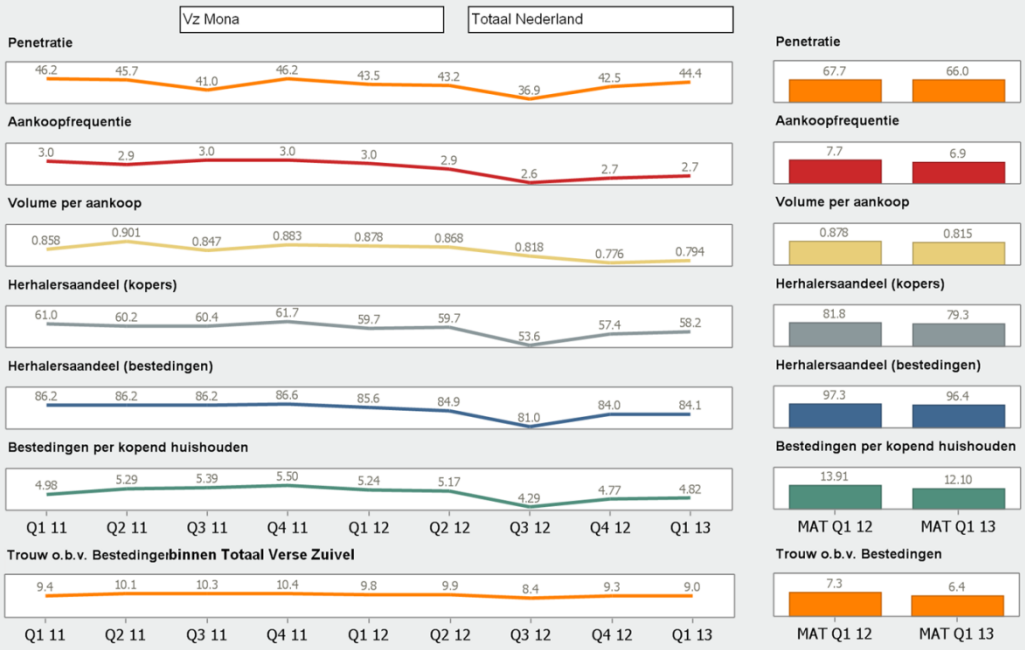


Appendix II - Mona Data

TOTAAL MONA BINNEN SPECIALITEITEN	Wekelijkse	
	distributie	Rotatie
InfoScan	100	231
Albert Heijn Basis	100	342
Albert Heijn XL	100	746
C1000	100	378
Jumbo	100	380
COOP Totaal	100	139
Hoogvliet	100	398
Poiesz	100	130
Vomar Voordeelmarkt	100	237
Jan Linders	100	151
Deen	100	222
Bonimarkt	100	228
EMTE	100	286
Plus	100	277
Spar	100	48
MCD	100	149
Agrimarkt	100	565

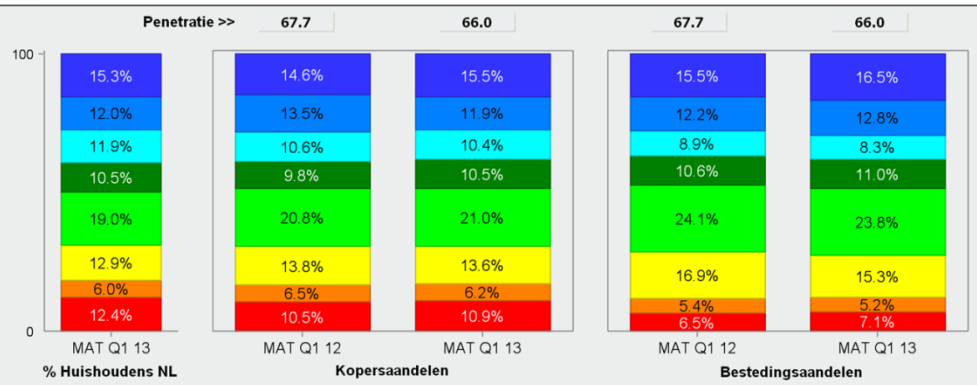
Bron: SIG

Kengetallen - Totaal Verse Zuivel



Opmerking: Trouw o.b.v. bestedingen is alleen beschikbaar voor Totaal Nederland.

GfK Lifecycle Profielen - Totaal Verse Zuivel



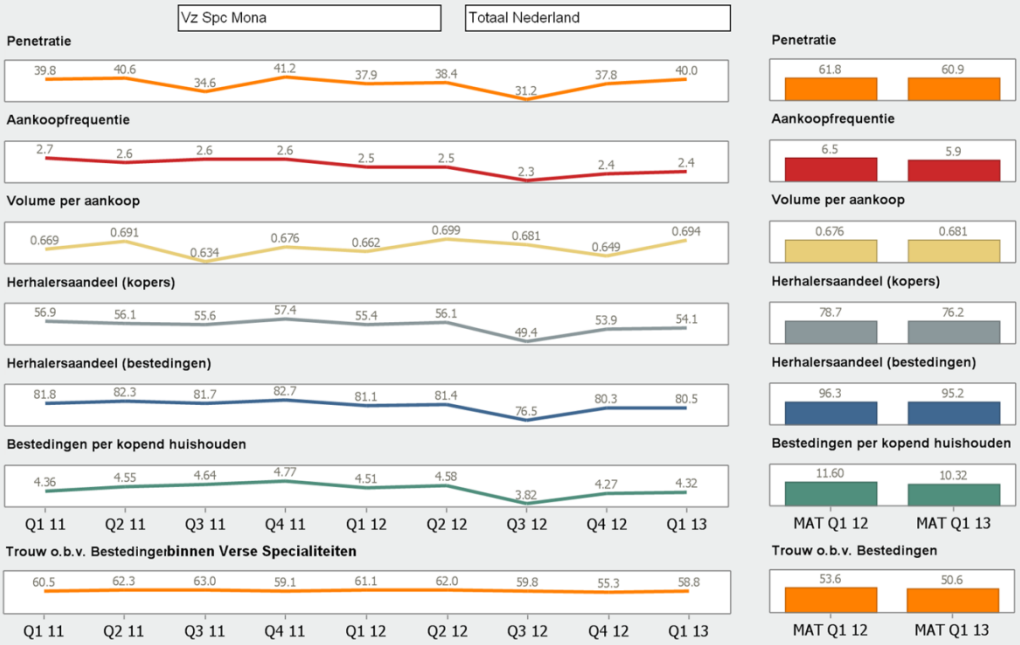
Vz Mona

Bestedingen

- Totaal Nederland
- Welgestelde gepensioneerden
- Gepensioneerden met bep. ink.
- Alleenstaande
- Kostwinner (2p)
- Welgestelde HH met kinderen
- HH met kinderen, laag inkomen
- Tweeverdieners
- Jonge alleenstaande < 40 jaar

