

INNOVATION FOR A POST-PANDEMIC WORLD

EXECUTIVE SUMMARY

2020 changed the CPG retail landscape, most notably fueling unprecedented growth that in February 2021 remains up 10% from year-ago levels. Years' worth of industry transformation occurred in 2020, but what about 2021? Viewed from the consumer lens, how should product innovation address the dramatic, home-centric way lives are lived and as we begin our journey to return to the new normal? In this report, we discuss emerging consumer trends to guide innovation now and in the future.

Current Innovation Trends

- Dramatic changes impacting new product success in 2020 include work / working out from home; shift to at-home consumption; new approaches to leisure and holidays; changes to how we shop, especially with adoption of e-commerce; and investments made to our homes.
- Product innovation progressed at nearly a level pace in 2020, but line extensions were down.
- National and private / store brand product innovation leveraged and adapted many existing and emerging trends, including self-care and societal care, indulgence and convenience.

Innovation Opportunities

- Seize areas ripe for product innovation, including home-centric work and leisure, increased consumption at home, new ways of celebrating and new shopping behaviors.
- Innovate on the macro themes of self- and societal care, indulgence and convenience, as current trends, including plant-based, premium, and health and wellness continues in 2021. These themes will be redefined in the new normal (e.g., at-home cooking and on-the-go convenience, ease of searching and shopping).
- Be adept at detecting shifts in consumer needs and preferences, and leverage information including unconscious and unarticulated needs, in addition to search, social media and purchase data.
- Determine which preferences are must-haves using advanced analytics and algorithms from actual purchases of millions of shoppers across broad demand spaces, not just within your categories.
- Articulate product attributes so consumers understand benefits and are willing to pay the right price. Leverage trade-off models to understand which benefits matter to consumers. Communicate product origins, sustainability and societal care, as appropriate.
- Market innovation via search-friendly, shoppable recipes, and as samples in click & collect or home delivery orders as product discovery evolves in the new normal.





Industry Leaders on the Value of Innovation

"...innovation is a key way that you **attract [new buyers]** to your brands... **Retailers want to sustain growth**, and they view innovation as a way to sustain growth."

Tom McGough, EVP, Co-COO
Conagra Brands*

"What **we're doing now is looking at the problems that need to be solved**. Doing more dishes in the sink? Spray on Dawn. Need to clean your surfaces? Clean with Microban 24."

Marc Pritchard, Chief Brand Officer
P&G**

Hershey **leaned into analytics** to leverage the spike in retail and e-commerce sales of Hershey Milk six-packs, resulting in 40%-50% sales increase of the product. Hershey also changed its s'mores marketing to focus on **backyard themes**, resulting in a 24% increase in household penetration and 36% sales growth.

Kristen Riggs, SVP & Chief Growth Officer
Hershey Company**

"**Innovation went far beyond new products**. It went inside the company to find better ways to cope with unprecedented change."

Fabian Garcia, President
Unilever, North America*

"Now a lot of our innovation is going to have a **higher hurdle before it gets into the market**... we're going back to some of [the] fundamentals and questioning them."

Ram Krishnan, Global Chief Commercial Officer
PepsiCo*

"We've seen a dramatic acceleration of food e-commerce adoption... and we'll benefit from these changes by leveraging our digital capabilities, including significant first-party consumer interactions, to drive differential growth... We're leaning into our Bettycrocker.com and Pillsbury.com food websites to deliver recipe ideas and build consumer connections that drive growth for our brands."

Jeff Harmening, Chairman & CEO
General Mills**

Consumer Lifestyle Shifts Influence Innovation

Home Upgrades, Inside & Out, Especially Digitally
Outdoor spaces, gardens, workspaces, cookery, kitchen appliances, streaming services

Leisure & Holidays
Entertainment, holidays, and celebrations look different

Self- and Societal Care Convenience Indulgence

Work and Workout At Home
Physical home space changed to accommodate stay-at-home

Consumption Shifts
More spending at-home vs. away-from-home, increase in cleaning

Shopping Shifts
Increased adoption of e-commerce, fewer trips, bigger baskets, less product discovery in store

Working and Working Out at Home Means Elevated In-Home Consumption Across Many Categories



“Hygienic Clean” was added to the name for Tide Power Pods.



Sales of **home fitness equipment** grew more than **40% in 2020, hitting \$9.5B.**

Athleisure sales account for **31% of apparel** spending in 2020.



Work commute trips nationally remain 30%-40% below pre-pandemic levels.

Many who are **working from home will continue to do so** – at least part of the time – post-pandemic.



Consumers Upgraded Their Homes, Inside and Out, and Especially Digitally



With movie theaters closed, streaming services saw a 37%** increase in 2020.



Ben & Jerry's introduced a variety of Netflix Original flavors, including Netflix & Chill'd and Boots on the Mooo'n ice creams, appealing to binge watchers.



Top flavored malt beverages, which include **hard seltzers**, saw **dollar sales up 68%** in 2020 to \$6.8B across multioutlet and convenience stores.



Staycations got a lift in 2020 with upgrades to outdoor spaces.

26%* of adults started a food garden because of the pandemic.



Hershey's S'mores marketing promoted backyard fun.

Source: *<https://www.pnnewswire.com/news-releases/pandemic-gardening-boom-boosted-2020-home-garden-pesticide-sales-301197413.html>,

**<https://www.gobankingrates.com/money/business/streaming-wars-ended-2020/>

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Consumption Shifts: The Kitchen Has Regained Center Stage in the Home



Consumers were introduced and reintroduced to the kitchen during COVID-19; **53% report they'll continue to create meals from scratch** more than pre-pandemic. The focus on the kitchen led to **sales of convenient kitchen appliances**, like air fryers, sous vide, coffee and cocktail makers. Tyson launched new flavors of **Instant Pot Kits**.



Procter & Gamble's Dawn dish soap answers a need for consumers who **wash dishes one at a time**.



Retailers can own **meal inspiration and solutions**, from **meal kits to ingredient bars**, even partnerships with local restaurants.

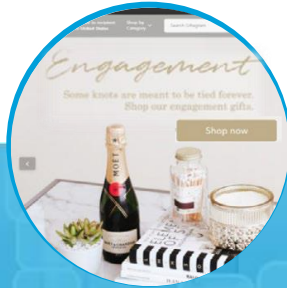


Gelo plant-based cleaners are **biodegradable pods** that are added to water at home to make liquid hand soap.

Much of Our Entertainment Shifted to Screens, and How We Celebrate Holidays and Special Occasions Has Changed



Parties are virtual or drive-by, and party fixings might show up in a box.



Moët Hennessy built virtual settings for consumers for at-home celebrations for anniversaries, birthdays and weddings – even mundane events.



Grocery retailers do the holiday cooking.



Energy drinks and snack subscriptions appeal to gamers.

