

Belgium

François Lambert

Consultant

Consumer Panel YouGov

Living Consumer Intelligence | business.yougov.com



The secrets of Brand growth

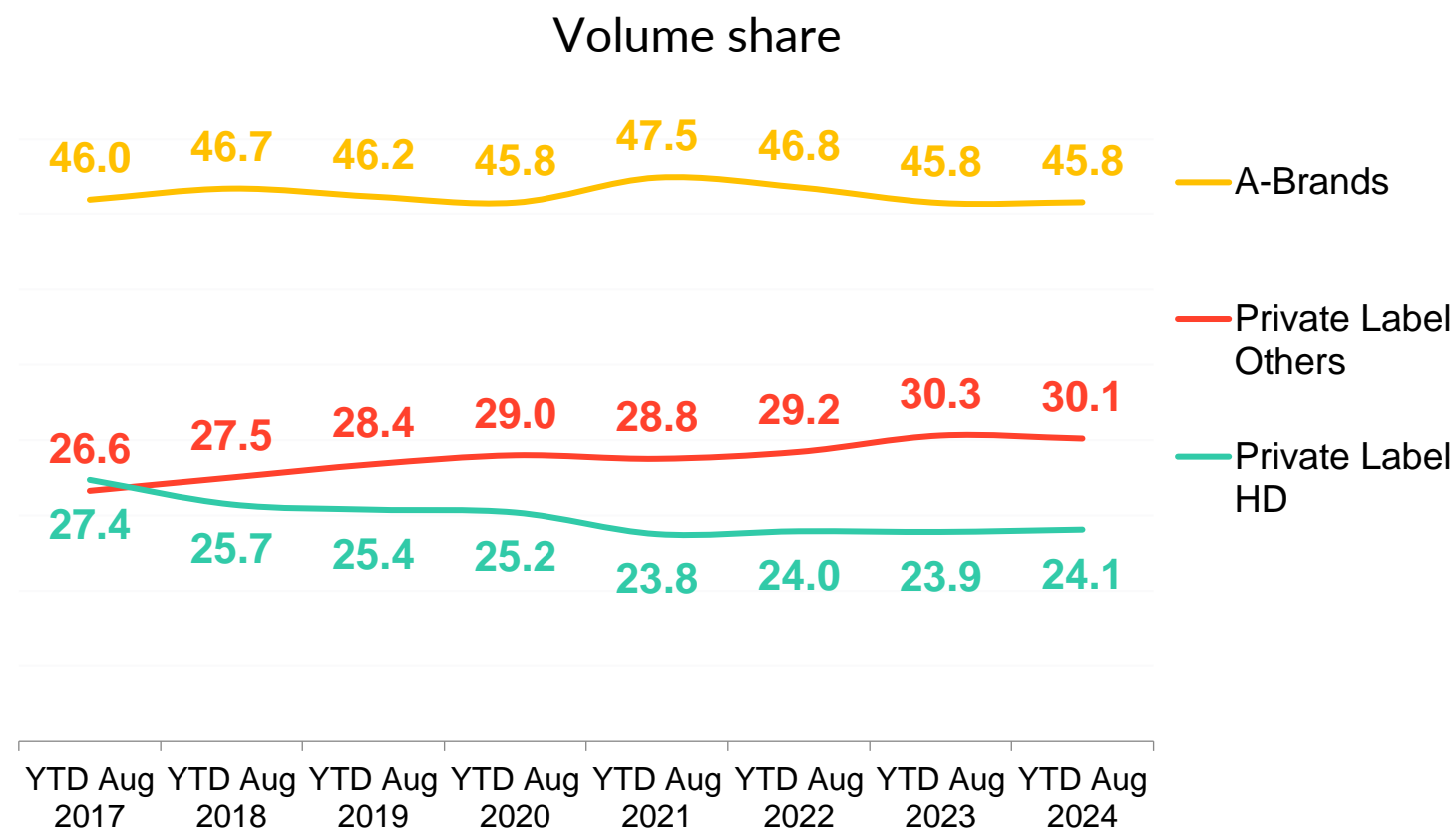
How do the laws of growth apply to the Belgian FMCG sector?

François Lambert

All in all, the A-brands are able to defend their volume share over the years.



