

FALL 2018

# INSIDE ADVANTAGE



HYPER-PERSONALIZATION

SHIFTING SHOPPER BEHAVIOR

DATA-DRIVEN ECOSYSTEM

CONNECTED COMMERCE

## Two Steps Ahead of the Pace of Disruption

In This Issue Snacking Redefined | Third-Party Seller Enforcement | Retail Robotics | More...



## letter from the CEO



# Change... something we can all continue to count on.

The change in our industry today is constant and multifaceted. Varied rates of economic growth, digital disruption, evolving demographics, shifts in shopper behavior, supply chain consolidation, and the exploding availability of technology and data are just some of the forces in play.

Adapting to change can be challenging and the speed and commitment with which manufacturers and retailers have adjusted and expedited their strategies is impressive. The Advantage organization also looks different than it did just a year ago, with new service offerings, clients, customers, processes, and a workforce that is larger and more talented than ever.

The better instances of change occur when we're out in front of it and the very best, when we're driving it. Today's most successful companies share an ability to anticipate trends and leverage their platforms and technology to find new paths to growth given the evolving market needs.

This theme of anticipating and driving change permeates this Fall issue of *Inside Advantage*. Here are some of the highlights:

- *Our cover story, where Lori Stillman reviews how Amazon creates change by solving the problems no one else is thinking about and then casts her prognosticator's eye on the company's next steps*
- *Insights from the Waypoint team on how consumer eating behavior is changing, giving rise to a redefined snacking daypart and meal occasion*
- *An explanation of how changing consumer preferences are guiding product innovation and assortment optimization in home and personal care*
- *An overview of a new way to leverage big data and behavioral analysis for improved targeting and messaging*
- *An introduction to technology that autonomously collects real-time shelf data for deep insights and analysis, enabling immediate changes in inventory allocation and shelf placement*
- *Our thoughts on best practices for addressing changes in the e-comm landscape related to third-party sellers*
- *How organizations like Advantage with more than their fair share of leaders (e.g. Top Women In Grocery) are positioned to lead through change and navigate the rugged terrain of a disruptive retail landscape.*

So while the volume of change that has occurred feels unprecedented, you'll see throughout these pages how energized we are by it. Because anticipating and leading the change gives us even more opportunities to deliver on our promise of driving growth through winning insights and execution.

Winning Together,

Tanya Domier  
Chief Executive Officer, Advantage Solutions

### Editors

Will Minton  
Sabrina Seay  
Bruce Crilly

### Contributors

David Cortese  
Michelle Dialing  
Jessica Marjala  
Alyssa McBryar  
Lori Stillman  
Jenevieve Valleroy  
Annetta Wright

### Art Director

Bruce Crilly

Please send ideas, feedback, editorial, and advertising inquiries to:  
[inside.advantage@advantagesolutions.net](mailto:inside.advantage@advantagesolutions.net)



**ADVANTAGE**  
SOLUTIONS

### Corporate Headquarters

18100 Von Karman Ave  
Suite 1000  
Irvine, CA 92612  
949.794.2228  
[www.advantagesolutions.net](http://www.advantagesolutions.net)





cover story

# Two Steps Ahead of the Pace of Disruption

Lori Stillman

*EVP, Analytics, Insights & Intelligence (Ai2)*

In June, Amazon showed their disruptive strength once again with its acquisition of PillPack. Like the “shock and awe” that came with their 2017 acquisition of Whole Foods Market, this bold move tipped the giant was two steps ahead of the rest in the pace of retail disruption.

In truth, this was not Amazon’s first step into the online pharmacy space. Regulatory filings show Amazon had already won approval in 12 states to become a wholesale pharmaceutical distributor; an early signal to the importance of the total market basket associated with prescription drugs. It is a tip to Amazon’s continued prowess in thinking beyond the immediate in their pursuit for dominating connected commerce solutions.

Earlier this year, I made a public bet at the WMU Food Marketing Conference that Amazon’s next acquisition would be Express Scripts. That conference – an annual gathering of CPG’s best companies, industry experts and emerging talent – came days after Amazon’s Ring acquisition. While everyone was buzzing about the audacity of Amazon buying “a doorbell company,” I thought I was being provocative by suggesting their next acquisition would be the mail-order drug giant.

*Continued on page 4*





# The Pace of Disruption

*Continued from page 3*

I may have guessed the wrong company, but I think I was close on the strategy. Clearly, Amazon is brilliant at solving problems no one else is thinking about yet. In the case of Ring, retailers are consumed with trying to build a “click & collect” offering or home delivery service to compete with Amazon. Two paces ahead, the technology giant is focused on solving why boxes are disappearing from doorsteps. They know lockers and delivery windows work for some – but

not all – shoppers’ requirements. Imagine the possibilities if they eliminate the barriers of a 20” by 20” locker, scheduling window constraints or melted ice cream on hot summer doorsteps.