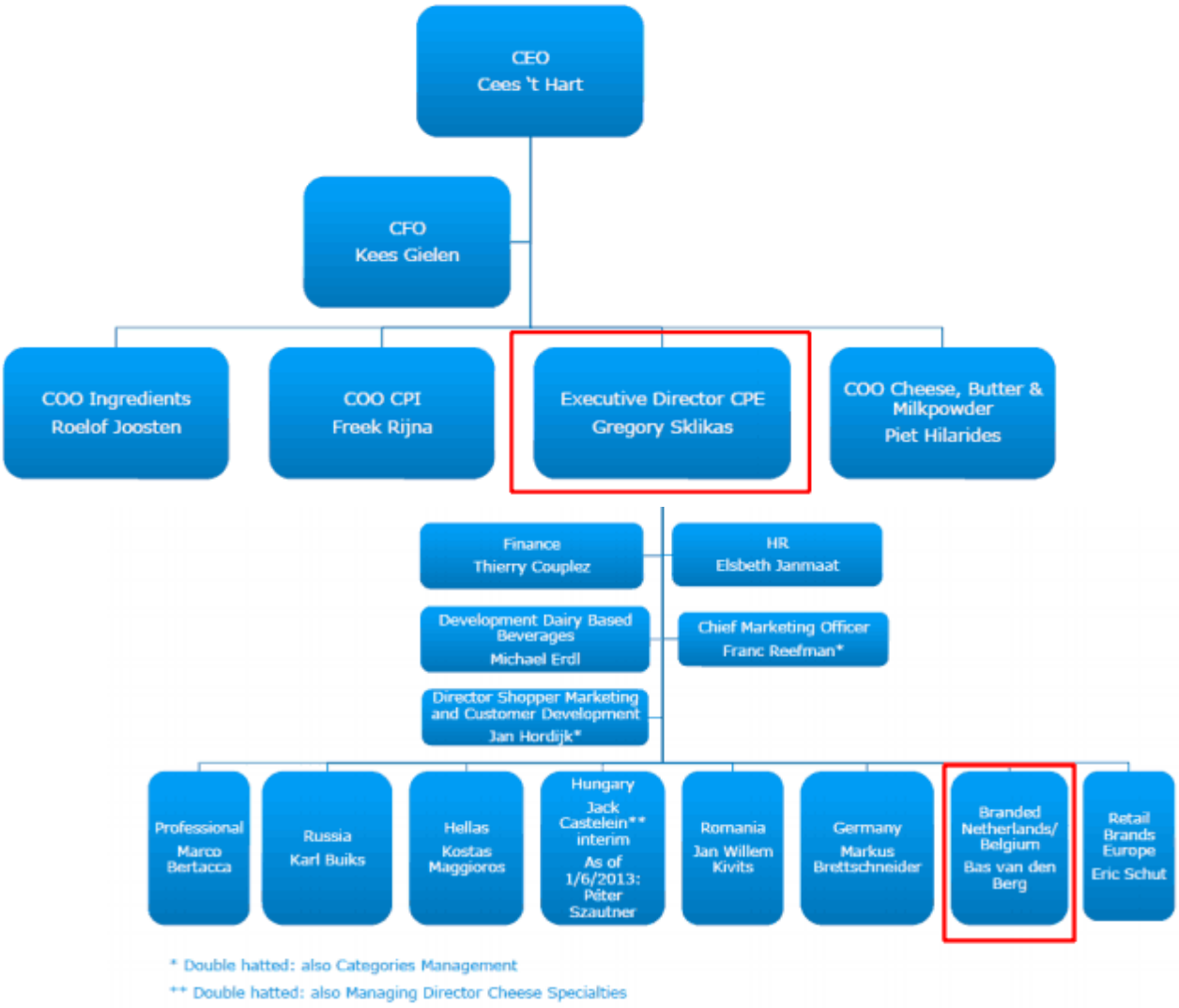
Bestedingen per kopend HH		
MAT Q1 12	MAT Q1 13	Index vs YA
13.91	12.10	87
14.75	12.91	88
12.56	12.96	103
11.58	9.69	84
15.10	12.63	84
16.11	13.74	85
17.09	13.58	79
11.66	10.14	87
8.60	7.89	92

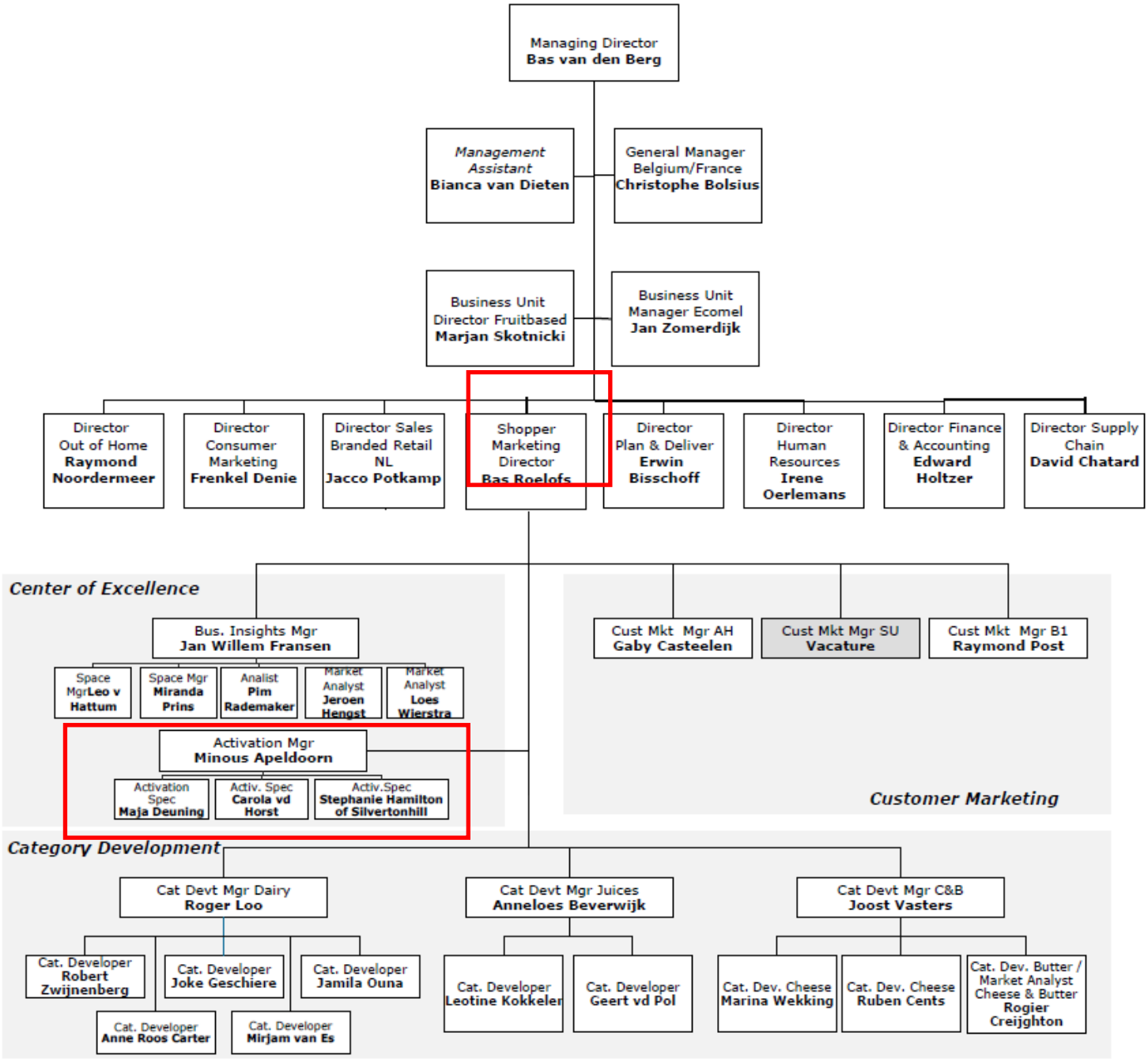
Kengetallen - Verse Specialiteiten



Opmerking: Trouw o.b.v. bestedingen is alleen beschikbaar voor Totaal Nederland.