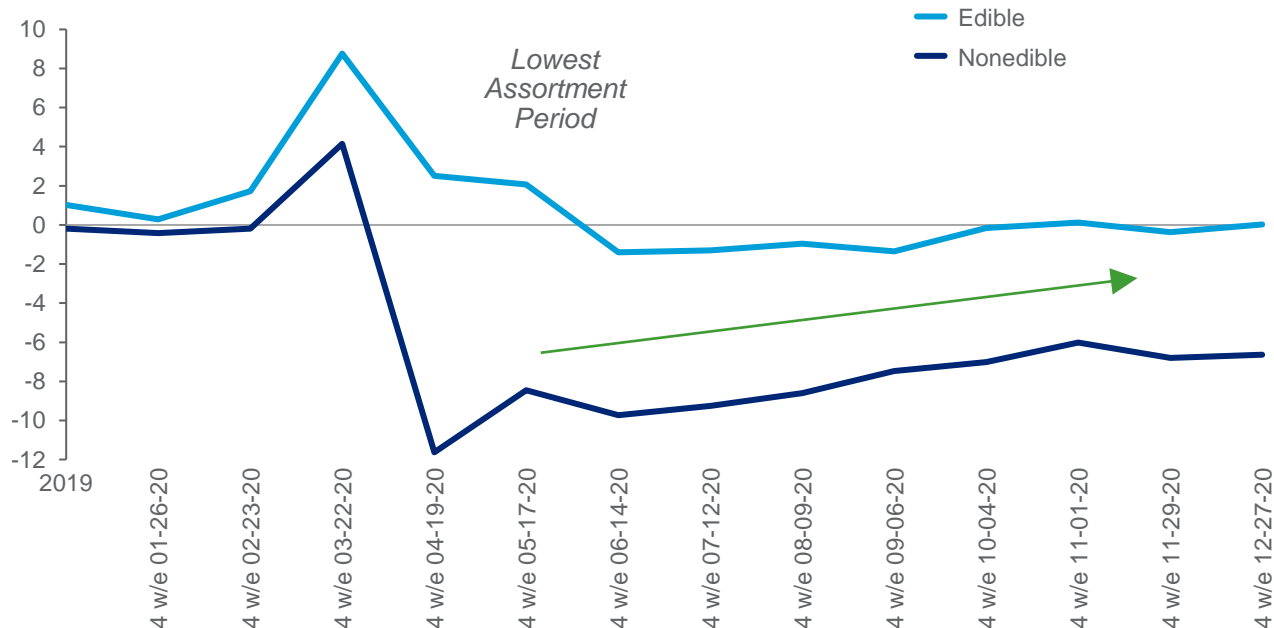


12 million people attended Fortnite's Travis Scott concert in April 2020.

In-Store Shopping Impacted by Assortment On-Shelf and Out-of-Stocks, Fostering Brand Switching



% Change in Average Weighted Weekly Assortment Selling vs. YA
 MULO+C % chg. vs. YA



Assortment across edible categories is back to normal.

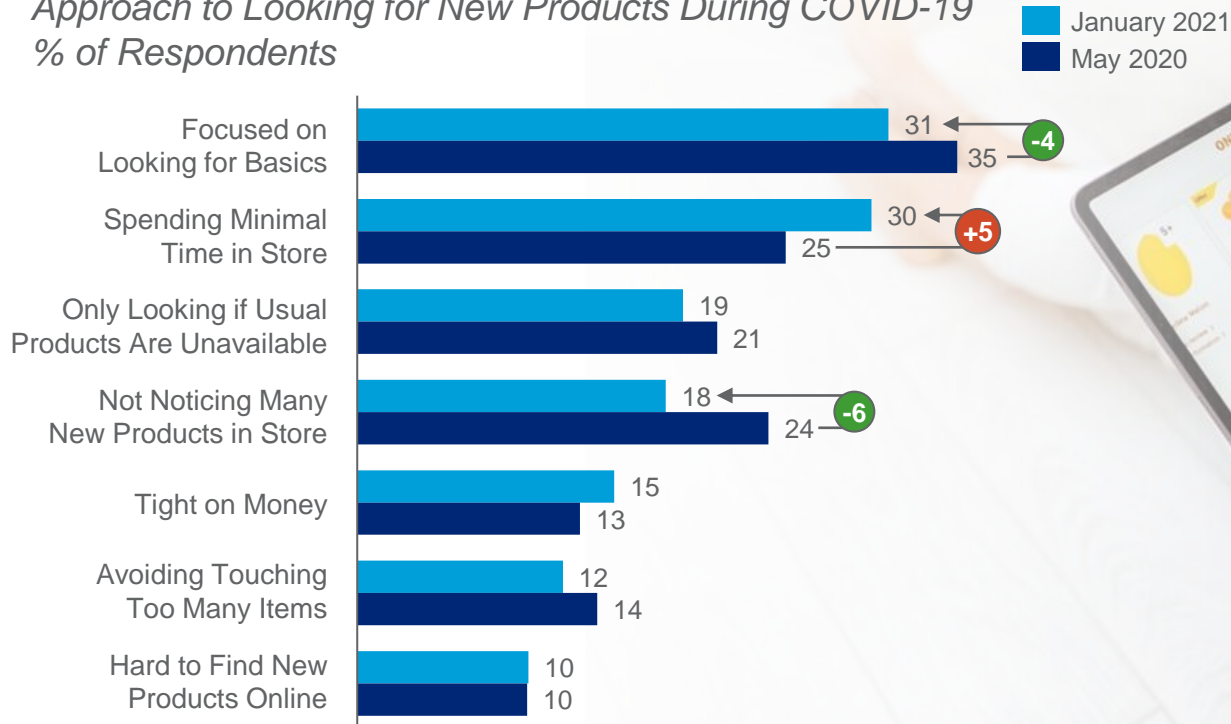
Nonedible assortment declines continue, mostly due to out-of-stock in paper products, home care and other general merchandise.

Lower demand categories like cosmetics are selling fewer unique items and are ripe for innovation.

Changes in Shopping Behavior Impact New Product Discovery; In-Store Searches Are Down, Online Searches Increase



Approach to Looking for New Products During COVID-19
% of Respondents



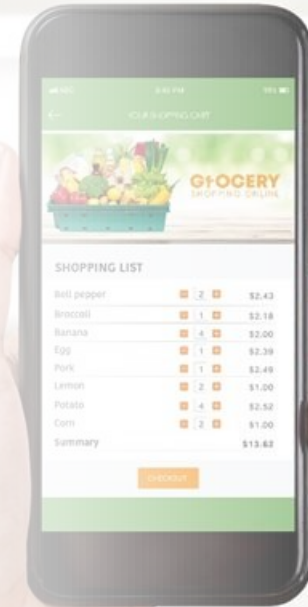
Awareness and Search Are Key Elements in Online Shopping Experience; Target Shoppers With Simple Language and Beneficial Attributes



In Addition to Search, Click & Collect or Home Delivery Makes a Great New Product Sampling Platform

Shopping behaviors during last online shopping experience; those who have shopped for groceries online in the past two months:

- 59%** *Used the search tool to type in the name of a specific item*
- 35%** *Used the category menus to browse for options within a category*
- 32%** *Accessed list of pre-purchased items and reordered from that list*
- 29%** *Checked for sales items before making a purchase decision*
- 12%** *Looked for new items to try*



Recipe Recommendations and Brand Trust Drive New Product Trial

Price & Coupons Don't Spur Trial Like They Once Did

Consumers Identify Key Influencers of New Product Trial:

80% Previous Usage / Trust in Brand

42% Recipes

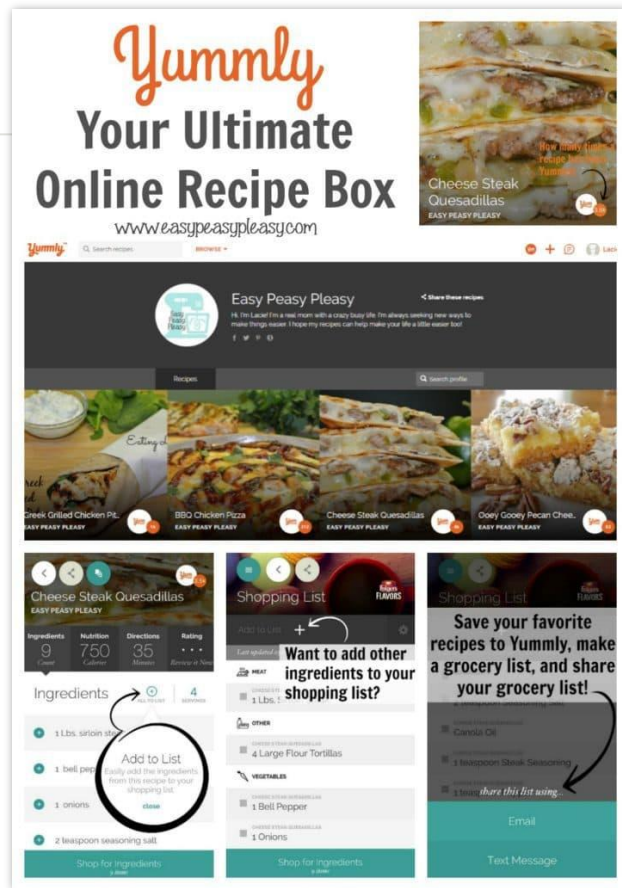
New product trial driven by coupons from home and newspaper circulars is declining significantly.