The Ring acquisition is a step toward allowing an Amazon delivery person inside the home. Imagine all the services to be provided when their solutions experts can perform tasks inside the home unattended; all with the confidence that measures are in place to eliminate home security and personal safety risks. It’s a big gamble that can open the Amazon model to tremendous white space.

Entering the pharmaceutical space is not only about tapping into the \$350 billion US retail prescription drug market. Projected to grow 6.3% per year through 2025, Amazon’s eyes are on something even bigger than just stealing share. The ultimate prize is the recurring revenue in a highly-regulated industry largely comprised of consumers who skew older than Amazon’s traditional shoppers. With pharmacy licenses in all 50 states, this is a pathway to access recurring revenue in their quest to be the destination of choice for anything this consumer needs.

So, what’s next for Amazon? How does their strategy to solve ‘the problems no one else is yet thinking about’ manifest itself next? Let’s look narrowly at the work they are doing





in traditional retail to see where their disruptive approach should have us all sitting up and taking notice.

**Fast Fashion.** Amazon Look and Amazon Prime Wardrobe are great examples of the appetite that exists for market share in fashion. Yet, while they are making big bets to win shoppers with these offerings, even bigger efforts are taking place behind the scenes.

In 2017, Amazon won a patent to transform one of the biggest costs to fast fashion and one most retailers bleed profits on: unsold inventory. Their on-demand patent designs and creates custom-fit clothing to the precise fit and specifications of a customer. The idea conceives the turn-around of a made-to-order jacket, shirt, dress or pants in five

days. One research firm projects this will enable Amazon to grow its \$22 billion (or 6.6%) share of the fashion retail market to 16% by 2021.

Fast fashion's short selling season is a forecaster's challenge! In physical retail, complexities of size, color and style alone challenge forecasters; add shipping/return expenses and size challenges and you begin to see why Amazon's patent is not just about a better fitting garment, but a way to strip out all of the non-recoverable supply chain costs that erode fast fashion margins.

**Health and Beauty Care.** Kantar recently estimated the specialty beauty market at \$432 billion, growing to \$750 billion by 2024. Amazon is one of the fastest growing retailers in this segment, adding \$71 million (15.9%) all

segment growth in 2017. But their lack of experiential and advisory services is a gap and suggests their need to acquire technology and beauty customer access to dominate in this space.

*Continued on page 15*

**The technology giant is focused on solving why boxes are disappearing from doorsteps. They know lockers and delivery windows work for some – but not all – shoppers' requirements.**







trending tastes

# Snacking Redefined

America has long been a snacking culture, with 76% of the population somewhat or very much enjoying the act according to research firm Technomic. But despite its broad and growing appeal, what's most interesting to the food insight experts at Waypoint, is how the nature of snacking has changed.

Most snacking today still occurs between meals, primarily driven by a need to fight off hunger or serve as a pick-me-up to help consumers get through lulls in the day. Remarkably, consumers are also self-aware when it comes to their snacking habits, with many admitting that absent-minded eating and boredom are drivers.


However, snacking has become more multifaceted, as evidenced by the significant increase over the past few years in snacking as a meal replacement. "Consumers are progressively replacing traditional meals with snacks," notes Chef Liz Ziegler, Corporate Chef at Waypoint. "Both at home and away, time-starved consumers are looking for quick and easy meal options and snacks fit the bill."

Consumers who replace meals with snacks are most likely to do so at breakfast, when pressed for time. And interestingly, the substitution isn't considered to be unhealthy, as 66% of consumers at least somewhat agree that having a snack instead of a meal can be part of a healthy diet.

*Continued on page 14*

## Top 5 Away-From-Home Snacking Dishes

Growth

- 
- 1) Chicken wings +0.1%
  - 2) Fruit smoothie +0.7%
  - 3) Cheese sticks/fried cheese +0.8%
  - 4) Chicken strips/nuggets +1.6%
  - 5) Milkshake/malt +1.9%

*Source: Technomic Snacking Menu Trends, Q2 2018*









meet the experts

# An Inside Look at What's Trending in Home and Personal Care

Jessica Marjala, Senior Category Manager, Ai2, is a resident expert in all things Home and Personal Care. During her eight years with Advantage, she has helped several home and personal care brands uncover high-impact insights and craft the collaborative, shopper-focused sales stories needed to win in today's landscape. *Inside Advantage* sat down with Marjala to learn more about the changing needs and trends that brands and retailers should be paying attention to.



Jessica Marjala  
Senior Category Manager, Ai2

**Q** What are some of the growing trends in the home and personal care categories and how are they affecting the products within these categories?