Appendix III – organization chart

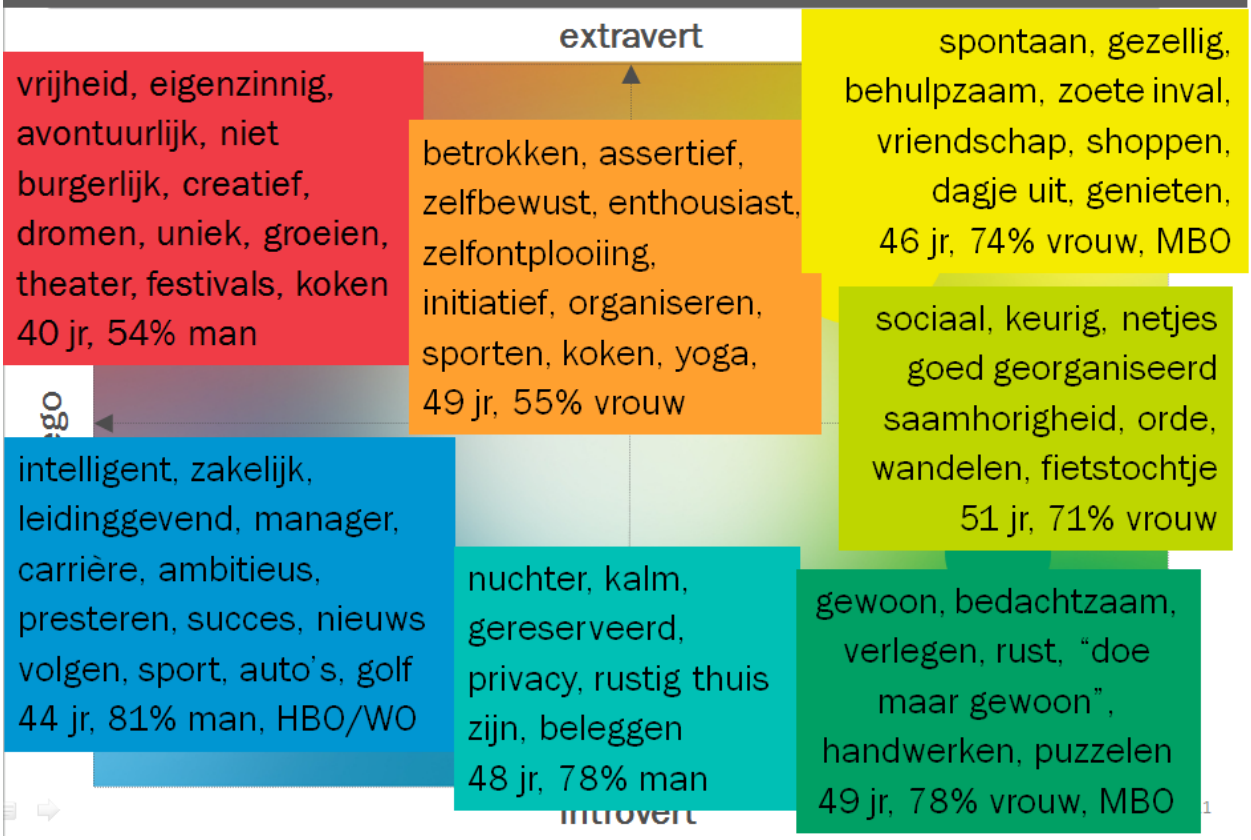



Managing Director
Bas van den Berg
Management Assistant
Bianca van Dieten
General Manager Belgium/France
Christophe Bolsius
Business Unit Director Fruitbased
Marjan Skotnicki
Business Unit Manager Ecomel
Jan Zomerdijk
Director Out of Home
Raymond Noordermeer
Director Consumer Marketing
Frenkel Denie
Director Sales Branded Retail NL
Jacco Potkamp
Shopper Marketing Director
Bas Roelofs
Director Plan & Deliver
Erwin Bisschoff
Director Human Resources
Irene Oerlemans
Director Finance & Accounting
Edward Holtzer
Director Supply Chain
David Chatard
Center of Excellence
Bus. Insights Mgr
Jan Willem Fransen
Space MgrLeo v Hattum
Space Mgr Miranda Prins
Analist Pim Rademaker
Market Analyst Jeroen Hengst
Market Analyst Loes Wierstra
Activation Mgr
Minous Apeldoorn
Activation Spec Maja Deuning
Activ. Spec Carola vd Horst
Activ.Spec Stephanie Hamilton of Silvertonhill
Cust Mkt Mgr AH
Gaby Casteelen
Cust Mkt Mgr SU
Vacature
Cust Mkt Mgr B1
Raymond Post
Customer Marketing
Category Development
Cat Devt Mgr Dairy
Roger Loo
Cat Devt Mgr Juices
Anneloes Beverwijk
Cat Devt Mgr C&B
Joost Vasters
Cat. Developer Robert Zwijnenberg
Cat. Developer Joke Geschiere
Cat. Developer Jamila Ouna
Cat. Developer Anne Roos Carter
Cat. Developer Mirjam van Es
Cat. Developer Leotine Kokkeler
Cat. Developer Geert vd Pol
Cat. Dev. Cheese Marina Wekking
Cat. Dev. Cheese Ruben Cents
Cat. Dev. Butter / Market Analyst Cheese & Butter Rogier Creijghton

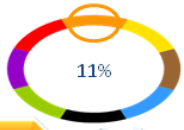
Appendix IV – Motivations for eating dairy

Source: Ipsos Sinnovate, 2013

Kerntypering Mona: geel (en oranje)



Zorgeloos genieten
Samenvatting



Motivatie

Gevoel dat ik het waard ben/het verdien
Mezelf verwennen
Ontspannen moment voor mezelf
Zorgeloos te genieten
Mezelf laten gaan
Impulsief
Hartverwarmend
Verrassend
Stimuleert mijn zintuigen
Laat toe om plezier te delen

Momenten

- Zorgeloos genieten sta ik mezelf toe op specialere momenten:
  - Na het avondeten (na een lange dag)
  - Op speciale gelegenheden
  - Tijdens het weekend (dan mag het meer en specialer zijn)
- Het is niet iets voor elke dag

Product-verwachtingen

- Mezelf verwennen doe ik met producten die:
  - Extra lekker en zoet zijn van smaak
  - Die een volle textuur hebben
- Waarmee ik mezelf even als ontspanning kan trakteren met iets speciaals op tafel

Productgebruik

- Ik kies dan voor extra lekkere en specialere toetjes en grotere hoeveelheden zijn ideaal; ik mag mezelf lekker even laten gaan.
- Pudding, tiramisu, mousse, etc. verkies ik boven yoghurt & kwark

Socio demo & attitude

- Soms wil ik even niet nadenken over mijn lijn en van luxe toetjes kunnen genieten
- Mannen, relatief jonger of net wat ouder, met een gemiddelde of hogere opleiding hebben vaker behoefte aan een verwenmoment

---

ORANJE: 12,8%

Persona

Kim

Dit is Kim van 38, een actieve tante die niet op haar mondje is gevallen. Sinds kort woont ze samen met Matthijs, en dat is heel gezellig, maar wel even wennen: Kim is gewend de touwtjes in handen te hebben. Zij regelt dan ook de activiteiten die ze gaan ondernemen: sporten, filmpje pakken, avondje theater of thuis lekker uitgebreid koken, een van haar hobby's. Waar Kim is, is gezelligheid. Haar vele vrienden komen dan ook graag bij haar over de vloer, in goede tijden en slechte tijden, want Kim staat altijd voor haar vrienden klaar. Dat vindt ze belangrijk. Kim is het type dat nooit een verjaardag zal vergeten: een belletje, een kaartje of spontaan op de stoep staan met een zelfgebakken taart, dat is Kim!

Haar baan als projectleider is op haar lijf geschreven: Kim houdt van organiseren en kan door haar enthousiasme en betrokkenheid anderen gauw meekrijgen.

Door haar drukke bestaan loopt ze zichzelf wel eens voorbij; maar nu ze op Yoga zit, toch een moment van bezinning, gaat dat een stuk beter.