Volume share development of A-brands and Private Label in Belgium for Total FMCG (excl. Fresh)



What did we do ?

Strong Growers Brands*

15 Top brands**
272 brands overall



At least 10% Volume growth on
MAT Q1 2024 vs MAT Q1 2023

Stable Brands

64 Top brands
309 brands overall



Brands with Volume % Chg
MAT Q1 2024 vs MAT Q1 2023
between -10% and =10%

Strong Decreasing Brands

21 Top brands
314 brands overall



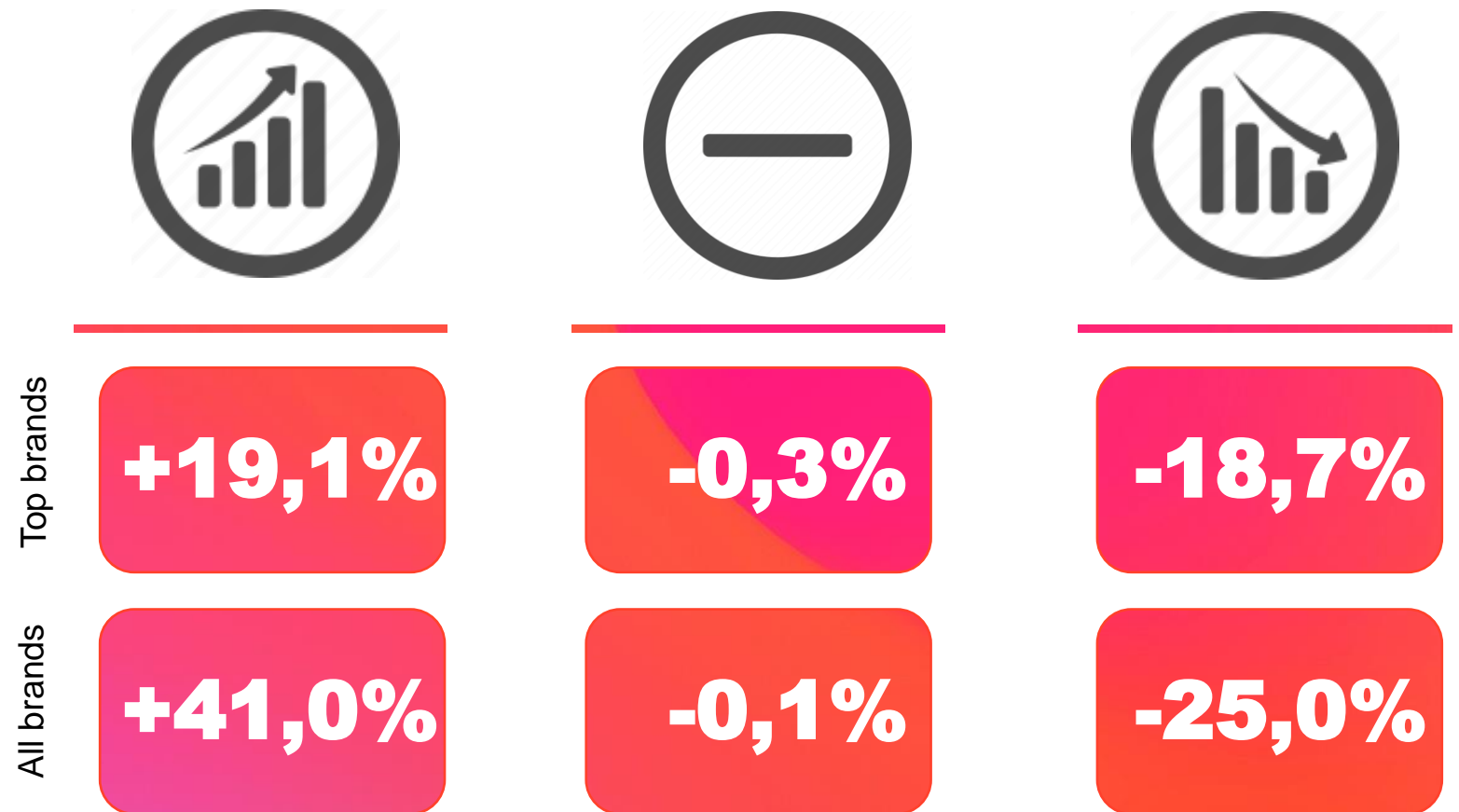
10% or more Volume decrease on
MAT Q1 2024 vs MAT Q1 2023

- * All brands with at least 2% penetration on MAT Q1 2024
- ** Top brands : top 100 brands in value on MAT Q1 2024

Plenty of growing brands in FMCG




The last year(s) have been tough for brands, but **there are numerous brands** that have been able to realize significant growth.