**A** Recently we have witnessed a shift in how consumers shop, seeing a new focus on perceived value rather than price. Consumers are less influenced by legacy brand equity and are devoting real thought to how well products meet their needs before assigning value to them. With this shift, the inclusion of natural ingredients and product claims has grown substantially in recent years. Consumers are now not only concerned about what they put in their bodies, but what they put on their bodies and utilize in their home. To keep up with these consumers

and this growing trend, retailers are now allocating more space within Home and Personal Care categories to dedicated natural sections and expanded assortments. Similarly, our clients are investing in natural and/or eco-friendly brand extensions, as well as ensuring their existing product's natural, sustainable or multi-benefit attributes are clearly defined on their packaging and in their marketing message.

**Q** Consumers are demanding more unique products and marketing campaigns are heavily relying on more personalized consumer targeting techniques. How are clients and customers dealing with limited assortment in the small format brick and mortar environment while allowing for personalization?

**A** With every brand and retailer trying to make their mark on the ever-changing consumer base, customization and personalization are key for success within both entities. Retailers that are winning are working hard to understand their consumer base and how they differentiate between markets and neighborhoods, then creating new models of stores to benefit and address those specific consumer's needs. Target and Meijer are two examples where historically large-box retailers are branching out into small format stores for college campuses and city centers where their standard footprint and assortment would not fit. While launching these new stores, they're also working hard to revamp their existing offerings to create a differentiated shopping experience

by highlighting consumer needs for customization through the inclusion of store within a store destinations, particularly in the health and beauty sections, and training their staff to become category experts in their departments.

The retail and vendor community is responding in a few different ways to these new personalized trends and store formats:

- Ensure their product attributes are clearly defined, understood and conveyed within their marketing messaging. If they are within a category where a lot of new niche brands are making their mark, existing traditional brands may need to emphasize their quality and convenience shoppers will get at an affordable price.
- Engage with the consumer at the shelf and throughout the store with signage, scan opportunities, and text/mobile offers or messages.
- Invest in data and digital offerings to understand who is shopping their product, how they shop and what else is in their basket. Utilizing this information not only helps understand who you need to reach, but also how you can position your products to retailers who are either creating customized destinations within their store or cutting down on assortment for the small format.
- Finally, leverage smaller pack sizes with multi-use designs to secure distribution in small format destinations.

**“Consumers are less influenced by legacy brand equity and are devoting real thought to how well products meet their needs before assigning value to them.”**





# Third-Party Seller Enforcement and Why You Should Care

The explosive growth of e-commerce has created the unique challenge of third-party (3P) sellers and marketplace sites. Marketplace sites, which allow sellers to offer items on well-known URLs such as Amazon.com, Walmart.com, and Jet.com, are responsible for significant volume and growth. Planet Retail RNG estimates that Amazon 3P sellers already account for over 50% of Amazon sales, and predicts they will account for \$130 billion of the total gross merchandise value by 2022.

The concern is that 3P sellers are controlling the price to the consumer and eroding the brand equity

that brands have worked so hard to develop. Many call it the “Wild West of Retail” as brands are left struggling to regain control of their online presence.

According to Michelle Dailing, Senior Manager of Seller Enforcement at Sage Tree, the e-commerce sales agency within Advantage, brands can help identify the extent of their 3P seller issues by asking themselves a few questions (see sidebar).

In situations where reseller activity is adversely impacting the brand, the question now becomes how best to respond. Many brands consider implementing minimum




advertised pricing policies (MAP), and while these prevent sellers from advertising products at a certain price, they are still free to sell them at any price they choose. As such, these policies tend to cause more conflict than resolution.

As a result, Sage Tree identified a new approach involving the creation of an authorized seller program that outlines re-seller policies, supported by a seller enforcement process to enforce these policies. While this can be a daunting task, the payoff is big in terms of improv-



## Questions to Help Brands Assess 3P Seller Health

1. How many re-sellers do you really need selling the brand on a retail site?
  2. Who are your current re-sellers and do they have permission to sell the brand?
  3. Are these re-sellers representing your brand appropriately; appropriate pricing, great content, answering questions, good shipping experiences, etc.?
  4. Are the re-sellers affecting product reviews negatively?
  5. Is brand equity or consumer confidence affected?
  6. Are re-sellers causing pricing pain points for the brand both online and in brick and mortar?
- 

ing a brand's online presence, pricing, margins, and brick and mortar retailer relations.

As Dailing explains, having the right partners and tools makes the process far easier to navigate. Sage Tree formed a strategic alliance with an Am Law 200 law firm to jointly bring this strategy to market. "Together, we have created a best-in-class solution combining legal expertise in the online channel which includes foundational policy creation, online monitoring using Advantage Digital Technology's new Canopy software light enforcement, and escalated legal enforcement."