SmartAgent

ORANJE: 12,8%

SmartAgent

Psychografie

Karakterkenmerken	Oranje	Allen	Index
Sociaal	**70%**	46%	151
Behulpzaam	**61%**	51%	121
Gezellig	**48%**	36%	133
Vrolijk	**39%**	30%	128
Enthousiast	**34%**	23%	148
Georganiseerd	**30%**	17%	179
Zelfverzekerd	**24%**	16%	152
Leidinggevend	**18%**	12%	146
Assertief	**16%**	10%	164

Huishoudentyperingen	Oranje	Allen	Index
Gastvrij	**71%**	53%	135
Behulpzaam	**47%**	37%	126
Warm	**42%**	33%	127
Ruimdenkend	**34%**	21%	162
Sportief	**34%**	17%	196
Harmonisch gezin	**33%**	26%	128
Stabiel	**30%**	22%	138
Knus	**30%**	21%	140
Actief	**23%**	17%	136

Beroepen (associaties)	Oranje	Allen	Index
Vrijwilliger	**41%**	32%	128
Leerkracht	**32%**	17%	187
Activiteitenbegeleider	**30%**	14%	219
Verpleegkundige	**25%**	18%	159
Manager	**26%**	18%	144
Projectleider	**25%**	14%	180
Wetenschapper	**20%**	14%	147
Fotograaf	**20%**	13%	152
Stylist	**16%**	6%	265
Architect	**12%**	7%	170

Hobby's	Oranje	Allen	Index
Wandelen	**43%**	36%	121
Uitgebreid koken	**41%**	19%	211
Theaterbezoek	**39%**	25%	153
Nieuws en actualiteiten volgen	**34%**	23%	146
Teamsporten	**28%**	15%	184
Individuele sporten	**27%**	19%	140
Avontuurlijke vakanties	**24%**	16%	151
Yoga	**9%**	3%	275

Waarden	Oranje	Allen	Index
Vriendschap	**67%**	58%	115
Gastvrijheid	**55%**	41%	133
Sociaal contact	**54%**	41%	131
Zelfontplooiing	**40%**	19%	209
Maatschappelijke betrokkenheid	**39%**	22%	182
Samen delen	**37%**	26%	140
Sociale verbondenheid	**26%**	15%	172

ORANJE: 12,8%

SmartAgent

Sociodemografie

Geslacht	Oranje	Allen	Index
Vrouw	55%	51%	109
Man	45%	49%	91

Leeftijd	Oranje	Allen	Index
16 t/m 24 jaar	5%	9%	57
25 t/m 34 jaar	13%	15%	87
35 t/m 44 jaar	23%	23%	101
45 t/m 54 jaar	24%	22%	107
55 t/m 64 jaar	16%	20%	81
65 jaar of ouder	**19%**	12%	162

Aantal personen	Oranje	Allen	Index
1 persoon	17%	15%	114
2 personen	42%	37%	112
3 personen	13%	16%	79
4 personen	19%	23%	84
5 of meer personen	9%	9%	106

Gezinssamenstelling	Oranje	Allen	Index
1/2p. hh zonder kinderen, huisvrouw <50 jr)	20%	19%	107
1/2p. hh zonder kinderen, huisvrouw >50 jr)	38%	32%	118
HH met kinderen (jongste kind < 4 jr)	9%	10%	95
HH met kinderen (jongste kind 5-14 jr)	20%	22%	90
HH met kinderen (jongste kind > 14 jr)	13%	17%	74

Opleiding	Oranje	Allen	Index
Hoger Wetenschappelijk	11%	9%	125
Hoger Beroepsonderwijs	**28%**	16%	183
Hoger Algemeen	17%	13%	132
Middelbaar Beroepsonderwijs	28%	28%	101
Middelbaar Algemeen	*12%*	18%	63
Lager Beroepsonderwijs	*4%*	13%	29
Lager Algemeen	*0%*	4%	0

Inkomen	Oranje	Allen	Index
Beneden modaal	16%	18%	87
Ongeveer modaal	33%	33%	101
Boven modaal	48%	45%	106
Wil niet zeggen	2%	2%	100
Weet niet/Geen opgave	1%	2%	67

Media

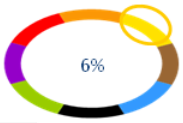
Dagbladen	Oranje	Allen	Index
Een regionaal dagblad	44%	37%	121
Metro	**35%**	26%	137
Spits	34%	26%	131
Een huis-aan-huis krant	34%	32%	106
De Telegraaf	28%	25%	113
Vaker genoemd dan top 5			
De Volkskrant	**19%**	9%	202
Anders	**11%**	5%	210

Tijdschriften	Oranje	Allen	Index
Radio en TV	26%	24%	109
Vrouw algemeen	23%	19%	122
Ik lees (bijna) nooit tijdschriften	22%	28%	79
Reizen & Recreatie	**20%**	8%	241
Senioren	**16%**	7%	240
Vaker dan gemiddeld buiten top 5			
Culinair	**9%**	4%	245

Radiozenders	Oranje	Allen	Index
Radio 538	31%	29%	109
Sky radio	30%	26%	117
Radio 2	**29%**	17%	172
Q-music	28%	21%	134
Radio 3 (FM)	22%	20%	109

Supermarkten	Oranje	Allen	Index
Albert Heijn	60%	59%	101
Aldi	42%	45%	93
C1000	37%	37%	101
Lidl	28%	30%	95
Super de Boer	20%	21%	95

Gezellig genieten
Samenvatting



Motivatie

Gastvrij
Hartverwarmend
Voor anderen en mezelf zorgen
Samen met anderen
Gezellig te genieten
Toegankelijk
Laat toe om plezier te delen
Genegenheid tonen
Op een leuke manier mensen samenbrengen

Momenten

- Ik geniet graag samen met mijn gezin en met anderen op specialere momenten:
  - Avondeten of lunch met vrienden, familie en kennissen
  - Op een speciale gelegenheid
  - Tijdens het avondeten in het weekend

Product-verwachtingen

- Ik breng graag mensen op een leuke manier samen, door iets speciaals op tafel te zetten
- Om plezier te delen zorg ik ervoor dat ik lekker grote hoeveelheden in huis haal en daarbij let ik op de kwaliteit

Productgebruik

- Tijdens dit gezellig samenzijn, kies ik voor speciale en extra lekkere producten, en daarnaast ook toegankelijke zodat iedereen kan genieten
- Een grote verpakking of één met meerdere smaken voor iedereen is voor mij ideaal op deze momenten

Socio demo & attitude

- Toetjes dienen lekker te zijn en te passen bij speciale en sociale momenten
- Mannen en ouderen hebben relatief vaker behoefte aan samen genieten van wat lekkers

Persona: Suzan

GEEL: 22,4%

Suzan

Dit is Suzan, een gezellige spontane meid van 32, getrouwd met Ronald en moeder van Roos van 3 jaar. Suzan werkt drie ochtenden in de week als receptioniste bij een hotel. Haar dochtertje gaat dan naar haar moeder die ook in de buurt woont. En mocht haar moeder een keer niet kunnen, dan heeft ze nog genoeg alternatieven achter de hand: Suzan heeft een uitgebreide vrienden- en kennisenkring waarin iedereen voor elkaar klaarstaat als het nodig is. Ze is zelf ook altijd behulpzaam.

Ze gaat graag af en toe een dagje uit maar haar vriendinnen, of gezellig een middagje shoppen. Het weekend staat in het teken van haar gezin; dan trekken ze er samen op uit (bijv. naar een pretpark of gezellig een dagje naar haar zus en de kinderen).

SmartAgent

GEEL: 22,4%

SmartAgent

Sociodemografie

Geslacht	Geel	Allen	Index
Vrouw	74%	51%	146
Man	26%	49%	53

Leeftijd	Geel	Allen	Index
16 t/m 24 jaar	8%	9%	98
25 t/m 34 jaar	17%	15%	116
35 t/m 44 jaar	22%	23%	97
45 t/m 54 jaar	24%	22%	108
55 t/m 64 jaar	18%	20%	89
65 jaar of ouder	10%	12%	87

Aantal personen	Geel	Allen	Index
1 persoon	9%	15%	59
2 personen	34%	37%	93
3 personen	**22%**	16%	134
4 personen	26%	23%	113
5 of meer personen	9%	9%	105

Gezinssamenstelling	Geel	Allen	Index
1/2p. hh zonder kinderen, huisvrouw < 50 jr)	13%	19%	68
1/2p. hh zonder kinderen, huisvrouw > 50 jr)	28%	32%	87
HH met kinderen (jongste < kind 4 jr)	**14%**	10%	146
HH met kinderen (jongste kind 5-14 jr)	25%	22%	111
HH met kinderen (jongste kind > 14 jr)	20%	17%	119