Volume % Chg vs MAT Q1 2023



How the laws of growth apply

We investigated the drivers of Brand growth

							
	strong growers		stable brands		strong decreasing		
% CHG	Top 100	All brands	Top 100	All brands	Top 100	All brands	
Volume	ST	19,1	40,6	-0,3	-1,3	-18,7	-24,7
	LT	32	18.3	1.6	10.1	-19.2	-8.7

A focus on innovation

Because innovation really stands out of the crowd



Innovation matters

Larger assortments reflect the arrival of new products on the shelves of the retailers.

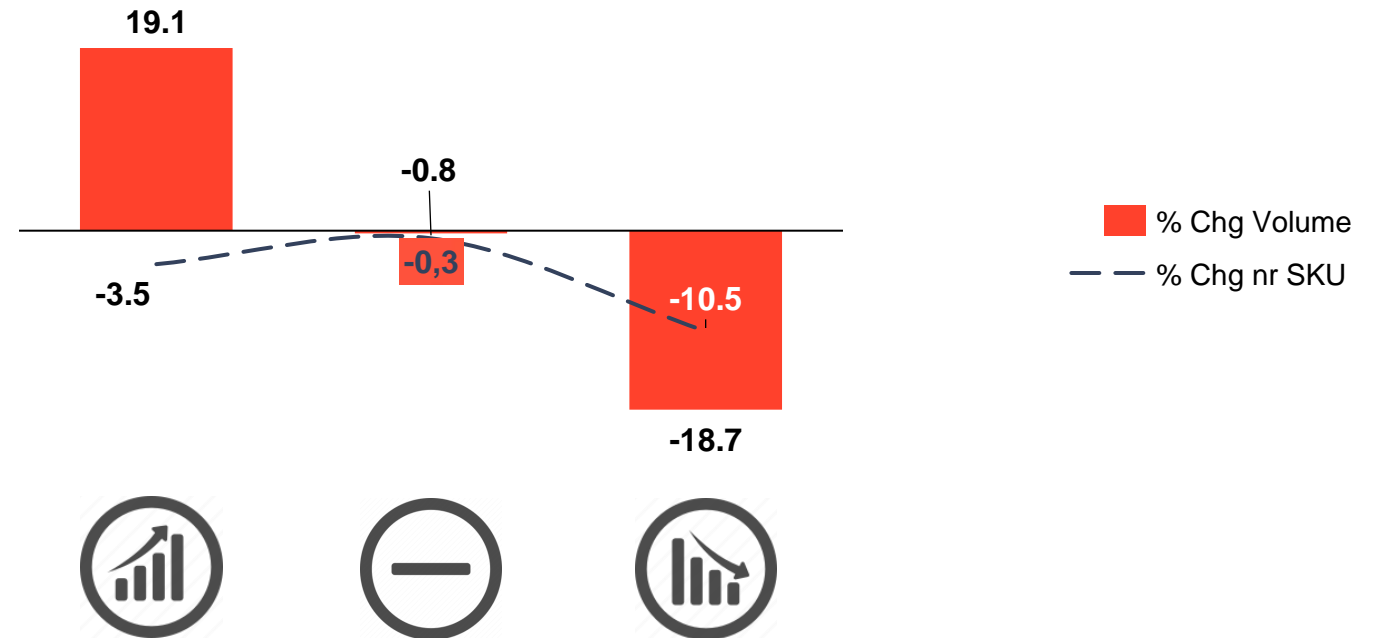
Assortment size & changes in assortment size as such was not directly linked to brand performance on the short term. 2023 was quite atypical in this aspect.

Research shows that innovation that is incremental to your assortment (so resulting in more SKU's on the shelves) is the strongest source of growth for brands*.