Seller enforcement involves a three-step process. The first step is to establish a legal foundation for enforcement. This starts with an update to a brand's current distribution and resale policies, or provides the opportunity to build new policies. Sage Tree identifies the type and number of third-party sellers a brand would ideally want to support each retail environment. "We determine the size of the 3P market by

analyzing how many sellers are selling the brand, what items they are selling, and monetizing the amount of product being sold in the 3P channel," notes Dailing. "And based on these findings, a strategy for enforcement is built and executed."

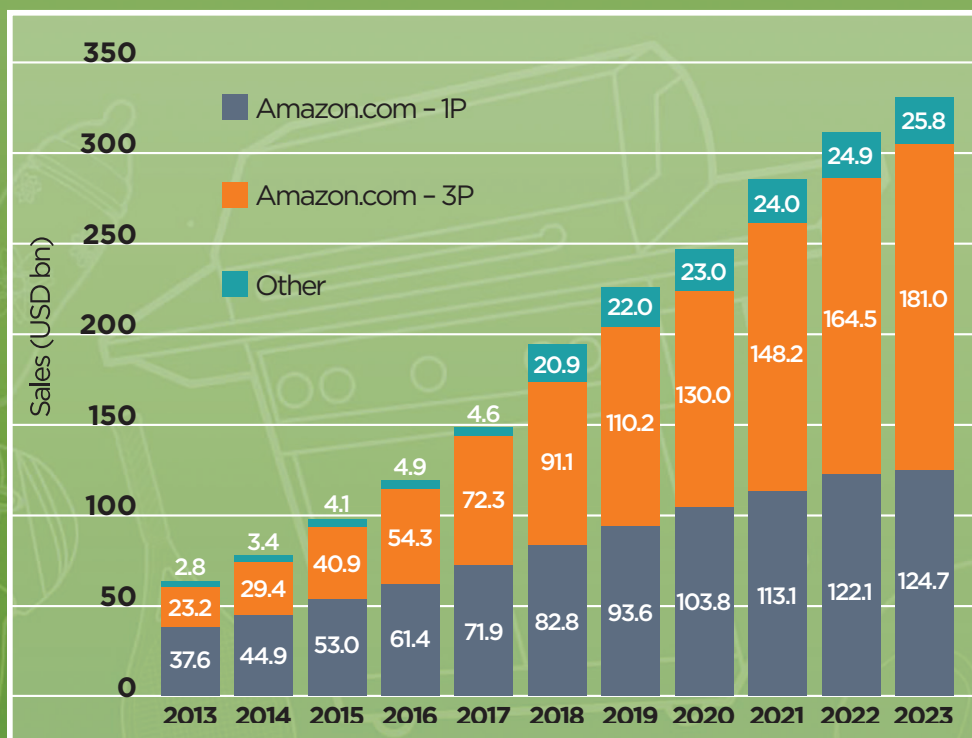
Step two involves the monitoring of marketplace sites, which is greatly facilitated by technology platforms like Advantage's home-grown Canopy ([www.Canopy.net](http://www.Canopy.net)). Noncompliant sellers are contacted and informed they must either agree to the policies or stop selling the products. According to Dailing, 30-50% of issues are resolved at this stage.

The final step is escalated legal enforcement for the sellers that do not comply with light enforcement. Escalated enforcement tactics include subpoenaing information from retailers to identify sellers, sending cease and desist letters, and filing a draft complaint to serve the seller with a lawsuit.

Sage Tree's foray into seller enforcement addresses an increasing need for brands hoping to maximize

**Amazon 3P sellers already account for over 50% of its sales and will account for \$130 billion of the total gross merchandise value by 2022**

their online sales in partnership with the best of Amazon's over two million active marketplace sellers. "With new 3P sellers joining every day, seller enforcement is an ongoing cycle of 'whack-a-mole' to ensure that unauthorized sellers don't re-list items or change storefront names in an effort to continue selling" notes Dailing. "A seller enforcement strategy is therefore the gift that keep on giving, leading to increased profitability, stabilized retail pricing, control of online content, minimized negative reviews due to 3P issues, optimized spend on advertising and promotions, and ultimately greater control over the brand's image."



**Amazon's Online U.S. Sales Are Now Led by Its 3P Marketplace**



# The Power of Behavioral Analysis and the Consumer Identity Strategy

Every marketer knows the importance of understanding their audience and conducting consumer research. Why then, ponders Greer Pearce, in this era of big data, do so many continue to restrict their understanding to the limits of surveys, interviews, and focus groups?

