

**Supermarket Strategic Alert
Special Report**

2003

FROM THE REGULAR AND SPECIAL EDITIONS

January through December 2002

**Supermarkets:
Brands & Private Label**

FROM THE 2002 REGULAR AND SPECIAL EDITIONS

Special Report: 2003

Supermarkets: Brands & Private Label

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P. O. Box 331
New York, NY 10021-0331
Phone (212) 734-0753 • Fax (212) 202-3501
E-mail info@supermarketalert.com

Table of Contents

Pleasing shoppers with private labels	1
New products, colors, packages	1
The new reality	2
How shoppers really feel ?! About brands?	2
How shoppers really feel ?! About manufacturer claims!	2
'New' product trends	2
Co-branding	3
Branding: Bottom line	3
Global brand rankings	4
The pull of capital letters	4
'You are there' advertising	4
Case study: Coke's Fridge Pack	5
Case study: Value sizes	5
Worries about balance sheet intangibles	6
Data from the Web	6
Status report: Private label	7
Packaging for Convenience	7
Hope from new categories/new channels	8
More tweaks at Coke with packaging	8
Brands rated by experience vs perception	8
Innovation vital to branding	8

Brands & Private Label

The eternal debate over brands versus private labels continued. With the soft economy, private label watchers watched units and dollars gain, with the increases attributable to new categories introduced, more upscale options and better packaging. Retailers gained leverage as reverse auctions allowed them to procure product more efficiently.

Three areas raised interest: (1) co-branding, never easy but with the right partners extremely lucrative, (2) packaging, everything from value to small sizes and convenience innovations that have proven to have more share impact than product formulations and (3) advertising—which no longer means just televisions spots, print ads and shelf talkers.

On a financial note, the value of brand names as balance sheet intangibles were called ‘an accounting contrivance that resembles a cosmic black hole,’ ensuring that the great debate will continue.

Pleasing shoppers with private labels

According to a Gallup study conducted for the PLMA (Private Label Manufacturers Association), Americans have attitudes toward private label products similar to those of continental Europeans. But in the US, private label's perception still lags the more positive ratings in England. The study found that 54% of Americans ‘frequently’ or ‘regularly’ purchase private label products, and over 30% say they will buy more than a year ago. Retailers polled confirmed their commitment to the lines, indicating that they are upgrading packaging, increasing merchandising to include TV and outdoor advertising and focussing on store-level execution.

Source: SN, March 11, 2002. Survey Says, by Stephanie Fagnani, p. 23-5.

New products, colors, packages

In an article about the market potential/response for Kimberly Clark's moistened toilet paper, several other products of highly targeted appeal were highlighted: (1) Campbell's Soup with a sipping lid like a travel mug for soup drinkers on the move, (2) PJ Square slices of peanut butter and jelly, much like American cheese, (3) Parkay margarine...in shocking pink and electric blue in squeeze containers (think ketchup), (4) nail polish that changes color with the wearer's mood and (5) carbonated dairy-based beverages.

Source: *The Wall Street Journal*, April 15, 2002. Is Wet TP All Dried Up?, by Emily Nelson, p. B1, B3.

The new reality

As natural foods retailers demonstrate double-digit sales growth compared with slow to no-growth among mainstream supermarkets, food manufacturers are looking to them for more volume. The cereal category is an example of this trend: General Mills is introducing four new Cascadian Farms organic varieties. Thanks to General Mills' corporate clout, new varieties will grace both the shelves of natural purveyors and the 'healthful' sections that are growing at Krogers and Safeways.

This marketing technique is not news to many. Kraft is the owner of Balance Bar and Boca Burger. Heinz owns almost 20% of Hain; Coca-Cola owns Odwalla Natural Juices. Several 'challenges' face these major companies: (1) Good taste: This takes expertise the giants may actually lack when synthetic pesticides, preservatives and artificial flavors are ruled out. (2) Cannibalization: Should they develop a true winner, it could steal sales from their existing stable of potentially more profitable brands. (3) Identity: Many of the most loyal shoppers at natural retailers are leery of the national brands. The parent company may actually be a negative, which is why it may not be named on the package. Natural retailers, however, knowing their clientele, often disclose the relationship in their in-store signage.