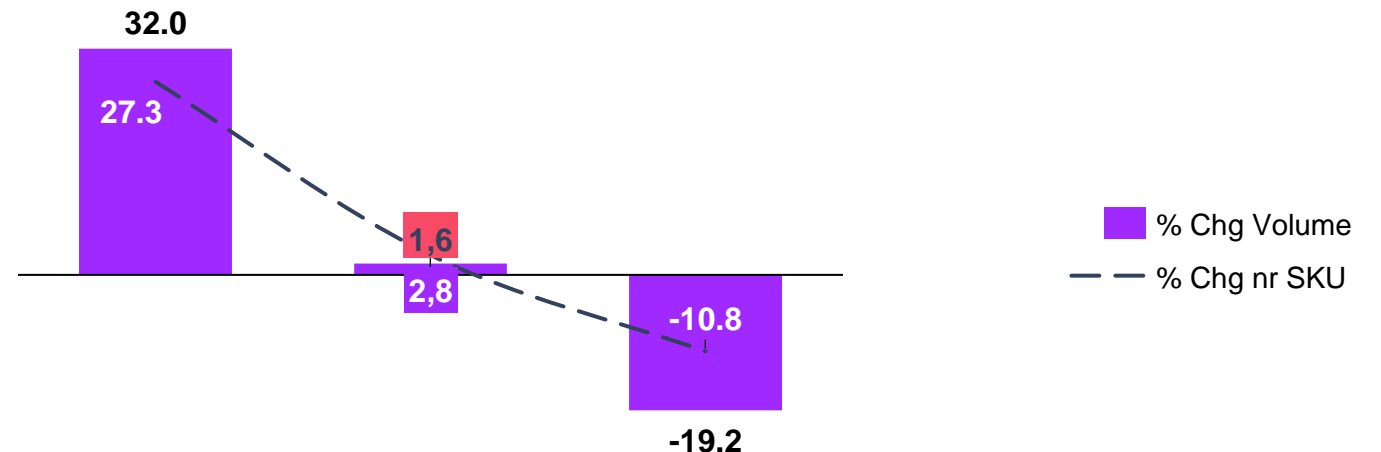
Clear impact of expanding assortments on brand performance when looking at the long term.

*(source: BG20)