Pearce, Vice President of Strategy at AMP Agency, the digital marketing arm of Advantage, contends that by going beyond the use of traditional qualitative and quantitative research methods and layering in big data, brands can develop a comprehensive consumer identity strategy (CIS). A CIS is an authentic and evolving portrait of a consumer and their purchasing journey, informed through persistent evaluation of online and offline behavior coupled with demographics and psychographics.

Better than relying on self-reported surveys, analyzing behavioral data builds a picture of a consumer based on their actual behaviors and identifies behaviors that humans may not even realize they have.

Several brands and organizations have leveraged behavioral analysis to optimize revenue-driving business decisions. Pearce points to the example of Netflix, who learned early on that

**Better than relying on self-reported surveys, analyzing behavioral data builds a picture of a consumer based on their actual behaviors.**

actions speak much louder than words. “Initially, they asked users to make lists of movies they wanted to watch. But when reminded, users rarely ever clicked to watch the movies they selected. So Netflix then built a model based on millions of clicks and views from similar customers and began greeting users with suggested lists of films based on what the data said they were likely to view. This resulted in customers visiting Netflix more frequently and watching more movies.”


Life may not always be like the movies, but in this case, they accurately demonstrate how behavioral data can show true consumer behavior and reveal counterintuitive results that may go against what society or individuals believe to be true. When this behavioral data is layered onto more traditional methods of qualitative and quantitative analysis, brands are able to truly identify their consumer.

Brands can use big data to build not just personas of their customers,

but “doppelgängers.” Consider this example from major league baseball. At age 32, Boston Red Sox slugger David Ortiz was in a career-threatening slump. But statistician Nate Silver analyzed a database and found a pattern where players similar to Ortiz started their careers a bit slow, had amazing bursts in their late 20s, and then struggled in their early 30s (where Ortiz was in 2008). Then, as the doppelgänger method led Silver to correctly predict, Ortiz would regain power. Ortiz ultimately improved his game – so much so that he earned the 2013 World Series MVP award – just as the data suggested.

The point of this is that with enough of the right data, brands can build better personas for their customers and design strategies that reach them with the right messaging at the right timing and cadence.

AMP put this approach into practice when a fashion brand known for its laid-back SoCal style reached out



to them for help building and expanding their consumer base.

“We conducted a comprehensive customer experience study because we didn’t want to assume who their consumers were or rely on legacy research,” recalls Pearce. “Instead, we wanted to build their own version of doppelgängers—personas based on actual shoppers. Our media team geo-fenced the brand’s and its competitors’ physical locations to observe the behaviors of real shoppers on a large scale. This helped us create more perfect personas, identify underserved target consumers, build new shopper profiles, and weed out low-value customer types.”

By layering in behavioral data, AMP discovered profound insights that changed the client’s preconceived notions about their target consumers. These behavioral data points and insights shaped a new marketing strategy for the brand—one that couldn’t have been developed solely with traditional research methods.

Using behavioral data to create a consumer identity strategy is becoming a necessity for all brands big and small due to the plethora of benefits big data can leverage. Brands that don’t focus their marketing dollars on consumer identity strategies immediately will find themselves playing catch-up in the years to come.

Want to know more? Get a deeper look into the power of behavioral analysis and AMP Agency by visiting [www.ampagency.com](http://www.ampagency.com) and downloading the full white paper.

*amp*  
*agency*



# Snacking Redefined

Continued from page 6

Consumer packaged goods manufacturers as well as retailers are taking advantage of this shift in eating behavior in term of their innovation and assortment initiatives. “As consumers have less time for meals and increasingly replace meals with snacks, look for heartier meat-based snacks (e.g., crab bites, chicken wings, etc.) and energizing, protein-packed beverages to step up and fill the hunger gap,” explains Ziegler.

So too are foodservice operators leveraging the trend, for instance by offering weekday off-peak discounts on snackable items. Continuing such as personal pizzas and incorporating more snacking items onto their menus. “Operators are hoping to draw consumers who may have missed breakfast or lunch due with

