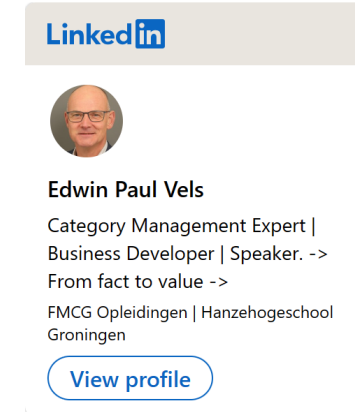


# Growth of the blueberry category from a good category plan



# Who are we?

- Education and consultancy company
- founded in 2010 in The Netherlands  
[www.fmcgopleidingen.nl](http://www.fmcgopleidingen.nl) or  
[www.fmcgeducation.eu](http://www.fmcgeducation.eu)
- both partners come from the retail sector
- more than 200 retailers and suppliers are customers of FMCG Education
- focus on European market
- our roots run deep in the Fresh Produce channel.



Partners:



# Starter: Serious game

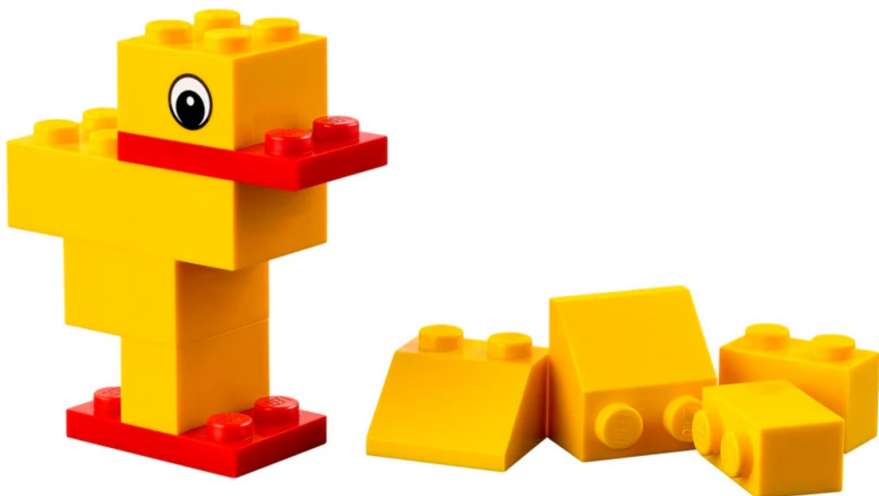
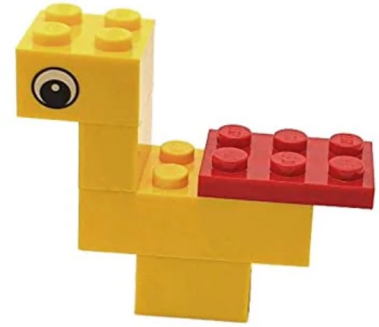
- Please 5-10 volunteers with skills to make plans
  - For example: General Managers, Buyers, Category Managers
- Assignment is: build the best duck
  - 30 sec
  - Done, put it in front of you

–start

- What is the best result?
- and why?
- and what were the requirements?

# Important for building a duck

- Clear requirements
- Knowing who the user is or will be
- Does everything have to be used, or focus on discount for example (narrow and not deep range)





# Important for building a category plan

## Checklist:

1. Understand who is the shopper?



2. For which retail format or retail brand?



3. Which category are we talking about?

fruit, summer fruit, blueberries, soft fruit,  
include cut fruit.....



# 1. Who is the consumer and who is the shopper for Nivea for Men?



Who is the consumer and who is the shopper of  
your Blueberries?