Source: *The Wall Street Journal*, June 7, 2002. In Natural Foods, a Big Name's No Big Help, by Kevin Helliker, p. B1, B4.

How shoppers really feel ?! About brands?

A GMA survey conducted in April by The Polling Company found that more than three-quarters of Americans across all demographic groups consider a product's brand before making a final purchase selection, confirming what every GMA member company wants to hear. 67% of respondents even said they would 'chase the brand' to a different store if it wasn't available, or do without until the next shopping excursion. The 800-person survey further cheered national brand manufacturers by finding that:

- Americans will pay a higher price for perceived quality. 41% would also pay a higher price for a product 'whose taste they enjoy' and 25% for one 'with added health and nutritional benefits.' Shoppers credit national brand manufacturers with more innovation, suggesting store brands tend to copy nationally branded offerings. 60% said they would be willing to pay more for a nationally branded product so that the company could continue innovation and R&D.
- Key factors in brand selection are (a) experience, with 36% saying that prior family exposure influences brand choice, and (b) peer endorsement, with 13% saying it influences brand choice.
- 82% frequently consider the price of a product before making a final section. 55%, including high-income shoppers, say that an in-store product sale or coupon is most or second most important in making a specific purchase.

Source: *MorningNewsBeat.com*, June 14, 2002. GMA Press Release: New Survey Shows National Brand Loyalty High Among American Consumers. *SN*, June 24, 2002. Nostalgia, Value Affect CPG Buying Choices by Sarah Mulholland, p. 25-6.

How shoppers really feel ?! About manufacturer claims!

Findings from a survey conducted among 7000 consumers earlier this year by Cap Gemini Ernst & Young found that only 16% of respondents believe manufacturer claims are 'generally true.' 87% said that 'consistent' and 'honest' prices are 'more important' than low prices.

Source: *SN*, June 3, 2002. Preferred Manufacturers Have Human Touch, by Barbara Murray, p. 55, 57.

'New' product trends

Last year the average supermarket stocked 32,000 SKUs—the approximate number of new products introduced as well. Consistently manufacturers are adding a new variety, flavor or package—all to boost

SUPERMARKETS: BRANDS & PRIVATE LABEL

sales. Most new products are in the beverage, snack, household cleaners and foodservice categories, mirroring consumers' need to make on-the-go lifestyles easier.

New products fall into three areas: new categories, new products in existing categories and line extensions of existing products. Coincident with the increasing proliferation of new products is the declining success rate.

In many cases, the most successful line extensions are moderate revenue enhancers that steal from other brands, rather than expand categories overall. Limited pre-launch research makes retailers the final testing ground. One firm estimates failure rates at 80% and estimates only 5% of new items actually contribute incremental sales to the category.

Line extensions work particularly well for power brands. They capitalize on the existing brand and involve less risk and less money. Consumers are more likely to try a variation from a brand they trust. Manufacturers walk a fine line in these introductions, generally providing planograms and other guidance to identify the best shelf location and how to build versus cannibalize the category.

Among the 'new' product introductions gaining retailer and consumer acceptance recently are: (1) Disposable dry and wet mops from Procter & Gamble, Clorox and SCJohnson, (2) Frito Go Snacks: mini-Fritos, Doritos, and Cheetos packed in an hourglass-shaped canister with screw-on lid that doubles as a bowl, (3) 'Cookies &' combinations of cookie/candy bars from Masterfoods, (4) ThermaCare Air-Activated Heat Wraps, which offer up to eight hours of heat for sore backs and other muscles. Maker Procter & Gamble hopes the product will expand the analgesics category.