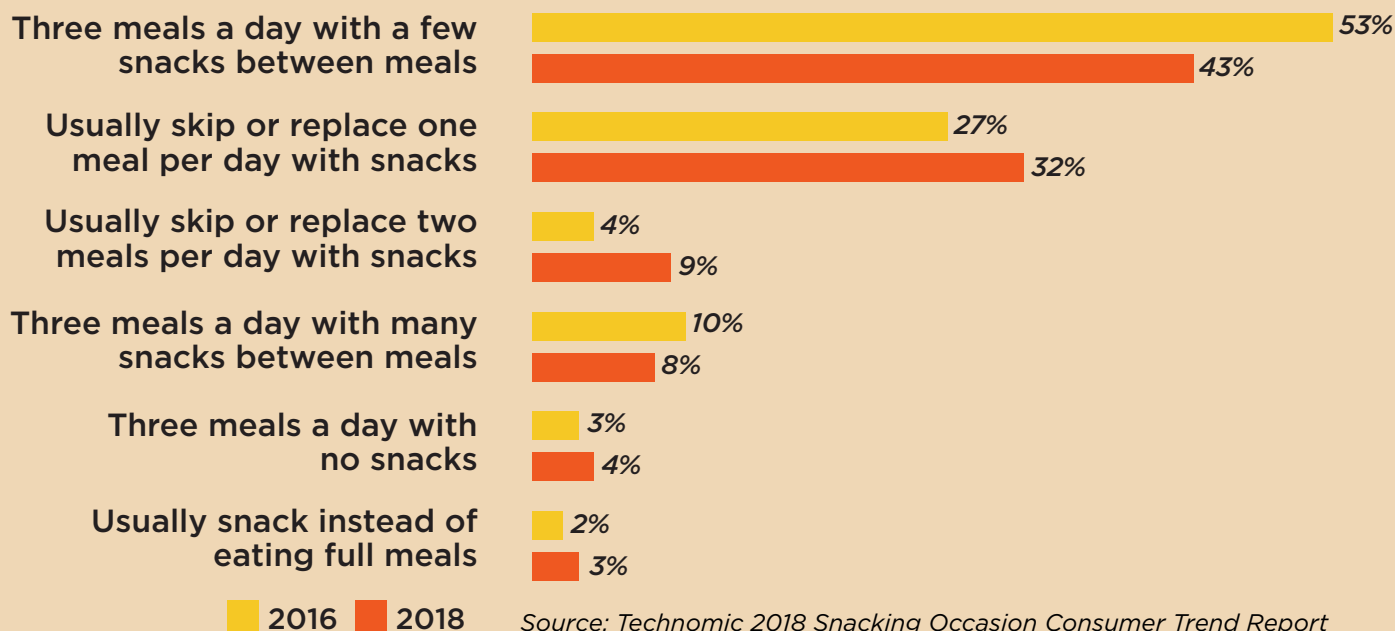
a mix of light, small to substantial snacks that will meet different consumer needs throughout the day. National restaurant chain Dunkin’ Donuts recently added Donut Fries to its menu as a limited time offer to appeal to those consumers looking for indulgent snack options. Whereas to appeal to consumers who prefer to snack on lighter items, convenience store chain 7-Eleven added Mixed Fruit to its snack offerings.

Another shift is taking place in terms of where consumers purchase their snacks. As consumers increase their snacking behavior, they are more likely to find certain types of snacks (such as more healthful ones) at less traditional snack locations. This may explain how even though quick service restaurants re-

main the leading sources of snacks, coffee and bakery cafés are gaining on this segment. Consumers are also purchasing more snacks from grocery-store prepared-foods areas, which are increasingly associated with quality and health.

As snacking continues to evolve, it’s important for foodservice operators and retailers to adapt their snack lineup to meet consumers’ wide range of need states. “Both channels should evaluate whether they are capitalizing on the opportunity to position more items as snacks based on consumers’ broadening definition of ‘snack,’” explains Annetta Wright, Director of Marketing at Waypoint. “The options are endless for foodservice operators and retailers looking to draw in snack-craving consumers.”

## Typical Eating Behavior





# The Pace of Disruption

Continued from page 5

Securing augmented reality (AR) capabilities is essential in winning consumers. Shopper preference to virtually sample and explore products will likely lead Amazon down a path to acquire Modiface-like capabilities and enter the beauty subscription box space. Sephora would be a coup. While Ulta is bigger than Sephora in both doors and dollar share, it does not deliver on digital experience or Shopper connectivity. Look for an unexpected move by Amazon in this space.

**Alcoholic Beverage.** Amazon sells more beer wine and spirits than most of us realize. Beyond Whole Foods, which are the equivalent of 450 liquor licenses that Amazon can use to sell wine out of physical stores, they are quietly acquiring liquor licenses for their Amazon Prime warehouses. With more than 140 U.S. ware-

houses, these licenses allow Amazon to quickly scale in the direct-to-home alcoholic beverage sales space. Versus physical stores, they can buy, sell and service larger areas – all without the added cost of merchandising, shelf stocking and in-store sales personnel. This ultra-lean and scalable model not only supports beer, wine and spirit sales but can ultimately be stretched to meet federal alcohol and tobacco (ATF) regulations all at a very low cost versus traditional margins. As federal and state laws change and new categories emerge, this could be a very lucrative model for Amazon.

In the rubric of the two-step-ahead thinker, the looming problem to solve is the restrictions associated with selling and delivering controlled products like prescription drugs, alcohol, tobacco, etc., where age-and/or identification-verification is required.