Opleiding	Geel	Allen	Index
Hoger Wetenschappelijk	0%	9%	2
Hoger Beroepsonderwijs	6%	16%	37
Hoger Algemeen	9%	13%	67
Middelbaar Beroepsonderwijs	**36%**	28%	128
Middelbaar Algemeen	**24%**	18%	130
Lager Beroepsonderwijs	**18%**	13%	138
Lager Algemeen	**8%**	4%	203

Inkomen	Geel	Allen	Index
Beneden modaal	20%	18%	112
Ongeveer modaal	**45%**	33%	135
Boven modaal	31%	45%	68
Wil niet zeggen	2%	2%	144
Weet niet/Geen opgave	2%	2%	122

Media

Dagbladen	Geel	Allen	Index
De Telegraaf	21%	25%	86
Een regionaal dagblad	38%	37%	103
Een huis-aan-huis krant	31%	32%	96
Spits	27%	26%	104
Metro	24%	26%	93

Tijdschriften	Geel	Allen	Index
Vrouw algemeen	**32%**	19%	169
Ik lees (bijna) nooit tijdschriften	21%	28%	76
Puzzels	**21%**	15%	136
Radio en TV	20%	24%	86
Roddelbladen	**17%**	8%	196
Vaker dan gemiddeld buiten top 5			
Gezin en Opvoeding	**10%**	4%	297
Jongerenbladen	**7%**	3%	270
Tijdschriften voor jonge kinderen	**2%**	1%	480

Radiozenders	Geel	Allen	Index
Radio 538	28%	29%	98
Sky radio	27%	26%	106
Radio 3 (FM)	23%	20%	112
Q-music	22%	21%	106
100% NL	**22%**	14%	159

Supermarkten	Geel	Allen	Index
Aldi	48%	45%	108
Albert Heijn	48%	59%	81
C1000	42%	37%	113
Lidl	**36%**	30%	121
Super de Boer	20%	21%	98
Vaker dan gemiddeld buiten top 5			
Jumbo	**12%**	9%	127
Nettorama	**4%**	3%	129
Deen	**3%**	3%	128
Golf	**2%**	2%	125

GEEL: 22,4%

SmartAgent

Psychografie

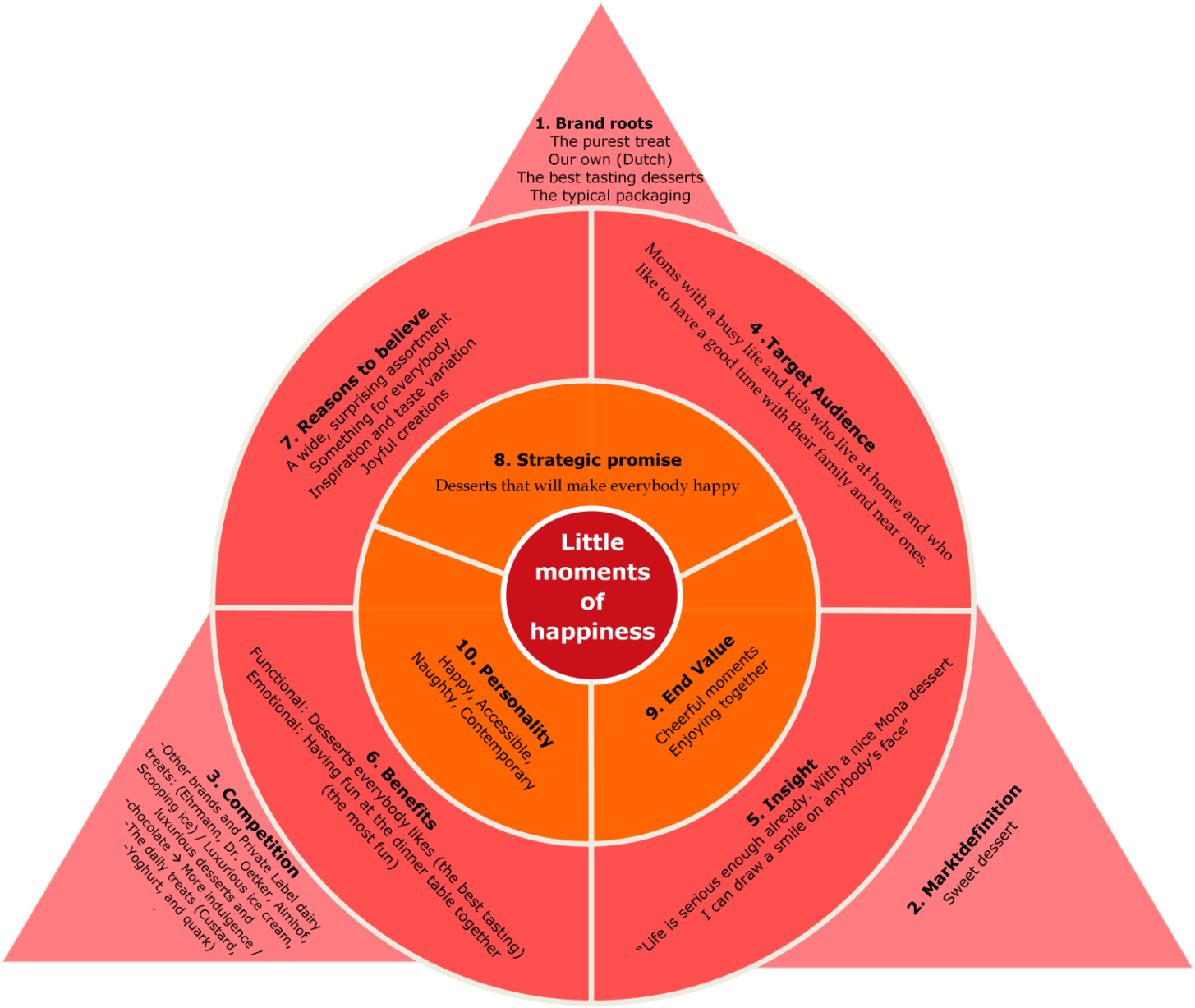
Karakterkenmerken	Geel	Allen	Index
Gezellig	**62%**	36%	170
Behulpzaam	**61%**	51%	121
Spontaan	**61%**	25%	243
Vrolijk	**56%**	30%	186
Enthousiast	**31%**	23%	135
Impulsief	**16%**	9%	187
Vlot	**15%**	8%	192

Huishoudentyperingen	Geel	Allen	Index
Gastvrij	**67%**	53%	127
Behulpzaam	**54%**	37%	148
Gelukkig	**52%**	38%	138
Warm	**47%**	33%	140
Ouderwets gezellig	**41%**	23%	181
Knus	**32%**	21%	152
'Zoete inval'	**27%**	14%	193
Hecht	**18%**	11%	158

Beroepen (associaties)	Geel	Allen	Index
Huisvrouw / huisman	**42%**	28%	152
Receptionist	**29%**	12%	250
Verpleegkundige	**29%**	18%	157
Administratief medewerker	**28%**	21%	130
Winkelverkoper	**25%**	12%	212
Horecamedewerker	**18%**	10%	171
Schoonmaker	**10%**	3%	316
Agrarier	**10%**	6%	151

Hobby's	Geel	Allen	Index
Een dagje uit	**69%**	46%	149
Tijd voor het gezin	**51%**	37%	136
Familiebezoekje afleggen	**38%**	27%	138
Shoppen	**36%**	22%	160
Puzzelen	**31%**	26%	123
Knutselen	**23%**	18%	131
Handwerken	**13%**	9%	137
Stappen	**12%**	9%	137

Waarden	Geel	Allen	Index
Vriendschap	**72%**	58%	123
Genieten van het leven	**63%**	51%	124
Gastvrijheid	**57%**	41%	138
Doe maar gewoon	**52%**	41%	126
Sociaal contact	**50%**	41%	121
Geloven in jezelf	**42%**	33%	125
Geborgenheid	**34%**	24%	146
Tederheid	**15%**	11%	139