Use Coupons From Home:

47% in 2021 vs. **55%** in 2019

Use Newspaper Circulars:

25% in 2021 vs. **34%** in 2019

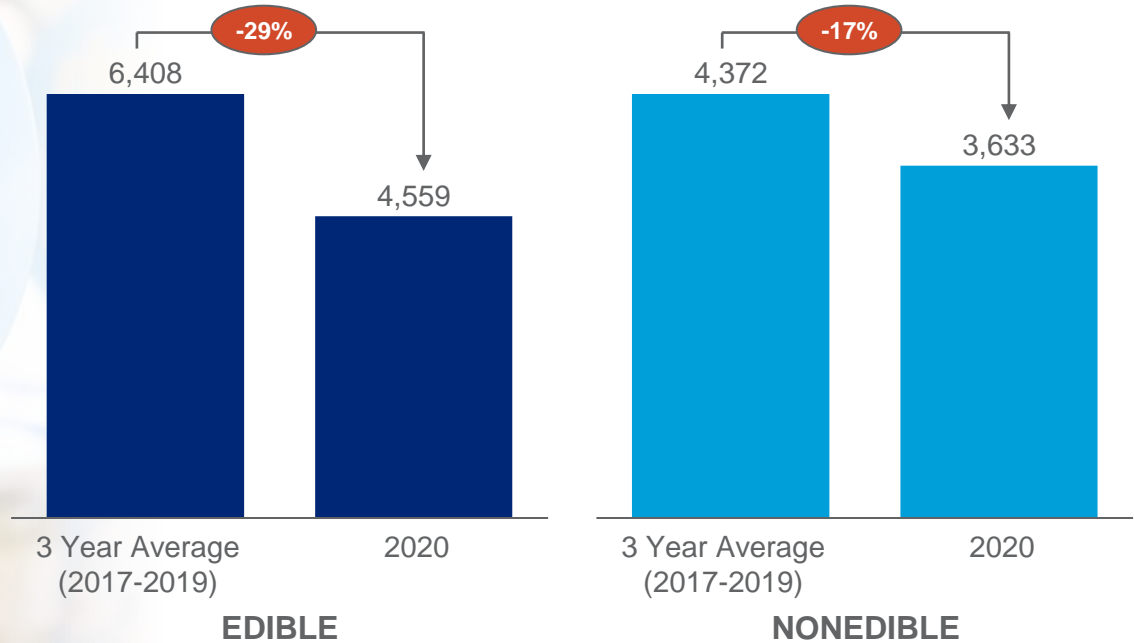


innovation inputs



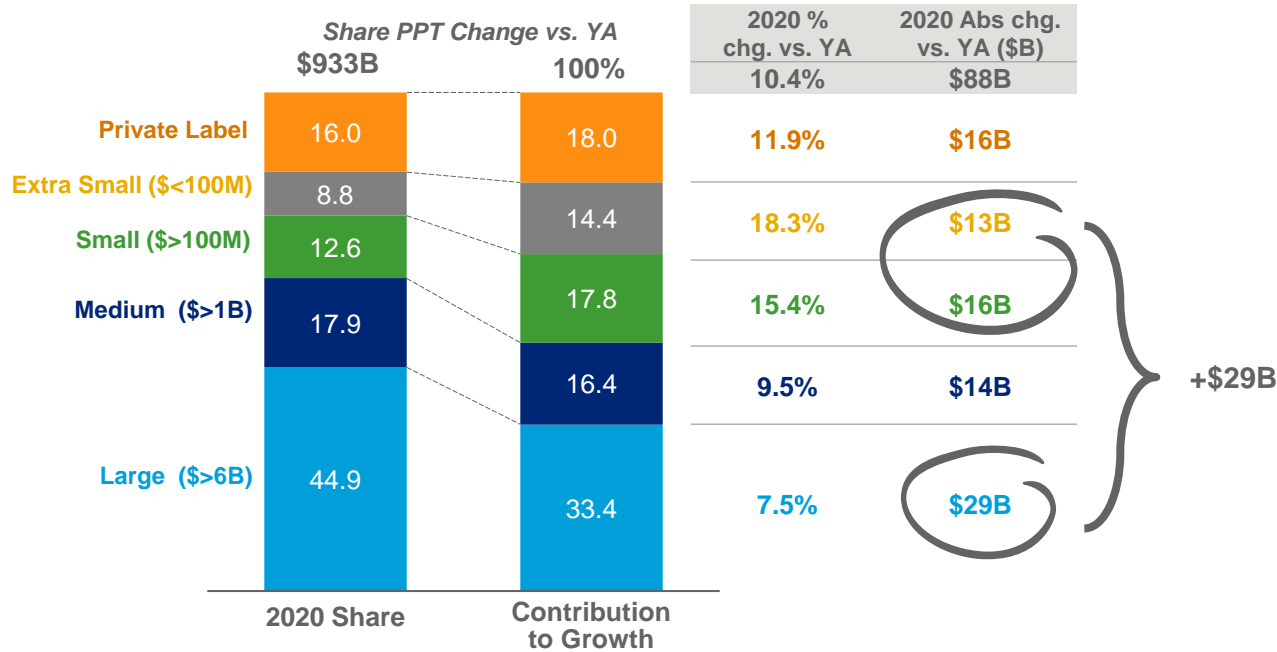
2020 Saw Fewer Introductions of New Brand Extensions

Number of New Line Extensions Launched / MULO+C



Out-of-Stocks Widened the Door for Smaller Manufacturers, Who Drove as Much Market Growth as Large Players in 2020

% Share of Total Store Sales by CPG Manufacturer Size
MULO+C, 52 Weeks Ending 12/27/20



Several Small Manufacturers Capitalized on COVID-19-Induced Demand Spike



Innovation Met the Needs of High-Growth Cohorts (e.g., Low-Income Millennials, Gen X and Higher-Income Boomers)

Total Store \$ Growth Decomposition by Shopper Cohort & Income Level – 2020 vs. 2019
 % of Dollar Growth and Fair Share Index of Growth to Size, 52 WE 12/27/20

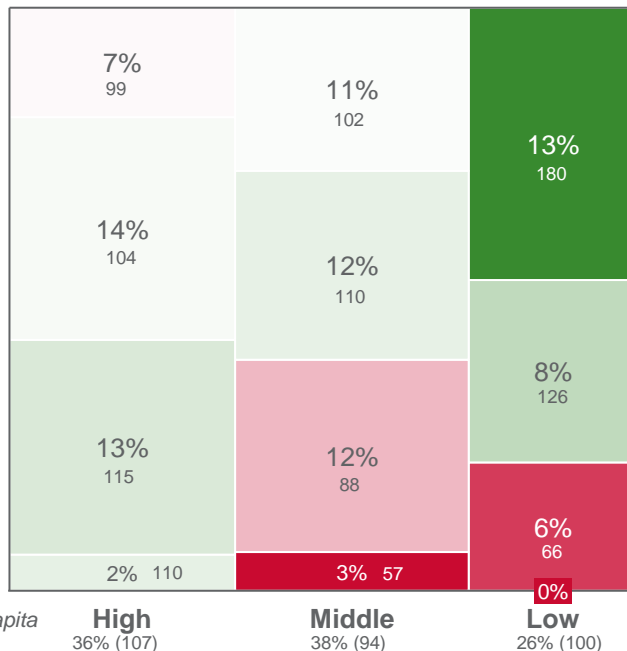
Examples of 2020 Innovations
 Over-Indexing with Generations