Until they conform to the laws that prohibit sales at all legislative levels, the network remains constrained to growth.

Real-time identification of a shopper is critical not only to enable commerce in regulation-laden categories, but to improve customer acquisition and deter the rising cost of fraud. Steps which can reduce the friction of sales where compliance to laws are unyielding is a must for any retailer to unlock growth. Is their acquisition of biometrics firm Clear or identification verification firm IDology next?

Today's retail landscape is changing rapidly. While many companies are working hard to solve challenges created by current competitive pressures, Amazon is two steps ahead addressing the issues few even recognize are about to plague their growth model.



*Lori Stillman brings over 30 years of experience to her role leading Advantage's Ai2 team and capabilities. A consummate student of disruption and change, she frequently shares her provocative and engaging views of the retail landscape and consumer at industry conferences.*



# Tally Ho!

## Bridging the Gap Between Retail and Digital Technology

The competitive landscape for brands and retailers is as intense as it's ever been, with an increasing need to leverage data and analytics to optimize pricing and assortments and make the in-store experience compelling and differentiated. With this comes an accompanying need for technology platforms that enable the collection and analysis of data in the most operationally efficient and effective ways. Identifying ways to bring technology into stores to optimize revenue and profit growth is a key objective of Advantage Digital Technology, the division formed by David Cortese three years ago.

It's appropriate, then, that Cortese's toddler-aged division would seek a partnership with San Francisco based Simbe Robotics – one that would bring technology into stores to deliver unprecedented analytics on products in stores. In a first of its kind pilot program, Advantage and Simbe partnered with three leading global consumer goods companies to identify on-shelf opportunities and ultimately provide a better shopping experience.

Over a six-week period, Simbe deployed Tally, its autonomous shelf-scanning robot, in three of Schnucks' highest-trafficked supermarkets and worked closely



simbe



with some of Advantage's blue-chip clients that agreed to participate in the project. Tally successfully conducted three scans per day over the course of the pilot to track products in stores and on the shelf. Tally's computer vision technology captured and analyzed a wide range of data for the participating manufacturers, who received daily reports and a cumulative analysis of their products' macro trends.

These reports detailed how manufacturers could better complement in-store category management and on-shelf opportunities by capturing out-of-stocks, trafficked items, low inventories, and pricing audits. An example of this would be a highly reoccurring out-of-stock signaling a potential need for additional facings.

The participating manufacturers gained actionable insights and analytics on their products including an understanding of local market needs and how to optimize around them for the future. For example, one store in the pilot program was located across the street from a university during "move-in" weekend. This drove a material number of out-of-stocks and provided a view into future "event" needs. The unique visibility into share of shelf, price, and promotion trends across categories helped shed light on some of the causes for the lack of product on shelf. Capturing regular and promotional pricing on-shelf al-

lowed companies to validate a direct correlation between out-of-stocks and promotional activity.

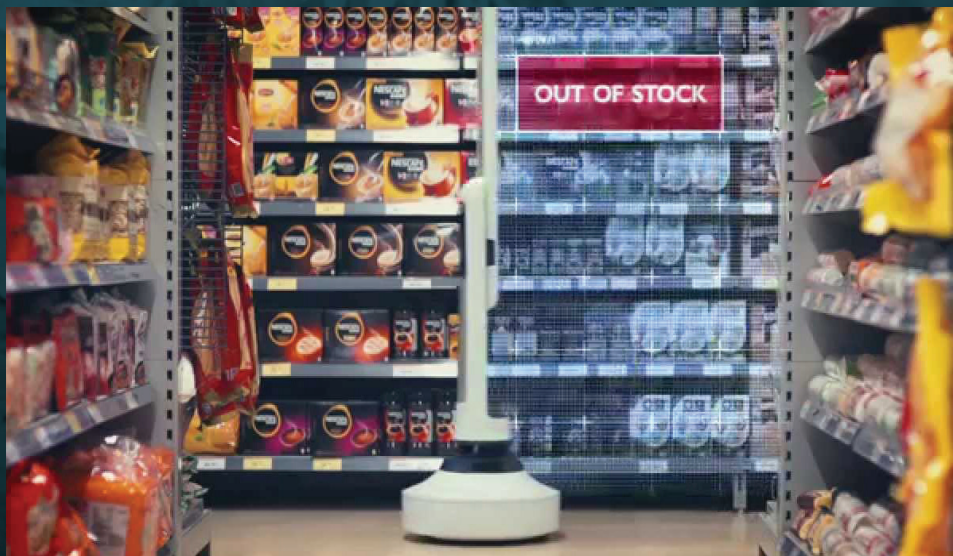
Some of the other benefits from the program included validation of assortment resets, analysis of "shelf health" by time of day and time of week, and the ability to correlate shelf position and shelf performance to sales.