Source: *Progressive Grocer*, July 2002. Overstocked with ideas, by Richard Turcsik, p. 22-4.

Co-branding

Co-branding—two companies teaming up to create one product—is a double-edged sword. Two sides: Proponents argue that it helps a brand reach new customers and permanently extends its name and trademark to new areas of the consumer market. Skeptics argue that it dilutes brand identity and deteriorates name recognition. In considering co-branding, industry analysts warn that it must be a long-term decision, not a temporary sales strategy. Co-branding should be regarded as a technique to enhance long-term brand equity, so partners need to be sure they have a brand to begin with.

Successful co-branding requires a strong brand that's familiar and recognizable. It cannot be considered a life preserver for either company. Still, two powerful brand identities may not be sufficient. Participating brands must be compatible and targeted to similar customers. The companies should also have similar commitments and long-term business strategies. Many say success is surer if the brands are in relatively similar positions within their respective categories.

Examples of co-branding between retailers and suppliers include: (1) Kings, a NJ retailer, and Green Mountain Coffee appeal to the same upscale consumer. The retailer gets a unique tie-in with an interesting brand. (2) Stop & Shop has added Dunkin' Donuts units; other retailers host Starbucks.

Source: *Grocery Headquarters*, July 2002. A partnership of convenience or necessity? by Rebecca Zimoch, p. 41-3.

Branding: Bottom line

PROMO magazine reiterates the five techniques packaged goods companies use to build business: (1) Innovate: Develop products that actually define new categories, rather than cannibalize old ones. (2) Increase consumption: In some circles, the success of this strategy is credited with contributing to the national obesity problem. (3) Get consumer to switch brands: This 'share' strategy can work, but is very risky especially if lowering prices, or increasing trade promotion are among the tactics employed. (4) Reduce costs: This strategy is particularly popular these days as companies pursue buying clout. (5) Buy other companies: This strategy is responsible for the wave of consolidations in the past five years. The bottom line remains that

SUPERMARKETS: BRANDS & PRIVATE LABEL

good brands must constantly pursue cheaper manufacturer techniques and ways to make them more desirable to customers.

Source: *PROMO*, July 2002. Same Old Story, by Sara Owens, p. 34.

Global brand rankings

According to the Interbrand/*Business Week* ranking of top global brands, only 15 were brands that could be readily found in grocery stores: Coca-Cola at #1, Gillette at #19, Nescafe at #22, Budweiser at #24, Heinz at #37, Kellogg at #40, Wrigley's at #57, Colgate at #59, Nestle at #61, Kraft at #65, Danone at #65, Duracell at #75, Johnson & Johnson at #85, Heineken at #88 and 3M at #99.

Although brands don't appear on balance sheets, they do have bottom line value. When shoppers are looking to economize, they will often move to trusted and tried-and-true names, brands that have been nurtured over the years. Although no supermarket products/companies were among the top five big winners in the last year, some were profiled for building value: (1) Coke, despite trouble in the US, gained globally by its World Cup sponsorship. (2) Phillip Morris, despite legal troubles, used its deep pockets to propel Marlboro into the top 10. (3) Heinz drove up consumer demand by introducing new flavors, squeeze bottles and colors. (4) Nivea moved from women's products into men's.

Most important, the report noted that memorable and oft-mentioned ads are good...but product performance must back up claims.

Source: *Business Week*, August 5, 2002. The Best Global Brands, by Gerry Khermouch, p.92-4. The 100 Top Brands, p. 95-99.

The pull of capital letters

Researchers at UCLA's psychology department confirm that our brains actually react to brand names and that graphics and fonts help our brains process words that comprise brands.

In this just-published UCLA study, 48 people sat in front of computers that flashed a variety of words at 160 milliseconds a clip on both the left and right sides of the screen. Both sides were used in order to examine 'lateralization,' the way the two hemispheres of the brain process information. Common nouns and nonsense words were mixed with the short brand names. All the words appeared in all caps, or all lower case.