Boomers | 32% (91)
 Klondike Donuts



Seniors & Retirees | 4% (39)
 Gillette TREO Shaver



Millennials | 30% (124)

White Claw Hard Seltzer
 Variety Pack Flavor
 Collection No. 2



Gen X | 35% (111)

Minute Maid
 Zero Sugar



Color Coding

(Fair Share of Growth
 Relative to Sales)

Green – More than Fair Share
White – Fair Share
Red – Less than Fair Share

Note: Size of box represents share of dollar growth; Index represents share of growth relative to dollar sales size of box (e.g. fair share of growth)
 Source: IRI PNL data ending 12/27/20, Total US-All Outlets. IRI Strategic Analytics.
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Consumer Metaphors Changed During the Pandemic

Reliability

- Constant -
- Solid -
- Dependable -
- Steadfast -
- Infallible -
- Genuine -



Trust

- Reliance -
- Solace -
- Assurance -



Innovative


- Newness -
- Trailblazing -
- Eccentric -
- Breakthrough -



Effortless

- Nimble -
- Frictionless -
- Quick -
- Bright -
- Gentle -

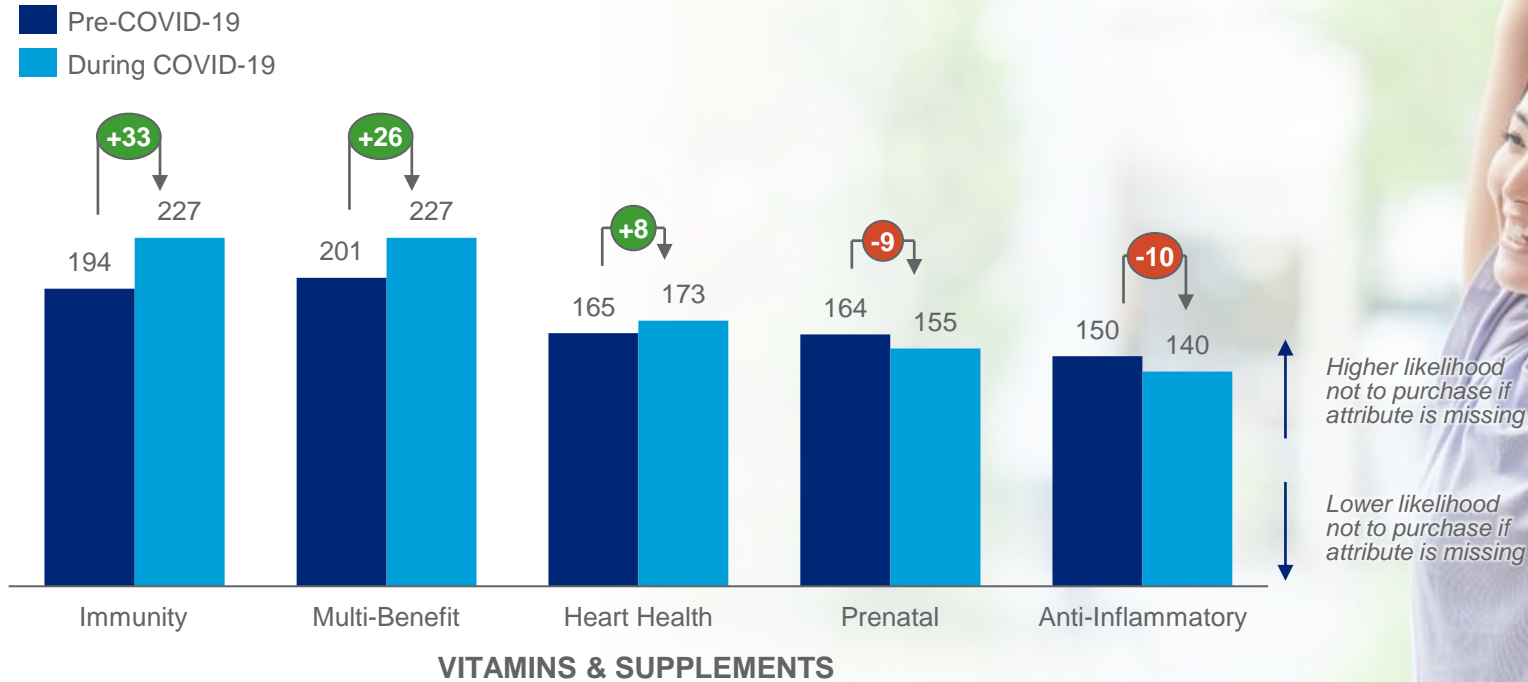


 emergent

 fading

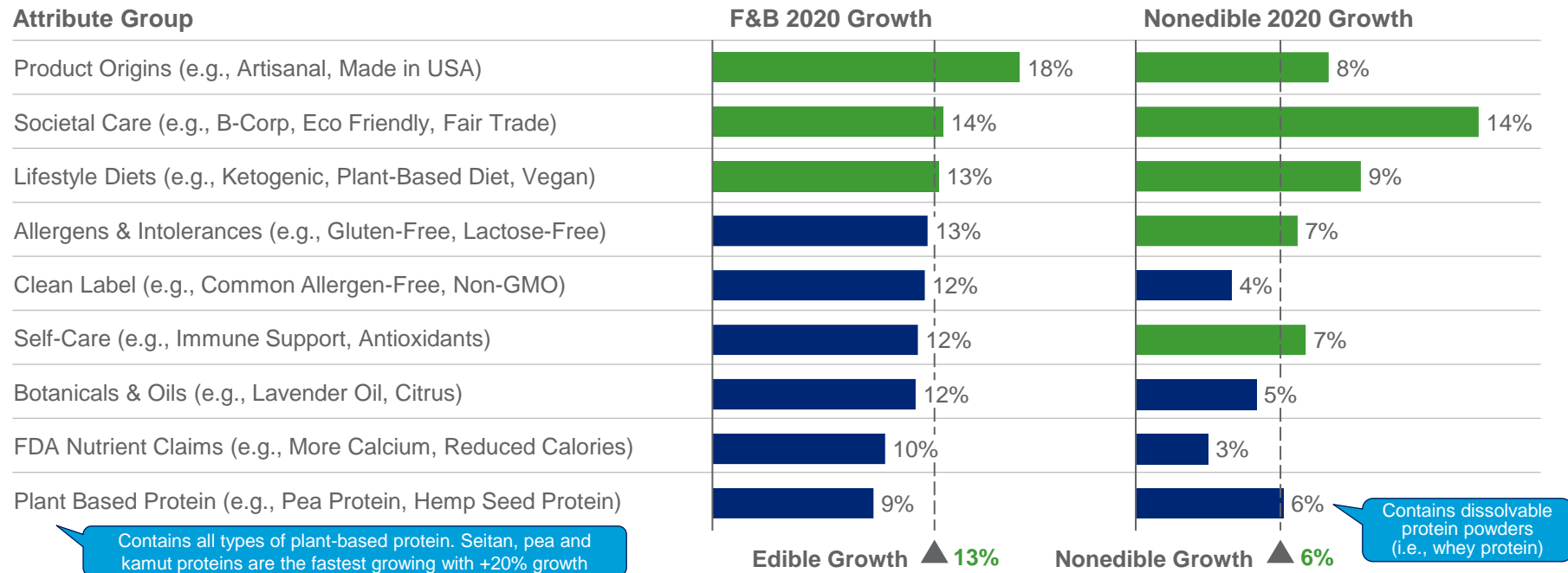
Example: Shoppers Prefer Self-Care Benefits