Tally's data collection capabilities can integrate directly into the Advantage retail services workflow. Retail reps can be alerted to the "holes on the shelf" Tally identifies, helping them focus their time and triage issues. This optimizes a manufacturer's investment by ensuring time in-store is spent in the most efficient manner possible.

In the longer run, expect technology and automation to play an even larger role in bringing valuable data

**"Robotics support for in-store data collection could fundamentally change the traditional brand-to-broker coverage model"**

and analytics to bear. "Robotics support for in-store data collection could fundamentally change the traditional brand-to-broker coverage model," notes Cortese. "Tally's ability to cover the entire store and all categories with one robot suggests that the future may involve syndicating a data collection solution to all manufacturers in a location enabling other partners to focus their efforts on the other key areas of the retail services value proposition."





change agents

# Progressive Grocer Recognizes 28 Advantage Leading Women

In the Winter issue of *Inside Advantage*, Chief People Officer, Melissa Oesterreich described how the purpose statement, “We grow people, brands and businesses” reflects our ongoing commitment to having the industry’s best talent come, stay, grow, and lead at Advantage. When it comes to the latter-most, assessing how the company racks and stacks against the industry from a leadership perspective can be a subjective and nebulous process. However, industry awards and recognition do provide some terrific directional guidance.

If *Progressive Grocer’s* annual Top Women in Grocery award is any indication, leadership at Advantage is thriving. This annual award recognizes the best of the industry, encompassing both supermarkets and suppliers across the country, and the integral role they play in shaping both the retail food industry and their communities.

28 associates across the Advantage enterprise were chosen to be on PG’s prestigious Top Women in Grocery list for 2018 from more than 650 nominees. Advantage dramatically outperformed other companies, representing 10% of the total 282 honorees in its participating award categories.

“Success starts with strong leadership and Advantage is proving to the industry that it has a robust team of women leaders helping clients and customers navigate the ever-changing retail landscape” says Oesterreich. “It’s thrilling to see us having yet another record shattering year on *Progressive Grocer’s* list of the industry’s most accomplished leading women.”

## Senior-Level Executives Category

### Advantage



Jill Griffin  
*President,  
Marketing*



Bonnie Reinke  
*Sr. Director Client  
Team Services*



Katelyn Nadeau  
*VP Client Success  
& Delivery*



Kim Riedell  
*SVP Business  
Development*



Kim Hsieh  
*VP Strategy  
& Integration*

### Daymon



Kathleen Owen  
*VP Sales*



Nicole LeMaire  
*VP Sales, Marketing  
& Operations*



Christine Gard  
*VP*





## Rising Stars Category

### Advantage



Danielle Bunch  
*Director, Sales,  
Enterprise Strategy*



Kimberly Cowen  
*Regional  
Manager*



Kelli Ficke  
*Sr. Category Mgr.,  
Team Leader*



Jennifer Gruber  
*Sr. Director,  
Analytic Solutions*



Brooke Heintz  
*Client Service  
Manager*



Amanda King  
*Sales Manager*



Amy Knox  
*Account  
Executive*



Amanda Reaves  
*Sales Team  
Leader*



Crystal Rossel  
*Client Team  
Leader*



Bethany Schwartz  
*Client Team  
Leader*



Marilu Robles  
*Director Marketing  
Operations*



Lindsey Pruitt  
*Director, Business  
Development*



Elena Skaletsky  
*Influence Marketing  
Supervisor*



Samantha Weinstein  
*Director, Media  
Operations*

### Daymon



Kristen Baird  
*Sr. Director,  
Analytics & Insights*



Misty Fontanini  
*Business  
Manager*



Melinda Wing  
*Sr. Manager,  
Operations*



Emma Bryan  
*Sr. Director*



Lisa St. Germain  
*Sr. Manager*



Hannah Zipp  
*Director,  
Client Services*

“Success starts with strong leadership and Advantage is proving to the industry that it has a robust team of women leaders helping clients and customers navigate the ever-changing retail landscape.”





**WE KNOW  
WHO YOUR  
CUSTOMERS ARE  
AND HOW TO REACH THEM!**

Uncommon market intelligence and targeted, audience-building capabilities.

## **TARGET CONSUMERS AS LIFE HAPPENS**

NEWLY ENGAGED



BUYING A HOUSE



PLANNING A TRIP



STARTING A NEW JOB



FIRST-TIME PARENT



GRADUATING COLLEGE



By coupling over 200MM unique device IDs to our PII data we deliver highly-targeted communications across these channels:



EMAIL MARKETING



AD DISPLAY RETARGETING



SOCIAL MEDIA RETARGETING



CONTENT MARKETING/SEO



GEO-FENCING



DIRECT MAIL