Top 100 Brands | Short Term



Top 100 Brands | Long Term



Innovation is the queen

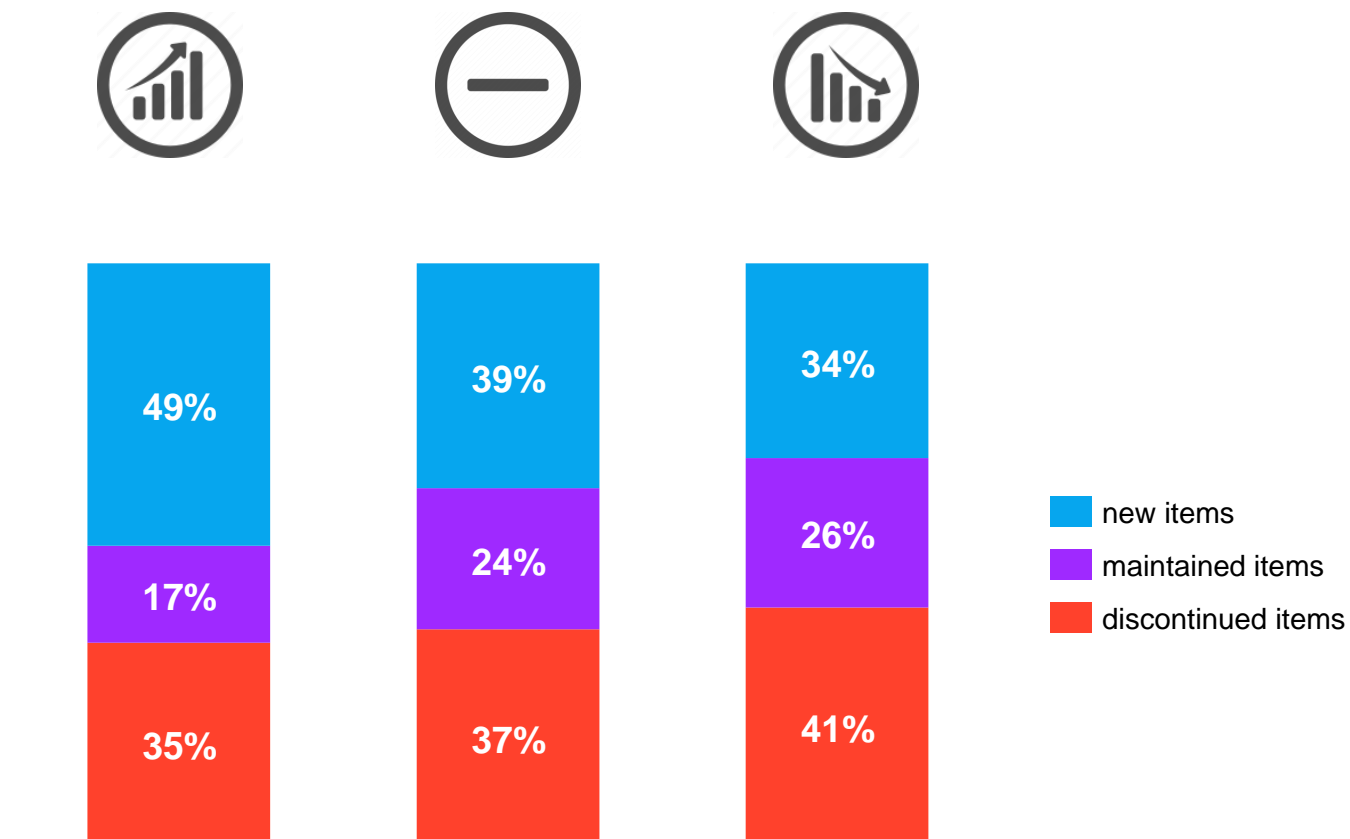
The best performing top brands in the long run are also the ones with the strongest increase of their assortment in the long run.

New items = not on shelves in 2019, on shelves in MAT Q1 2024

Maintained items = on shelves in 2019 and still on shelves now

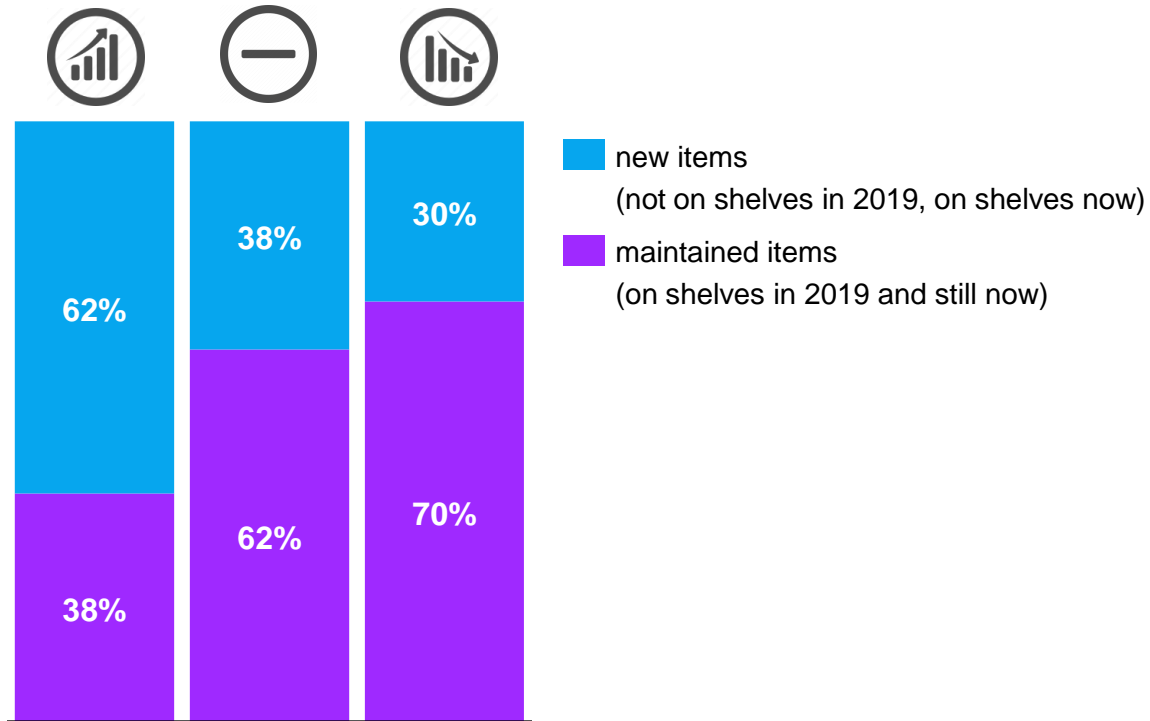
Discontinued items = on shelves in 2019, but no longer now