Shopper Loyalty Index to Product Attributes Pre- & During COVID-19



Attributes and Benefits Focused on Product Origins, Societal Care, Lifestyle / Diets and Self-Care Are Growing Faster

Dollar Sales Growth of Products With Attribute and Benefit Types – MULO+C, 52 WE 12/27/20

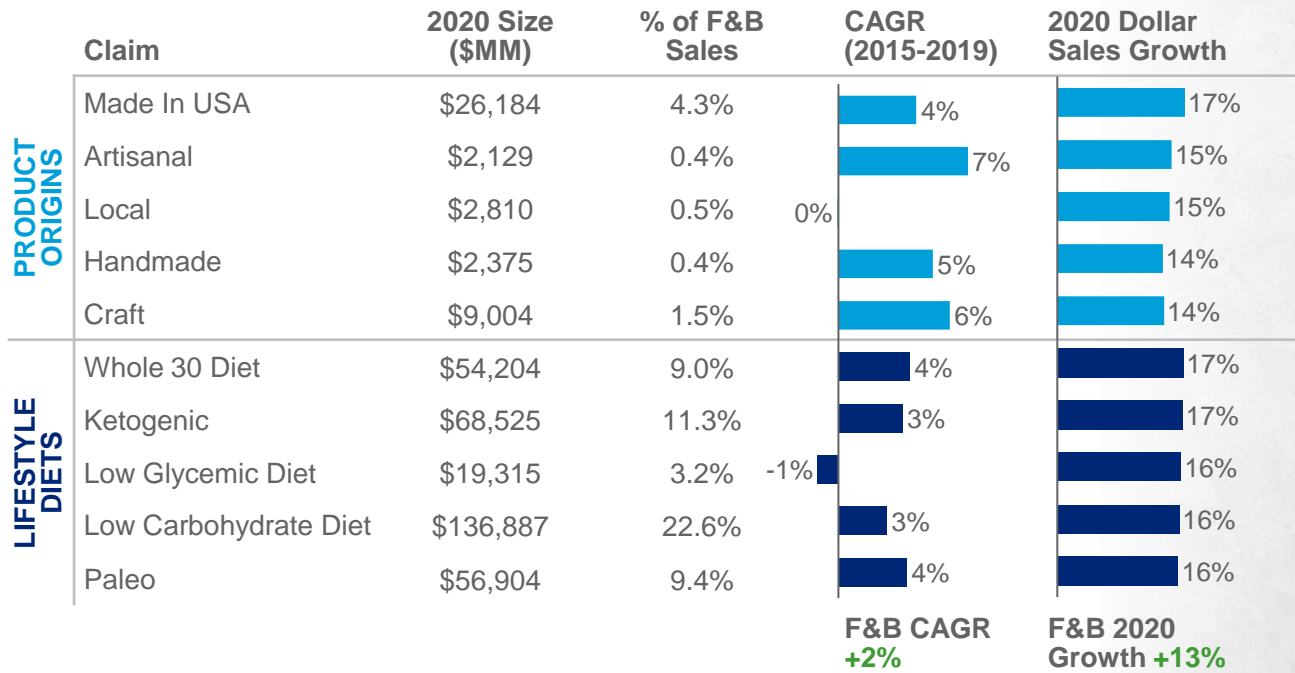


Fastest-Growing and Accelerating Edible Attributes

Focus on Product Origin and Targeted Diets

Fastest-Growing Product Attributes in Edible

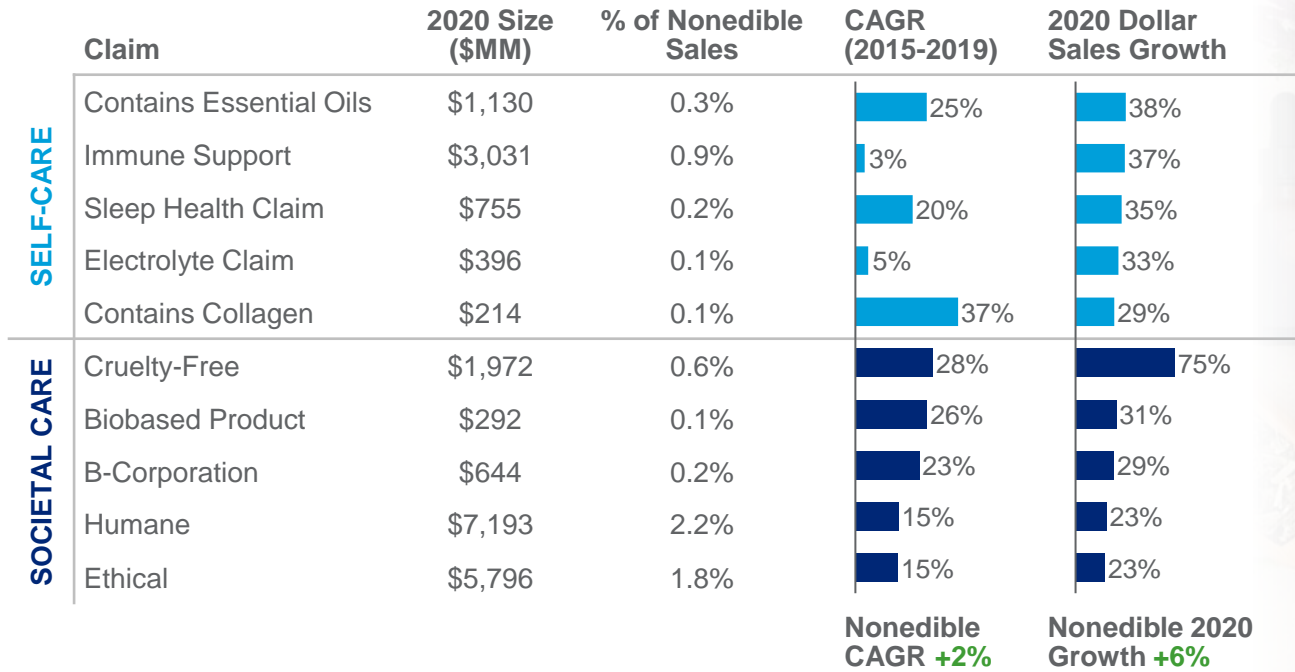
Ranked on Dollar Sales % Change in 2020, MULOC, 52 WE 12/27/20



In Nonedible, Immunity-Building Product Benefits Grew Fastest, Like Many Sustainability Claims