The findings: When people see brand names in upper case letters, people are faster at processing them. Those in the survey recognized common names most quickly, regardless of whether they were in capitals or lowercase, followed by the brand names, and then, the nonsense words.

The researchers warn they don't know if a real or an invented name is better for a brand. Still, experts admit that brand names are a combination of art and science, influenced by competitive entries in a category, where the brand appears and what appeals to consumers' fickle tastes.

Source: *MSNBC*, August, 14, 2002. Brand names really do stick in brain, by Lisa Napoli.

'You are there' advertising

According to *The Wall Street Journal*, 'You Are There' advertising is growing in popularity because conventional television advertising is becoming more costly, reaching fewer people and demonstrating declining effectiveness. The latest example in this emerging phenomenon is Hershey's new factory in New York City's Times Square. Likely part of the reason it is in the limelight is because if Hershey is sold, the acquirer will gain a pricey real estate parcel.

The store/factory/experience is nothing new for a company that runs a theme park, though the Times Square location is on a smaller scale and more expensive real estate. Other manufacturers who are using this

SUPERMARKETS: BRANDS & PRIVATE LABEL

sort of vehicle are General Mills in the Mall of America. M&M Mars and Coke have stores in Las Vegas. Although the initial cost of such ventures is in the \$5-\$15 million range, there are annual operating costs, labor-related complexities and more. Still, compared with paying hundreds of thousands to produce TV commercials and hundreds of millions to air them, this is cheap...if the foot traffic is heavy enough.

Another form of 'You Are There' advertising that has emerged in the dot-com meltdown has been the renaming of sports stadiums. Early in the year, Enron Stadium became Minute Maid Stadium in Houston. More recently, the New England Patriots Andover stadium was renamed from CMGI to Gillette.

Source: *The Wall Street Journal*, August 5, 2002. 'You Are There' Advertising, by Vanessa O'Connell, p. B1, B3. *Boston Globe*, August 7, 2002. Gillette, Kraft mum on naming-rights terms, by Chris Reidy.

Case study: Coke's Fridge Pack

When Coca-Cola announced its 'Fridge Pack' earlier this year, observers were vocal. Some argued it was not a new product, just a packaging change hardly worth the hype created. Others argued that anything that creates buzz around a venerable brand name is well-placed hype. The fridge pack is a long, slender carton that holds 12 cans of soda and fits easily onto the lower shelf of a refrigerator. The small opening in the front dispenses the cans. Consumers sum up the advantages this way: It slides right onto the shelf and doesn't take up a lot of room.

Even the skeptics can't argue with results: these Fridge Packs are boosting sales in a flat industry. In Atlanta and Chicago, sales are up 10+% since introduction; Coke's US carbonated soft drink sales up 4% in the second quarter. Coke can thank Alcoa for Fridge Packs—it was looking for a way to sell more cans. Alcoa researchers followed families to the supermarket and watched them load their pantries and refrigerators. Even though they bought their sodas in multipacks, most put only three or four cans at a time into the refrigerator. Researchers also discovered 'dead' space in the back. Subsequently, engineers and marketing gurus brainstormed packaging solutions of which Fridge Pack was one. Although two large bottlers are using the style line, expansion is costly because adapting each canning line costs \$500,000.

Since this is the grocery industry, price discounting and stocking-up are factors. Perhaps the most important signal is that Coke bottlers are looking for other uses of the packing style. One is using it for little plastic bottles of Dasani water, Coca-Cola's fastest-growing brand. Packaging is important to soft drink manufacturers, especially if it boosts sales, because new products clutter shelves and getting the customer's attention is more difficult than ever. Historically, packaging has netted big gains, both in sales volume and in margins—both critical, since raising prices is so difficult. Coke research shows customers are more package-sensitive than brand-sensitive.