Top 100 Brands | Assortment renewal by group of brands (# SKU)

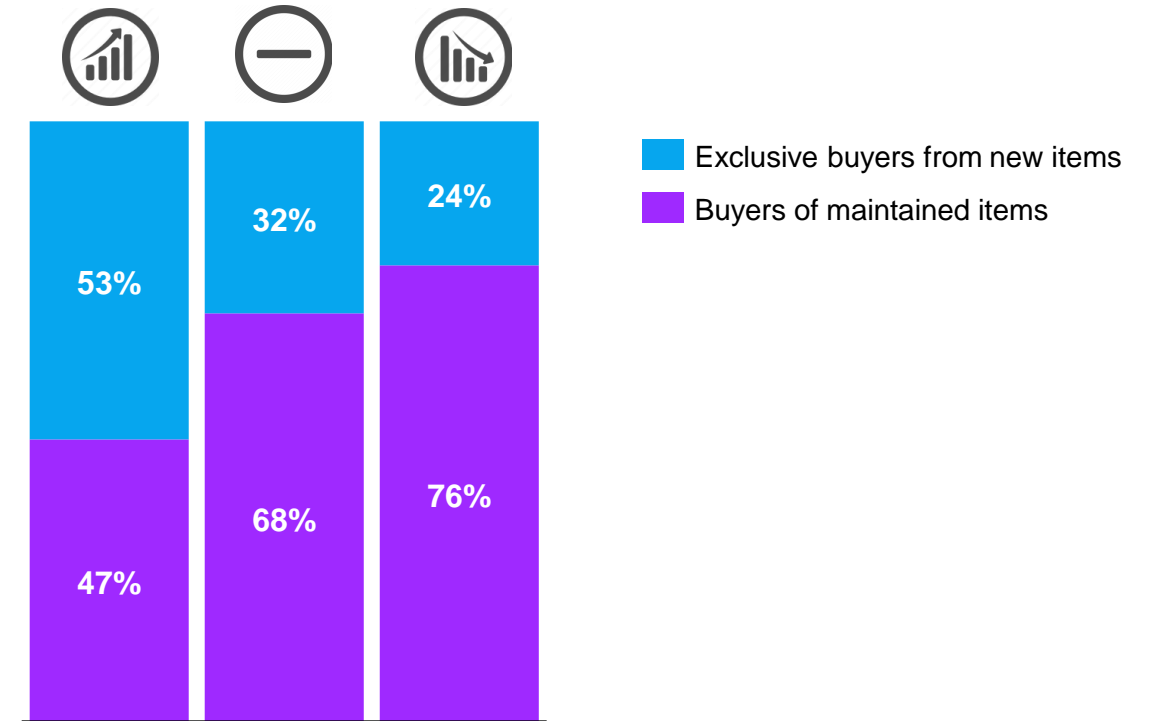


Innovation contribute to more Volume & more Buyers for the top performing brands

Contribution of new vs old assortments to brand Volume



Contribution of new vs old assortments to brand Buyers



The best growing brands derive more (new) Buyers & more Volume from the new products



Recap

Penetration is King, but a king needs a Queen ...

His Queen is **Innovation**

Together they pave your way to success.

Dare to renew/expand your assortment – Innovation is the key to the home of **new Buyers**.

Increasing buying frequency is hard to achieve. The category & overall demand determine **Frequency**.

Pack sizes matter.

Promotions are in the first place defensive.

Price increase is not a barrier, but the right **price concession** at the right moment will help.

Set your price at the right level. If you don't believe in your price ... how can you expect the shopper to bite ...