Fastest-Growing Product Attributes in Nonedible

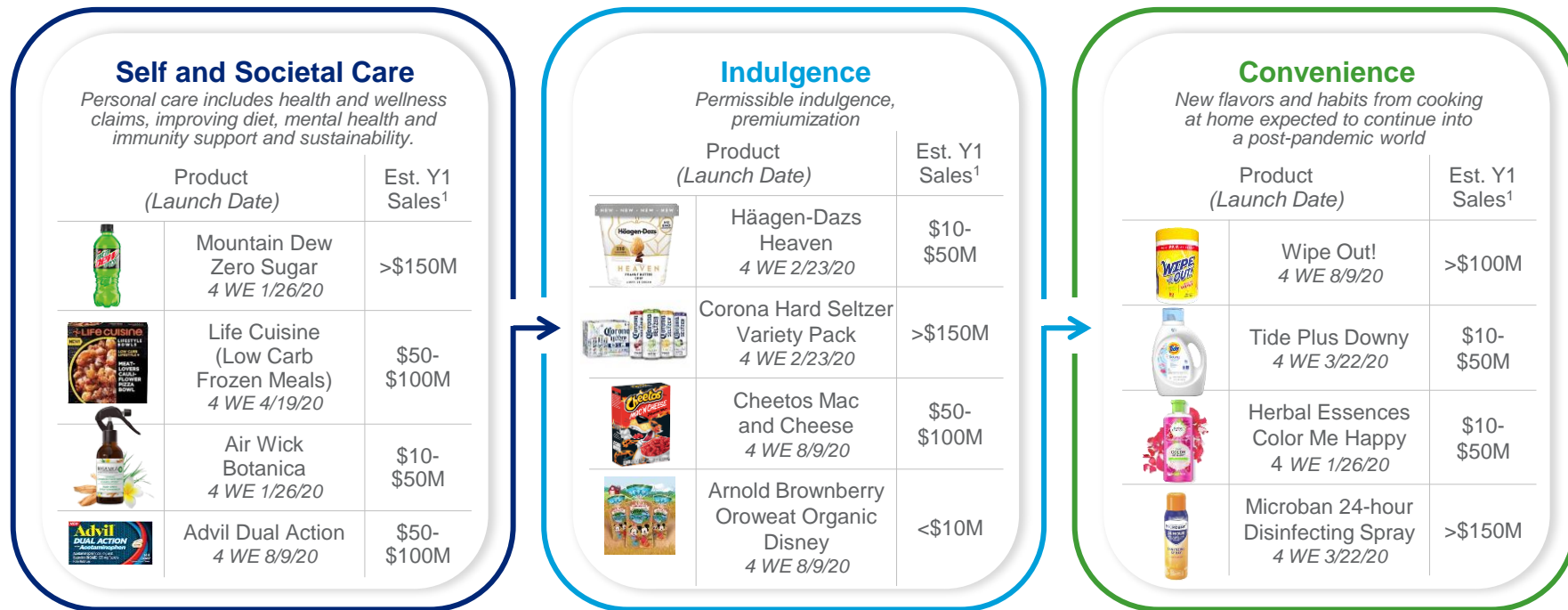
Ranked on Dollar Sales % Change in 2020, MULOC, 52 WE 12/27/20



Products Were Launched Throughout the Year Across Growth Pockets for 2021 and Beyond



Examples of New Brands / Line Extensions Launched in 2020



Source: IRI POS, Data ending 12/27/20, Edible & Nonedible, products launched in 2020; evaluated at the brand/line extension level. Dollar Sales >\$10,000.
1. Estimated remaining quad period sales based on ACV growth in latest 2020 quad week. IRI Executive Insights.

Self-Care Expands to Include Personal, Pet, Home, Society and Even the Planet

One of the top-selling home care products of 2020, Mr. Clean Clean Freak Mist gets at **hard-to-reach surfaces and is made with bleach.**



CBD-infused products are marketed for **sleep support and anti-anxiety**, even as an anti-inflammatory. Products can be topical or ingested.



Dr. Squatch natural toothpaste duo for men provides a breath-freshening **solution for morning and a stain-fighting variety for night.**



Unilever's Dove brand launched **refillable deodorant**, made from durable stainless steel, packaged in 100% FSC-graded paper.



Immunity support was one of the most sought product characteristics of 2020. Leading the charge in the vitamin, mineral, supplement category was elderberry, which saw sales gains of more than 200%.



Greenies **natural pet care** includes dental treats.



Retailers Also Invest in Innovation Focused on Trending Themes

Self and Societal Care

By the end of 2022, Albertsons waterfront Bistro and Open Nature brands feature the **Responsible Choice sustainable sourcing logo**.

Target's Everspring household essentials are made with **biobased, recycled materials** or natural fibers.

Whole Foods' 365 vitamins and supplements are made **without preservatives, flavors or colors**.



Indulgence

Sales gains of Kroger's Simple Truth better-for-you and Private Selection premium products outpaced overall private brand market growth. The company expanded with **global flavors and restaurant quality**.

Walmart partnered with Unilever to develop and launch *Find Your Happy Place* candle and body care products.



Convenience

Launched in 2019, Target's Good & Gather is the retailer's **number-one-selling food brand**.

Refrigerated **pizza dough** is available from The GIANT Co.

Kroger's Home Chef meals kits are **available in-store and for home delivery**.



Direct-to-Consumer (D2Cs) Are Coming from Large CPG Companies

Start-ups, including Dollar Shave Club and Harry's, started as D2Cs before landing in retail stores. In a reversal, several manufacturers launched D2C websites to connect with consumers and test and bring targeted innovations to market faster.

Advantages of Direct-to-Consumer Websites

- Allows manufacturers to **connect with consumers** and increase brand awareness and collect feedback from consumers to iterate on new launches
- Enables a **test platform** for innovations within and beyond the category. For example, Lighthouse Incubator enabled Ocean Spray to launch Atoka and enter the wellness drinks category with oat milks, tea tonics and herbal shots
- Allows manufacturers to offer a **customized and personalized experience** (e.g., Kit Kat Chocolatory)
- Manufacturers can **target new cohorts** (e.g., millennials and younger generations)

EXAMPLES



SweetSnacking.com, a direct-to-consumer website that ships Bimbo Bakeries brands directly to consumers



Lighthouse Incubator, an innovation platform to bring new health and wellness products to the industry



Objective Wellness, a supplement company targeting younger audiences



Kit Kat Chocolatory, a direct-to-consumer website that allows consumers to customize Kit Kat products



Launched two direct-to-consumer websites, **pantryshop.com** and **snacks.com**, which allow consumers to purchase for themselves and ship products as gifts, with most orders arriving in two business days



Brands Are Continuing to Win With a Steady Stream of Limited-Time Offerings to Drive Variety, Particularly Indulgent Products

EXAMPLES

Pillsbury LTOs contribute to the brand's growth in 2020 through multiple seasonal and licensed SKUs.



Oreo continues to drive significant growth via LTOs, including a wide variety of seasonal, one-time and licensed items.



Kraft Heinz offers new shapes tied to popular movies, but for Valentine's Day, blue-box Mac & Cheese is turning pink.



PepsiCo drives interest with limited-time beverage offerings, particularly in the convenience channel.

From Delivery-Only “Ghost Kitchens” to Grocery Models, Foodservice Innovations Address New Demand

Shuttered restaurants and limited social mobility have spurred new business models:

- Delivery-only foodservice, or **ghost kitchens**, could account for **\$1 trillion in global foodservice** sales by 2030, according to Euromonitor.
- **Meal kits and pantry items** – some supported by free delivery – are available from Panera Bread, CPK, Subway and Moe’s Southwest Grill.
- **Goldbelly overnight service** connects consumers to the restaurant and small business foods they love.
- DoorDash launched **DashMart**, offering thousands of **convenience products** and **restaurant items**.

innovation opportunities

Consumer Lifestyle Shifts Will Have Lasting Impact

Home Upgrades, Inside & Out, Especially Digitally

- Focus on cleaning and sanitation will stick
- Work, shop and entertain from home will continue to some degree
- More pets at home

Leisure & Holidays

- Increased digital entertainment
- Permission to celebrate anything at home
- New holiday traditions

Self- and Societal Care Convenience Indulgence

Work and Workout At Home

- Remote working continues to some degree, a plus for at-home food spend
- Reduction in work commute negatively impacts out-of-home food dollar

Consumption Shifts

- At-home consumption outweighs away-from-home
- At-home experiences are elevated vs. pre-pandemic
- Premiumization elevates the everyday
- Emphasis on self- and societal care continues

Shopping Shifts

- Significant growth in e-commerce and contactless shopping
- Preference for one-stop shopping, less time spent in store



Innovation Trends That Are Likely to Continue in 2021 and Beyond

Self and Societal Care

- Nutritional supplements, especially those that support **immunity, mental health, and sleep**.
- New self-care products to **support other wellness efforts**, e.g., products for pre- and post-workout. Skin care products that include remedies for joint pain, skin health.
- **Sustainable, renewable and refillable packaging**.
- Home care products that **sanitize over longer periods** of time.
- **Water conservation** in personal and home care products.
- **Pet innovation** will support post-pandemic adjustments for socializing and anti-anxiety.