Separately, Coca-Cola announced a redesign on the basic Coke can, retaining the Spencerian script, but replacing the 'splash graphic' with a 'dynamic ribbon.' The 'cleaner' look is part of an overall plan to make the packaging more 'contemporary.'

Source: *The Wall Street Journal*, August 2, 2002. Coca-Cola's New 'Fridge Pack' Helps Fans Keep Cans Cold, by Betsy McKay, p. B1, B4. *MorningNewsBeat.com*, August 5, 2002. Cool Moves: Coke "Fridge Pack" Boosts Soda Sales. *The Wall Street Journal*, August 19, 2002. Coke Plans Fresh Look For Bottles and Cans to Restore Sparkle, p. B5.

Case study: Value sizes

According to a *Wall Street Journal* survey, larger or value-sized packages of grocery products are not necessarily cheaper. The real bargains may be the medium sizes. Although this is contrary to conventional wisdom, the *Journal* attributes this discrepancy in per-ounce prices to (1) intense competition among retailers and channel blurring, (2) the assumption that bigger is a better deal and (3) widespread use of bar codes, which has eliminated price tags from many items.

SUPERMARKETS: BRANDS & PRIVATE LABEL

The manufacturers blame the retailers, and retailers now have software and technology that allow them to optimize pricing. So retailers say these discrepancies are the exception. In the end, unless a common cost basis is posted (cost per ounce, cost per 100 count), the shopper is left to do the mental calculation. Specific discrepancies uncovered by *The Wall Street Journal* include: savings of 41 cents by buying two medium versus one large-size bottle of cranberry juice, a 51% difference on orange juice, 26% on ketchup and approximately 7% savings on lemonade mix, non-dairy topping and peanut butter.

Source: *The Wall Street Journal*, August 14, 2002. Taking the Value Out of Value-Sized, by Michael McCarthy, p. D1, D3.

Worries about balance sheet intangibles

Recent accounting scandals make balance-sheet analysis a more important skill. As market value disappears, tangible assets such as plants and equipment maintain their worth. However, intangible assets like brand names, customer loyalty and strategic alliances decline. According to *Forbes*, intangibles can be 'an accounting contrivance that resembles a cosmic black hole.' This is because they are determined 'pluck-from-the-air fashion' by subtracting a company's book value from its stock capitalization and is assumed to be whatever it takes to make the books balance.

The *Forbes* reporter dissected intangibles by examining a recent Cap Gemini Ernst & Young study of the 200 largest US companies. Although the study did not assign dollar values to intangibles, it did use an 'elaborate formula' to rate how the companies were managed. Among the factors evaluated: innovativeness—as measured by research and development as a percent of sales and number of patents; management ability—as rated by industry surveys of employee morale—all input originally measured by other firms.

The bottom line as it applies to the supermarket industry (although the overall analysis covered a full range of companies, from insurance to communication to drug) is that high value creation suggests stronger financial performance. Six companies that have many products on supermarket shelves were highlighted in *Forbes* tables. Among the five companies that excel at managing intangible assets and whose stock prices were low compared to long-term earnings prospects were Pepsico, Pfizer and Philip Morris. Strong intangible asset for each: Pepsico/customers, Pfizer/management and Philip Morris/brands. Among the five companies cited for weak intangibles management and high stock prices were Campbell Soup, Kellogg and Wrigley. Weak assets specified: Campbell/management, Kellogg/innovation and Wrigley/alliances.

Source: *Forbes*, October 28, 2002. Asset Assessment, by Kurt Badenhausen, p. 326-330.

Data from the Web

InsightExpress conducts Web surveys on a variety of subjects, brand loyalty among them. The following data come from a survey of 500 grocery shoppers.

- 97% of consumers report shopping for groceries at a supermarket but only 33% shop at warehouse clubs. 18% shop at convenience stores, 15% at specialty food shops and 9% at a butcher. Only 1% of consumers grocery shop online, but 38% clip Web coupons.
- The most compelling reason to switch brands (78%) was price, followed by quality (66%), promotional offers or coupons (40%) and availability of other products or brands (33%).
- Although 86% of shoppers arrive at the store with a shopping list, only 28% stick to that list.