1. Brand roots
The purest treat
Our own (Dutch)
The best tasting desserts
The typical packaging
2. Marktdefinition
Sweet dessert
3. Competition
-Other brands and Private Label dairy treats: (Ehrmann, Dr. Oetker, Almhof, Scooping ice) / Luxurious ice cream, luxurious desserts and
-chocolate → More indulgence /
-The daily treats (Custard,
-Yoghurt, and quark)
.
4. Target Audience
Moms with a busy life and kids who live at home, and who like to have a good time with their family and near ones.
5. Insight
"Life is serious enough already. With a nice Mona dessert I can draw a smile on anybody's face"
6. Benefits
Functional: Desserts everybody likes (the best tasting)
Emotional: Having fun at the dinner table together (the most fun)
7. Reasons to believe
A wide, surprising assortment
Something for everybody
Inspiration and taste variation
Joyful creations
8. Strategic promise
Desserts that will make everybody happy
9. End Value
Cheerful moments
Enjoying together
10. Personality
Happy, Accessible,
Naughty, Contemporary
Little moments of happiness

Appendix V – Grand Italia

http://granditalia.nl/tips-and-tricks/142-een_italiaanse_avond_begint_met_een_grand_aperitivo

EEN ITALIAANSE AVOND BEGINT MET EEN GRAND'APERITIVO

Italianen zijn gek op lang tafelen en beginnen het diner met lekkere hapjes en een drankje: een typisch Italiaanse *aperitivo*. Heb je ook zin om thuis een aperitivo te houden? Dat kan nu!

Een *aperitivo* is ideaal wanneer er vrienden of familieleden komen eten. Je begint dan met een lekkere *aperitivo* voordat je met elkaar aan tafel schuift. Sinds deze maand ligt de nieuwe lijn van Grand'Italia in de winkels: Grand'Aperitivo. Een heerlijk aanbod van echte Italiaanse toast, ideaal om samen te eten of te dippen in bijvoorbeeld tapenade. Veel smaak en volop variatiemogelijkheden!

Probeer eens artisjok (Carciofi) met parmaham op een prikker. Grand'Aperitivo, de lekkerste start van je weekend!

http://granditalia.nl/tips-and-tricks/139-de_beste_combinatie_met_kinderen

DE BESTE COMBINATIE MET KINDEREN

Vind je het ook zo'n uitdaging om je kinderen gezond en gevarieerd te laten eten? Deze pasta met worstjes en gegratineerde bloemkool vinden ze vast lekker.

TIP: Gratineer de groenten
Gratineer bloemkool met een scheutje Besciamella en wat Parmezaanse kaas en je kinderen vinden bloemkool ineens heerlijk!

Recept in 4 stappen:
STAP 1: Kook de Penne volgens de aanwijzingen op de verpakking

STAP 2: Bak de worstjes in olijfolie en knoflook

STAP 3: Voeg de saus en tijm toe aan de worstjes en meng met de pasta

STAP 4: Kook de bloemkoolroosjes 4 minuten en zet ze met een scheutje Besciamella en wat Parmezaan even onder de grill

Buon appetito! Bekijk hier het boodschappenlijstje.

http://granditalia.nl/

Appendix VI – Best cases

Coca Cola favorites mix

https://www.yammer.com/frieslandcampina.com/#/threads/index?type=following&rand=0.683203884633258

Appendix VII - Interview with experts

Summary of interview with Carola van der Horst

Carola van der Horst works at Royal Friesland Campina as a Shopfloor specialist on all fresh dairy brands. This includes Campina milk, yoghurt and custard dessert, as well as the brands Mona, Optimel, and more. Carola has been working at Royal Friesland Campina since 2008.

"There are several different types of in-store promotions. Most common in-store promotions are price offs, second placements, premiums and win prices. Sampling, coupons and theater [referred to as 'experience' in the thesis] also occur, but not as often."

Carola states that the most important thing to keep in mind whilst developing the communication for your in-store marketing is the 3-4-5 rule. "Shoppers only have a short attention span for your communication [call to action]. This is why you need to drag the shoppers attention within three seconds, from a distance of four meters and in five words. This rule of thumb makes sure that you approach the shopper in a direct and straight to the point matter. Also you need to be extremely relevant in order to get any attention whatsoever.

Carola does not keep to the 3-4-5 rule completely. She added a second rule, stating that you should communicate a maximum of three messages, with just one being the most important. For example: a statement for the new line of lactose free milk Campina just put into market, the most important message is 'try now' but the P.O.S. material can also contain 'new' and a little folder the shopper can grab if he or she is interested. Still, the sentences stating the key message of the communication should be extremely short.

Subservient to this 3-4-5 rule Carola states that it is important to have a lot of contrast. The pack shot on the display need to be a very different color than the background, in order to stand out. Also it is important to have contract with the store.

According to Carola, Mona is an impulse product. She states: "For Mona seeing is buying. The shopper goes in to the store without knowing it will walk out with a Mona dessert. You just have to convince them to do so". Triggers for Mona can be a celebration or special moment.

Summary of interview with Stephanie Hamilton of Silvertonhill

Stephanie of Hamilton Silvertonhill is a Shopper Activation Specialist at Royal Friesland Campina and currently works on various Cheese and Butter brands such as Milner, Slankie and Botergoud. Before she started at Royal Friesland Campina in 2012, Stephanie worked at Beiersdorf in Milan.

For the cheese brand Milner it is not commonly known that the brand sells cheese made with half-skinned milk, and if consumers do find out, they automatically assume that the cheese must taste not as rich and full as other cheeses. Simultaneously, shoppers who buy cheese, tend to buy the same brands over and over again. This means for the in-store marketing strategy of cheese brands Milner and Slankie one of the most important factors is tasting. Shoppers are hard to convince to switch from their own cheese brand, if they didn't had the opportunity to taste it. Since in the case of Milner the shopper expects less of the taste than they experience when they try it, the sampling is extra important.

For the brand Slankie - a cheese spread brand that has low calories as core USP - the main problem is consumers don't have the product on their grocery list, but if they do, Slankie might be the first product the target group thinks of. Therefore a different approach is wanted: to stand out in the cheese section and to be top of mind whilst making the grocery list.

The activation Stephanie is the most proud of is an activation she made herself for Milner. The shopper had to buy two packages of Milner cheese and then hand in the receipt, in order to have a shot to win a pull wagon for a summer with the kids. This 'win a bolderkar' in-store marketing activity had an extremely high redemption due to the fact that shoppers were very much interested in winning the price. Also it had a large impact on the shop floor. One of the key factors why this in-store marketing activity was so extremely successful, is that it was relevant to the target group as well as the season. If it were to be a bad summer, the activation might not have been such a huge success.

One of the things to hold to account when developing an in-store marketing activity according to Stephanie, is that different stores have different sizes. A small store may just have room on the shop floor for a small display or a poster, but a large store (e.g. Albert Heijn XL) might require a bigger setting for shoppers to notice it. Therefore it might be convenient to have an that is adaptable in size. An example of this is the 'Milner Lente graskaas' activation. To promote this seasonal and exclusive edition of Milner cheese, Stephanie made a summery setting with a 'green feeling' , a floor mat, butterflies, and some chairs. Because the field sales team could 'pick and mix' the ingredients of the setting, they could make it as small or large as they wanted. This way the setting fitted perfectly in every store.

Summary of interview with Maja Deuning

Maja Deuning is a Shopper Activation Specialist at Royal Friesland Campina. The brands she leads the Shopfloor Communication Projects of, are all Dutch juices brands, and ambient dairy brands. These include Chocomel, Appelsientje, Dubbelfrisss, Fristi, Friesche Vlag Lang Lekker, Campina Houdbaar and Coolbest.

Maja states that for a brand it is not only important to drag attention to your target group, but also to the shopper. The difference between the target group and the shopper is, that shoppers buy the products, and consumers use them. The shopper and the consumers can be the same person, but this is not always the case. For example: the brand DubbelFrisss has as target consumer young teenagers who are trying everything for the first time. However, the teenagers' parents are the ones doing the grocery shopping.