Indulgence

- More permissible indulgence, especially in **support of dietary restrictions** and lifestyle diets.
- **Premium private / own brands** as a point of differentiation, especially for meal components.
- **Customizable celebration kits** for various occasions.
- Indulgent treats available in **smaller portions** for smaller celebrations and smaller households.
- **Home spa products** for consumers of all ages.

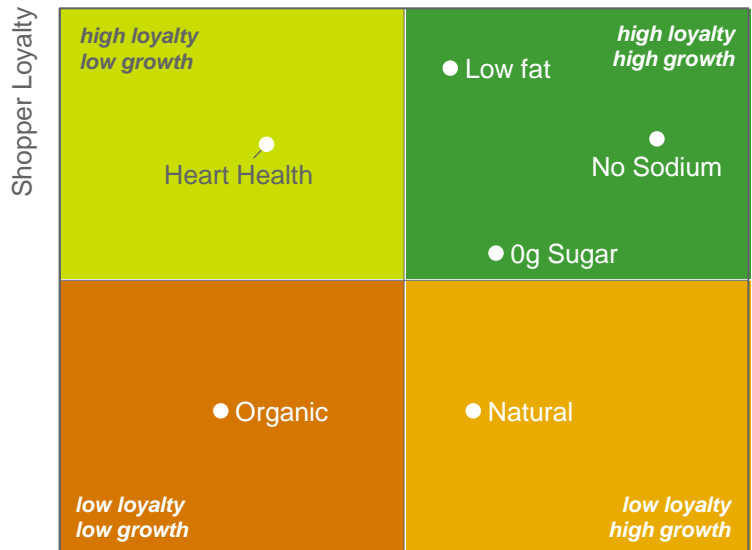
Convenience

- Retail-driven **ingredient bars** for quick, fresh meal solutions.
- **Meal kits** with varying degrees of prepared foods (in-store, delivery).
- New support for **meal solutions** from products **in-store**, via retailer apps, shoppable recipes.
- Shopping convenience (e.g., **menu, purchasing recommendations**).
- **Products designed for small kitchen appliances**, including cocktail and other drink pods, air fryer products / kits, sous vide, etc.
- **New e-commerce product discovery** (e.g., shoppable recipes, sampling via click & collect or home delivery).

Focus on Understanding Attributes That Matter to Shoppers; High Growth Does Not Always Drive Consumer Choice

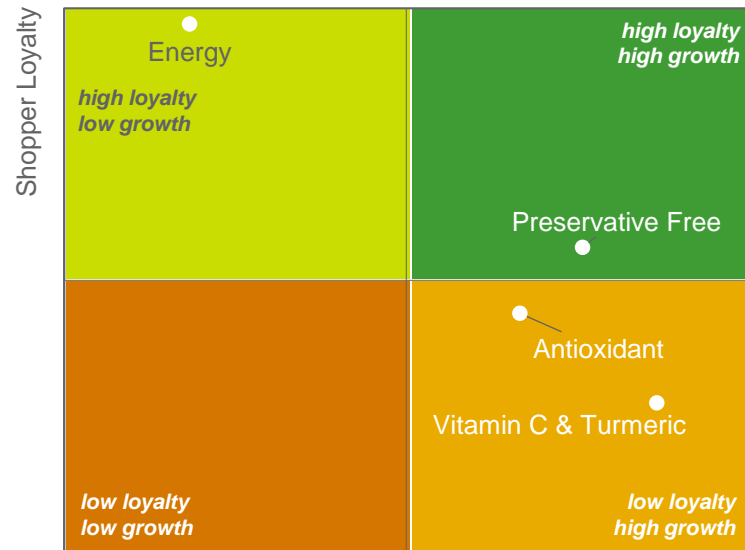
EXAMPLES

BREAKFAST



\$ % Change vs. YA

BEVERAGES

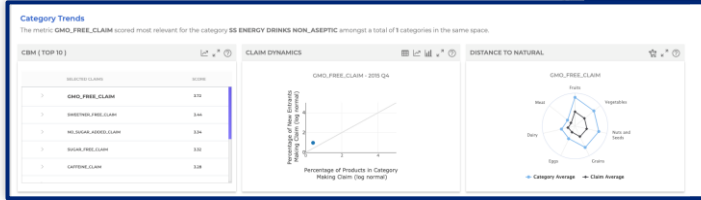


\$ % Change vs. YA

Example: Trendspotting Analysis Identifies Pizza as a Self-Care Solution

Machine Learning and AI Algorithms, **Embedded With Neuroscience**, Aid in Developing Deep Market Understanding Across Structured and Unstructured Data

WHAT – Identify Trends



WHAT

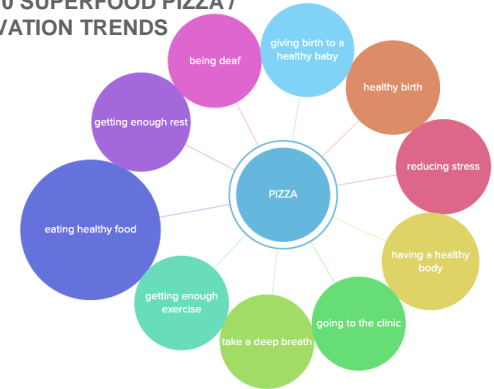
WHY – Connect Trends to Inputs



WHY

SO WHAT – Uncover Opportunities & Threats
Analysis uncovers a connection between healthy eating and pizza.

TOP 10 SUPERFOOD PIZZA / INNOVATION TRENDS



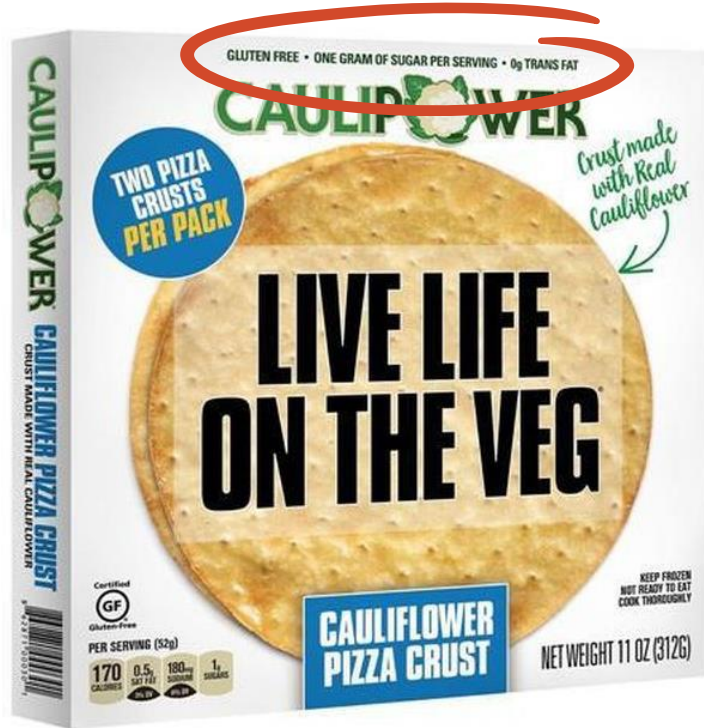
SO WHAT

Structured Data: sales metrics, product attributes, shopper loyalty

Unstructured Data: social media, Google searches, movie and TV scripts, news feeds, digital engagement

Other Big Ideas: sweet and salty pizza, gourmet to designer pizza

Right Messages Boost Product Equity and Enable Optimal Pricing



Popularity ≠ Profitability

- Case study: frozen pizza crust.
- Shoppers will pay a premium for a genuine benefit, such as gluten-free.
- Messaging should **leverage the attributes that promote the benefits** of a product.