Top Four Loyalty Categories

<u>category</u>	<u>% 'extremely/somewhat likely to stick with one brand'</u>
pet food	53%
soft drinks/juices	41%

SUPERMARKETS: BRANDS & PRIVATE LABEL

condiments	33%
baby items/food	27%

Source: *Business Week*, November 25, 2002. Brand Loyalty, p. 10. *InsightExpress.com*, October 2002. Brand Loyalty IS For the Birds...

Status report: Private label

According to Private Label Manufacturers Association (PLMA), the New York-based trade group, product introductions in new categories, improved quality, better margins, and the state of the economy are all helping to build private label market share to record levels. Private label unit share reached 20.7% this year, up nearly a full point since 1997 while dollar share rose from 15.4% to 16.2% over the same period. Dollar share of private label products gained most in the Plains states, the Great Lakes regions, and California. One of the biggest changes in private label is that it is no longer relegated to center store but is also present in peripheral departments including fresh foods, wine and spirits and other categories.

According to Dechert-Hampe research, private label will total 30% of unit volume in food, drug and mass retail classes by 2005. This growth will be attributed to: (1) increased branding of meat, seafood, produce, deli and prepared foods, (2) growth of the mass merchandise and supercenter formats, (3) success of premium private label entries, (4) chains with strong private label franchises entering regions with historically low private label sales.

While there is little agreement about how the economy relates to private labels, there is consensus about how store brands can differentiate a retailer from competing stores. Retailers use private label to differentiate on price and to offer a variety of quality features, such as packaging or performance. Industry watchers note that the leading chains have been a boon to private label manufacturers. The large operators have economies of scale to bring to private label manufacturing and packaging. The leaders have added store logos above the private label brand names to further differentiate.

Internet 'reverse auctions,' where a retailer will establish a bid and manufacturers vie to match it, have complicated private label sourcing, making retailer-manufacturer trade issues resurface. Retailers, looking for ways to reduce the cost of goods, like auctions. Manufacturers, by contrast, see them as a way to beat down prices and jeopardize service levels.

Source: *Progressive Grocer*, November 1, 2002. Private label: More in store, by Richard Turcsik, p. 17-20. *Grocery Headquarters*, November 2002. Turf war! by Len Lewis, p. 13-22.

Packaging for Convenience

According to a survey conducted by Better Decisions for a food packaging company, almost 97% of shoppers say they would spend up to 41 cents more for packaging that provides convenience, cooking versatility and ease of preparation/cleanup. Two of three surveyed said eliminating the need for pots and pans was most valuable.

This suggests that supermarkets should be as aggressive as quick-serve restaurants and other take out venues in providing containers for prepared foods that meet/exceed consumer needs. Consultants recommend packaging that can withstand extreme hot and cold (freezing and cooking), cooking methods (standard oven, stove top boiling or microwave) and looks presentable at the table. Other useful attributes: single-serving size, easy-to-remove covers/lids, handles for carrying if hot...and of course the store logo emblazoned wherever possible.

Source: *Progressive Grocer*, November 1, 2002. The packaged sell, by Meg Major, p. 43-6.

Hope from new categories/new channels

According to ACNielsen data, private label products are expanding into new categories and retail channels. In 2001 on average, shoppers purchased store brands more than once a week and spent almost \$7.00 on them, fueling the 24% increase in dollar amount spent on private label products over the past four years. Still, the average number of items purchased has grown just minimally, suggesting the introduction of and migration to premium private labels. Data suggest that day-to-day private label merchandising efforts are not maximizing their in-store cross-merchandising and sampling efforts, but that this may be changing as retailers realize they differentiate themselves and build stronger consumer relationships by focusing on store brands.