For in-store marketing activities such as a premium or a buy-and-win activity this means the premium/win-price should not be only focused on the consumer. It must not only be attractive for the teenager, the parent must feel like the premium is worth to buy the product for as well.

The biggest pitfall for in-store marketing activities is giving too much information. An example is a multiband action with several brands (Appelsientje, DubbelFrisss, Taksi Fristi and Chocomel) of school drinks for kids. Not only could the shopper get the second ticket for free to a theme park, also - if he or she would hand in the receipt – the shopper could win a day to the theme park with the complete class. The poster had to consist the call to action for both activities. However, the theme park and the different brands had some requirements: the poster had to consist certain images of the theme park as well as pack shots of the several drinks. Finally, they ended up with two posters. "It's just way too much information" Maja states. It shoppers don't understand the action, they won't respond to it either.

The juices and ambient dairy brands are different from cheese, butter and dairy. "For my brands, sampling is not a good way to sell the products. The sampling is so expensive that you will never get enough sales to get your ROI (Return on Investment). Also, this category has such low involvement, impulse buys, that they might be convinced by a price of from the competing brand the next time. It is a saver and cheaper choice to stick with other ways of activation. […]

An easy and important way of getting your target shopper's attention for non-cooled products, is by building large blocks of the same color. When displaying an Appelsientje activation, the orange color of the pack is enough to drag the shoppers attention and consider buying the product. The same goes for the typical dark-yellow color of the Chocomel packaging. Making sure you get a second placement with several square meters of piling your product might be the best way to sell it."

Summary of interview with Mariken van den Boogaard

Mariken van den Boogaard has the function of Lead Shopper Marketing Activation at Beiersdorf, holding several brands to account, including Nivea, Labello, Hansaplast and 8x4. Before Mariken started at Beiersdorf in 2008, she worked at L'Oreal Nederland.

"The one thing that cannot be left out in any in-store marketing activity is that it is easy to recognize the brand. For Nivea this means the display always has to contain the typical Nivea blue color. " Mariken states. Another thing that Mariken says is really important is "to think of the store you sell the product in. For Beiersdorf in the Netherlands the two most important customers are Kruitvat and Etos." Since Kruitvat has a different target group than Etos, the activation might need a different approach.

One activation Mariken thought of as being very successful, was a collaboration between the brand Nivea and clothing store Steps. The Activation was held in every Etos store. The reason she found this formula so successful, is that it was connect to the Nivea brand, the Etos store target group, and it was something worth buying for.

It's extremely important you think of your brand image when coming up with an activation. "For the Beiersdorf brands, we would never give away discount for sunbathing. It just doesn't matches the healthy image we want to pursuit." For this exact reason, Mariken gave as an example of an activation gone bad an activation Unilever recently did with their brand Dove. If the shopper were to buy Dove products in Kruitvat, he or she would get free get-it-yourself candy the store is commonly known to have. "It fits the store and the target group, but just does not match the healthy image Unilever tries to create for Dove."

The use of a second display, or even better, a shop in shop, is important to get more brand awareness in-store. Also, smelling and trying the product are good ways to create higher sales for Nivea. Sampling is often done, by giving away a free mini-pack of the product at the entrance of the store.

Above all, the connection with the brand is the most important, according to Mariken. As an example of a good in-store marketing activity, Mariken gives Coca Cola. Reason for this is that the brand always connects with the consumer. An example of this is the collaboration with Marc Jacobs. "The brand always seems to find a way to connect with the target group. "

Summary of taster days with the field sales Department

During my internship I had a couple of taster days with the field sales section. Not only did I find in-store marketing activities of FrieslandCampina brands as well as other brands, I also had a chance to interview the professionals who took me on a tour into their day to day job. Erwin van de Sterre and Rene Moller are both working as Rayon Managers at FrieslandCampina. Gerard van Bakel is a Merchandiser at FrieslandCampina.

A large part of the in-store marketing activities within FMCG are arranged at local level by the field sales department. The rayon manager of a manufacturer goes by a supermarket, and tries to 'sell' the manager one or more activities. In the case of FrieslandCampinaseveral ready-to-imply actions and discount offers are shown (through a pdf file on an iPad), which the supermarket can than 'apply for' or not.

In this process, all three of the field sales professionals I spoke to stated that is extremely important to give a good overall view of how the activity is supposed to look: this iPad pdf file is the one chance to convince the supermarket. Therefore, a good presentation with clear pictures help a lot in convincing the supermarket manager.

It depends on the supermarket if the manager wants to have big and interesting activities, or if they just want a price off. Erwin van de Sterre: "Some stores are focused on prices, others have loads of space in the supermarket, and are looking for some commotion in the store. Therefore it is clever to make a setting adaptable in size."

Besides the importance of the supermarket management view, it is also important to think as a supermarket employee. Gerard van Bakel: "Don't make use of wobblers or other communication materials that complicate employees day to day work. A price fill-in is often too hard, or employees just won't take the effort." It is also important to give clear instructions on how and where to place an activation: the average employee just wants to get it over with.

All three of the field sales members know the school calendars by heart. Reason for this is, the moments of vacation are easy touch points for shoppers to find a reason to get something extra. A premium that is targeted at little children (e.g. a do-it-yourself book given away to shoppers who buy several Campina products) will be more interesting for moms when the school holidays are coming up. Also Special events, such as Mother's day and Valentine's day, work well to create higher sales.

Because supermarkets know shoppers are looking for a special extra, they are more than willing to accept a special premium during the different holidays. The field sales members therefore always try to connect the premiums to a certain holiday. Rene Moller: "Recently, Campina had an in-store

marketing activity, giving away a handicraft premium. I arranged most of the displays in the period of the school holidays."

It is important to stand out on the busy shop floor. Therefore the field sales members advice to make a big setting, with large premiums. When the setting and/or the premium is too small, the retailer won't find it interesting.

Erwin van de Sterre: "Building color blocks is an easy way to drag attention to your brand. This is the easiest with non-cooled drinks, such as Appelsientje and Chocomel."

Summary of interview with Harry Enserink

Harry Enserink has been an analyst of consumer service since 2011. Harry has been working of the department of consumer service of FrieslandCampina for over eleven years now.

According to Harry, trust is the most important aspect consumers have in an A-brand. “The consumer trusts that the product is always the same quality, both at product and activation level.” Harry states. It’s important that brands align with the quality the consumer expects the of the product, premium or price. When a premium is of bad quality, for example when it is damaged easily, or the logo bladders of, the image of the brand goes down fast.

When it comes to premiums, make sure to bring a A-brand worthy premium. All-time high premiums are the Friesche Vlag foam maker (which came back once and is still asked for), the Optimel dessert cutlery (which keeps coming back in different forms and prices, and stays popular), and the Mona quality table cloth (which was, despite the extra fee that had to be paid, sold out in no time).

For every activity Harry has the rule: “Keep it Simple, Stupid”. As an example Harry gives action websites: “A website were consumers can hand type in a voucher can be really pretty design wise. However, if you cannot read or find the place to fill in the action code, the website is pretty but not functional. [...] Also, sometimes a website asks consumers name, address and age, and in the end of it all asks for the code. If the code doesn’t work, the consumer would like to know it upfront. This can cause a lot of irritation.”

Also for in-store marketing activities Harry states it is very important to keep the message simple for consumers: “You can have the prettiest in-store marketing activity, but if the consumers doesn’t understand the message, or is not interested for that matter, it is an unsuccessful activity.”

Not so long ago, Mona had a win price activity. Consumers could buy a pudding, scratch off a layer underneath the wrapping, and it they saw three of the same images in a row, they would win this price. The number one price was one year of free Mona desserts. Every non-winner card, however, had three images of a pudding with a red cross through it. Now, for a marketer it might be really logical that a red cross means you didn’t win anything. For the consumer is was less logical: customer service had to do with a lot of customers thinking they had won. What also went wrong with this Mona activity, is the quality of some of the cards: consumers would scratch all the way through the card, and couldn’t see if they had won or not. “For these type of things, you should keep in mind: the consumer is always right”.