Quantify Benefits to Enable Optimal Pricing

- Better-for-you claims, including organic, non-GMO and no artificial ingredients, can carry price 2%-5% vs. mainstream alternatives.
- But **leverage multiple claims**, such as organic and no artificial ingredients, **to communicate premium quality and command a premium price point** (~25% vs. mainstream alternatives).

Innovation Playbook

- Spot evolving trends, both stated and unarticulated needs.
- Test and validate against consumer preferences.
- Innovate:
 - Identify and articulate the right attributes.
 - Leverage trade-off models to understand which benefits consumers will pay for.
- Get the messaging right – communicate product origins, sustainability, societal care, etc.
- Target messaging to consumer cohorts.
- Make search easy, use language that consumers understand.

IRI Offers a Variety of Solutions and Services to Help Brands Succeed With Innovation

Innovation Consulting

- Leverages actual shopper behavior in an integrated service from white space identification and new product concept testing through post-launch assessment.
- Allows for maximum insights and the best chance of new product success with the lowest possible risk.

Trendspotting IRI machineVantage

- Spot trends using POS, product attributes, frequent shopper purchase data.
- Connect trends to conscious and nonconscious metaphors using social, search data.
- Uncover opportunities using combination of AI/ML and deep learning techniques.

Brand Landscape

- Gives broad multi-category brand views with cross-category cultural attributes to identify and activate brand strategy initiatives.
- Easily identifies competitive set, explores specific structure segments or walking attributes to assess business performance.
- Updates dynamic structures with new products, most recent size and trend POS data plus demographic and panel measures monthly.

Brand Optimization Engine

- Applies augmented decision-making to prioritize growth opportunities based on size, demographics and execution difficulty.
- Assesses source of volume and incrementality to brand or category.
- Aids in choice of the right media spend, distribution and price to capture most switchers.

Social Intelligence Analytics & Brand Value Analysis

- Provides feedback on what consumers are saying about your brand online.
- Determines which functional and emotive attributes you “own” and which are “table stakes.”
- Builds improved messaging campaigns and identifies opportunities for brand growth.
- Grows both top and bottom line while also driving market share.

ACTION AND IMPACT

- Understand consumers on a deeper level
- Implement product innovations that are meaningful and grow business

- Proactive trend-spotting to uncover innovation opportunities
- Evaluate threat of competitive new product launches

ACTION AND IMPACT

- Identifies macro changes to consumer demand as they happen
- Continually aligns brand portfolios against future shopper needs

ACTION AND IMPACT

- Doubles odds of new product success, dramatically cutting the cost of innovation
- Continually identifies and activates against growth opportunities

- >10% growth in sales
- Increases brand value
- Enables more effective media campaigns

BEST PRACTICES

DURING COVID-19

These in-depth discussions with C-level leaders at top companies share how they are effectively managing through the COVID-19 pandemic. [Learn More](#)



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C-SUITE CONVERSATIONS



[Watch Now](#)

Mark Clouse
President and CEO, Campbell Soup Company
November 10, 2020



[Watch Now](#)

Stuart Aitken
Chief Merchant & Marketing Officer, The Kroger Co.
September 3, 2020



[Watch Now](#)

Vivek Sankaran
President & CEO, Albertsons Companies
August 25, 2020

IRI's Latest CPG and Retail Insights Reports to Manage the Impact of COVID-19 *(click to see full report)*

The Changing Shape of the CPG Demand Curve



13. America Is Ready for Football
12. Revenue Management Opportunities in a Pandemic
11. Home for the Holidays
10. Powering the Future of Convenience Retail
9. Reignite In-Store Merchandising in Grocery
8. SNAP Benefits
7. U.S. CPG Growth Leaders
6. E-Commerce
5. Boomers
4. A Global Perspective
3. Tracking Transformation
2. Meat and Millennials
1. Anticipate the Future

Discovering Pockets of Demand



2. Harness Growth in 2021
1. The Premium Opportunity

COVID-19 Emerging Point of View



5. COVID-19 Vaccine Update: Impact on CPG Industry
4. Anticipated Vaccine Adoption & Impact on the CPG Industry
3. Potential Impact of Reduced Unemployment Benefit Changes on F&B Spending
2. Consumer Stimulus, Unemployment Benefit Spending & Shopping Behavior
1. The Impact of a Second Round of Stimulus on the CPG Demand Curve

Recession Proof Your Business



7. Defending and Recapturing the Shelf
6. Innovation Lessons from the Great Recession to Apply Today
5. Building Brands During Recessionary Times
4. Recessionary Lessons to Apply to Private Label Today
3. How Big Brands Performed During the Great Recession
2. Maintaining Pricing Discipline During a Recession
1. How the Great Recession Reshaped CPG Demand Curve

IRI COVID-19 Impact Assessment Reports

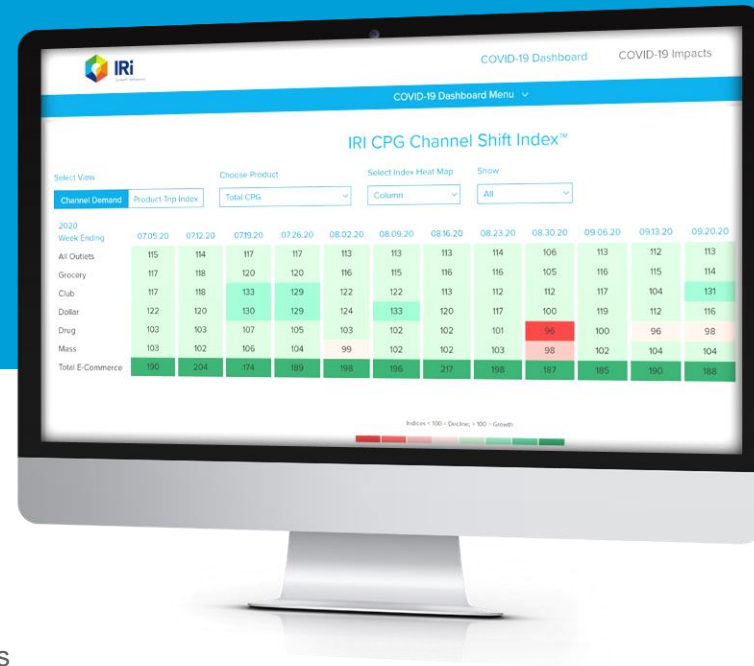


5. Anticipating Life After COVID-19
4. Consumers Provide a Pessimistic View of Coming Months
3. Tracking the Dramatic Pivot of U.S. Consumer and Shopper Behavior
2. Then and Now: Consumer CPG Behavior During Economic Downturns
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Access IRI's industry-standard metrics for consumer product demand and supply during the pandemic, our CPG inflation tracker and the latest data on category trends, out-of-stock levels, consumer sentiment and more.

Demand Index™	U.S. Demand Index™ Forecasts	Channel Shift Index™	E-Commerce Demand Index™
Inflation Tracker™	Supply Index™	Out-of-Stock Levels for Subcategories	U.S. Topics from IRI Social Pulse™



The IRI CPG Demand Index™ provides a standard metric for tracking changes in spending on consumer packaged goods.

U.S. Demand Index™ Forecasts are delivered through a proprietary, fully automated forecasting solution that anticipates consumer demand.

Channel Shift Index™ provides a standard metric for tracking changes (migration) in spending on consumer packaged goods across select channels.

The IRI E-Commerce Demand Index™ provides a standard metric for tracking changes in spending on consumer packaged goods purchased online.

Inflation Tracker™ provides the well-known price per unit metric for tracking changes in pricing of consumer packaged goods.

Supply Index™ provides a standard metric for tracking changes in product availability (i.e., in-stock rates) in stores for consumer packaged goods.

Out-of-Stock Levels for Top-Selling Subcategories by Market Area in the U.S.

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