Source: Facts, Figures & the Future E-Newsletter, December 9, 2002. PRIVATE LABEL: The Real Growth is in Price.

More tweaks at Coke with packaging

Brand watchers note that Coca-Cola is quietly testing an 8.4 ounce slim can in New York City clubs, at the American Music Awards and elsewhere. Although the inside formulation remains the same, the can itself carries only subtle brand characteristics (package color and 'original formula'). Beverage industry insiders say this is an example, like the fridge pack, of ways to boost the bottom line through packaging innovations. If the product moves to the retail channel it could be at an attractive price point—more than a regular can of soda, but less than energy drinks. Packaging experts note that the contemporary package appeals to a younger audience. This can size and shorter, squatter cans are available elsewhere in the world.

Source: Advertising Age, December 9, 2002. No Bull: Coke Targets Clubs, by Hillary Chura, p. 3, 46. Peoria Journal-Star, December 14, 2002. Coca-Cola places trim 'fridge packs' on grocery shelves, by Brett Nauman.

Brands rated by experience vs perception

Ad agency Young & Rubicam's Wunderman division's 'Brand Experience Scorecard' ranks popular brands on users' experience instead of general consumer perceptions. Wunderman justifies this experience measurement because consumers cite performance, treatment of users, and community among users as the most important aspects of a brand.

Wunderman concludes that consumers tend to be more loyal to and will likely pay a premium for brands that provide a better overall experience. Noteworthy among the winners in this survey were Wal-Mart, Costco and Sam's Club, implying that customer service is a key attribute of brand loyalty. Among the losers were banks, car rental, and cable companies, suggesting that experiential marketing gurus must work more closely with customer service colleagues.

Source: *PROMO*, December 2002. Ranks and File: Two surveys show brands in a new light, p. 12-13.

Innovation vital to branding

Public relations agency David X. Manners and Fusion 5 published a survey of 200 marketing execs on innovation. The findings: 74% said that innovation is 'very important' to success, 53% think their companies aren't especially innovative, and 59% think their companies don't invest enough in innovation. Respondents suggested fostering innovation by gaining senior management commitment, hiring well and working in teams; using advanced technology; and benchmarking work. Risk-averse executives and management layers stifle innovation.

Companies cited for handling innovation well were: Apple, Microsoft, 3M, Procter & Gamble, Nike, Target, Nokia, Pepsi, GE, and Sony. Fusion 5 defines four groups of innovators: (1) 'couch potatoes' or companies that rest on their laurels (Polaroid letting digital cameras take over), (2) 'bleeding edgers' who aggressively look for the next big thing (3M); (3) 'accidental innovators' who stumble into success (as Raytheon did with microwave technology), and (4) 'deliberators' who overlook commercial applications for their inventions (Xerox).

Source: *PROMO*, December 2002. Ranks and File: Two surveys show brands in a new light, p. 12-13.

SUPERMARKET STRATEGIC ALERT ORDER FORM

Name _____
 Title _____
 Company _____
 Street _____
 City _____ State/Zip _____
 Phone _____ Fax _____ cd

1 Select the items you want to order

select	product	price	total
	One year subscription to Supermarket Strategic Alert	\$795.00	
	Two year subscription to Supermarket Strategic Alert	\$1500.00	
	2003-1997 CD-ROM Archive (85+ issues)... Plus 20 PDF Special Reports from 2000/2001 for subscribers	\$400.00	
	for non-subscribers	\$500.00	
	2004 Edition: Year In Review 2003 for subscribers	\$400.00	
	for non-subscribers	\$500.00	
	TOTAL		

2 Choose your method of payment:

check (on a US bank) or money order made out to Pollack Associates

credit card: circle one :



Card # _____ Expiration date _____

Signature _____

3 Send us your order:

Fax or mail your credit card order to:
413.812.0480

Mail your check or money order to:

Questions: 917.951.5873
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