“The pitfall of coming up with an in-store marketing activity while being a creative or a high educated employee, is that this is not the average consumers. This means you and everybody at the office gets

it, but the consumer might not." Ways of preventing this pitfall is testing the concept with different consumer types in an early stage.

Summary of interview with Astrid van Rij

Astrid van Rij is Senior Market Researcher for all cheese and butter brands within FrieslandCampina Branded Retail Netherlands. In the past four years at FrieslandCampina, Astrid also worked at Fruitbased Brands, Chocomel, and Mona. Before that, Astrid worked at Philips as a consumer research and behavior employee for over 14 years.

"When it comes to buying products in general, the quality of the product is more important than the price. Since the economic crisis, consumers have become more price sensitive, but within FMCG taste stays more important than price. Also, this price sensitivity is of temporarily base, caused by the economic crisis.

Nowadays convenience is also very important. Shoppers don't want to spend too much time doing the groceries, and don't tend to go to many different stores. Furthermore, there is a trend of eating luxurious at home, instead of going out for dinner.

The status of A-brands not as set in stone anymore. A-brands have to prove their USP comparable to cheaper brands. If the intrinsic difference becomes too small, the shopper is likely to go for the cheaper solution. In consumer experience, Mona is a brand of much more quality than comparable private label brands.

When it comes to premiums, it is important for shoppers that they get it for free. Shoppers are willing to buy 2 or 3 SKU's of a certain product, in order to get the premium, but once they have to pay extra the barrier had become too big. Consumers love collecting items, but big irritations occur when (part of) the collections goes out of stock.

For both premiums and prices goes: the item has to fit the brand as well as the target audience, and it has to be useful. For example: one year of free Mona puddings is much more appreciated by consumers than a free bike, because the puddings are more closely connected to the Mona brand. For Mona 'fitting the target audience' would generally mean that it is fun for kids.

Finally, creating buzz around the brand can make or break a marketing activity. Word of mouth is extremely important and shouldn't be underestimated."

Summary of interview with Kim Strien

Kim Strien has been working for FrieslandCampina since she finished her internship at FrieslandCampina in 2008. Her studies are Small Business and Retail management, and she now fulfills the function of Account Manager for Plus, Coop and Hoogvliet.

"Thinking from a retailers point of view, the most important aspect is ease of putting up and down the activity. The retailer wants the activity to be put into place easily, the average supermarket employee doesn't want to put too much effort in it.

Along with that, the retailer finds it important that the shopper understands the activity immediately, in order for it to be effective. Also, it is important for the retailer that the activity fits the retailers' target group."

One very successful in-store marketing activity Kim can remember is the 'Kameleon' activity. When the Hoogvliet shopper bought two 2.4 liter cans of Campina milk, they would get a free book of the Dutch Kameleon book series. According to Kim is particular activation was so successful because it was easy to understand and it had a low barrier to join. "Shoppers are planning to buy milk anyway, it is one of their daily groceries. This activity was so successful that consumers are still asking if there are any books left."

Kim stresses the importance of not sending out too many messages. "There was one particular in-store marketing activity were the following:
1. Special treat Yoghurt was sold for €1,- per SKU
2. You would get a free flyer which shoppers could hand in to win something
3. On the back of the flyer there was a barcode with which shoppers could get a discount for the same product a second time.
This is just too much information for shoppers. You could see in the results that the first discount did very well, but the flyer and the barcode didn't get a lot of response at all."

About seasonal activities Kim states: "Retailers like to give extra attention to seasonal highlights were shoppers have higher spending, such as Queensday, The World Cup, Christmas and Mothersday."

Furthermore, Kim says: "Demonstrations and tastings might bring extra activity for the retailer, but for FrieslandCampina it is very expensive. Therefore the company never gets her Return on Investment.", and "Retailers often only give a second placement if the brand offers a discount in return. This is because they want something to offer to their shoppers."

Summary of interview with Sander Renkema

Sander Renkema is managing partner of shopper marketing advising company ChannelUp. ChannelUp focuses on the interaction between manufacturers (such as FrieslandCampina), retailers, and shoppers. ChannelUp works for companies such as Coca-Cola, Nestle, Bacardi, DE Masterbenders and FrieslandCampina.

"Marketing and sales departments of companies did their job very well. In a lot of board rooms I hear the statement 'our brands are perfectly positioned, have good brand awareness and a good image. Also out products are available everywhere. But what now? How do we influence the buying decision?' It is time to say goodbye to old values. Marketing and sales should be fusing together to create the shopper marketing discipline. Shopper marketing should take the lead and think beyond categories."

Other ways of thinking about products, it thinking from moments, shoppers, insights and retailers point of views. The way shoppers buy depends on the category. "Manufacturers and retailers should make the process marketing more attractive and fun by working together. We should remove buying barriers and trigger shoppers."

Sander says as a good example of this the Coca-Cola company, one of the company ChannelUp works for. Together with a brand they created a mixpack with cans of Coca-Cola, but also with Fanta and Sprite cans. This is a good solution for the shopper mom, since different members of the family have different taste and brand preferences. "And that is what I means with putting the shopper in the center, and not the brand." This favorites mix is based on the knowledge of insights of the target consumer.

Shoppers don't select products, but they deselect. This done in order to avoid stress. Also in order to avoid stress, shoppers often buy the same products they already did before. Sander Renkema (ChannelUp) states: "Most consumers only have a set of fifteen different dishes they make on a regular basis. Going into the supermarket, the shopper chooses between this set of choices. The opportunity for brands is to break through the habit and try to make the shopper switch." The only way to make shoppers switch brands according to Sander is by giving them a 'reason to buy': a price promotion or heuristic reason that justifies the brand switch for the shoppers mind.

A brand that did this very well according to Sander is Grand Italia. The brand played into the different moments of consumers, developing different 'shopper solutions' for the weekend, time with friends, and times when you're in a hurry.

Furthermore Sander states that it is important to give the retailer a reason for a second placement. Different retailers ask for different in-store marketing activities, because every retailer has its own target group as well.

On last tip Sander gives: "Keep hold of the bigger thought and stay consistent with the marketing campaign, but don't bluntly copy the message from the ATL campaign." for Mona this means that the brand shouldn't state 'everything for the dessert' on the shop floor, but give a reason to buy the dessert.

Summary of interview with Paul van de Loo

Paul van de Loo is Area Manager at FrielandCampina, and active in the Mona 'workgroup', a two-monthly meeting providing the best in-store marketing possible by combining the knowledge marketing, in-store marketing and field sale.

Paul believes that some in-store marketing premiums of win-prices are just excuses to get a second placement in a store. For Mona this is a very profitable technique, because the revenues on the products are high and once shoppers see the brand, they buy it, according to Paul.

About the advise Paul says the following:

“If the mechanism will be communicated on A4 cardboard paper and the regular wrapping only, I doubt the shopper will understand what to do. The call to action will have to be communicated extra on and outside the shelf. Furthermore making a second placement available is a must: this can be done by the field sales department.

I would advise to make this in-store marketing activity a part of the 360-degree campaign, and give this extra value through ATL communication. I expect that this mechanism will trigger shoppers to buy Mona. I would use the wrapping myself in case of an anniversary, on Valentine’s day and with graduations. However, I wonder if the cardboard paper is suitable for every home printer.

I doubt it if shoppers and consumers will buy a dessert in order to make a personalized wrapping a second time. Also, I wonder if retailers will want to repeat an action like this and provide a second placement multiple times per year.

I value the fact that this activity is interactive and that consumers can print it at home. I think it is a very good idea to connect Mona to a certain theme. However, I think it is important to lower the barrier to enter the activity as much as possible. Printing at home will definitely contribute to this, but will this work? And is this activity suitable for a wide audience?”

Other interviews

Other experts I interviewed were Annerie Brenninkmeijer, Bram Ijssel Smits and Minous Apeldoorn. I decided not to make a summary of these interviews, since the core part of the interviews was discussing information given in models.