# Focus on the shopper and the moments of consumption

Shoppers's initial thought is not based on

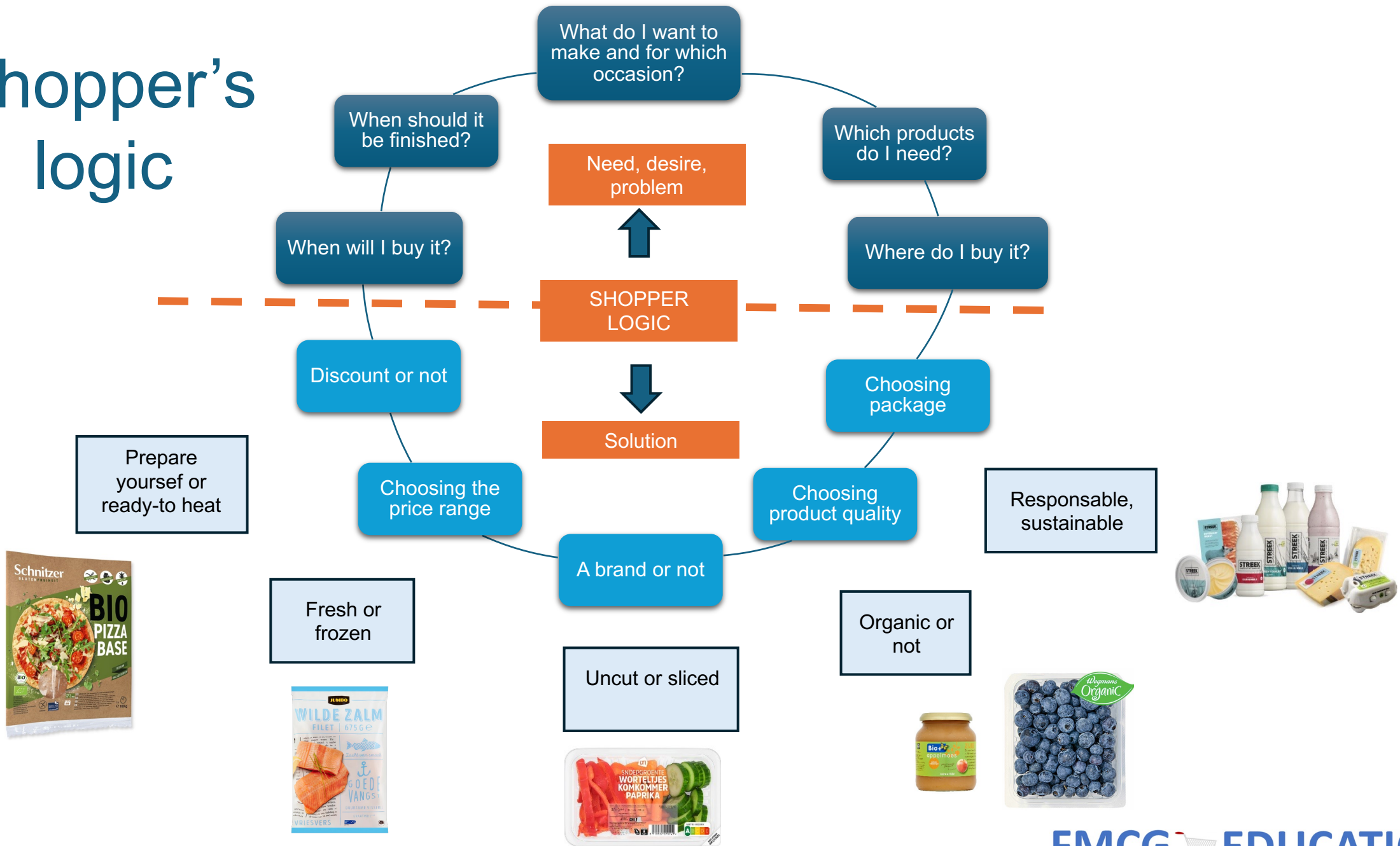
- products
- channels
- online/offline

but on **needs!**





# Shopper's logic



## 2. Retailer difference



*Wegmans*





# 3. Which category are we talking about?

- Fresh or also frozen
- Included A Brand or only PL
- Mixed with other soft fruit or not
- Include Ready to Go
- Include children's products
- With organic
- What are the boundaries?
- Technical Fresh Produce segments do not match with the shopper



# Technical Fresh Produce segments do not match the shopper

- Fruit vegetables
- Hard fruit
- Soft fruit
- Stone fruit
- Legumes
- Potatoes
- Vegetables / Onions
- Leaf and stem vegetables
- Apples / Pears
- Citrus fruit
- Specialties
- Etc.

## Citrus



## Fruit vegetables





# Technical segments do not match the shopper

For the children



For the fish, cocktail...



## Soft fruit, the taste of summer

Enjoy these sweet fruits that are at their best in summer. Fresh fruit to enjoy, as an extra in your yogurt and of course also delicious to decorate your pastries with.

Tasty lunch tip:

- |  |   |   |
|--|---|---|
|  | AH Dutch strawberries<br>2.99 400 g   | + |
|  | AH Cherries<br>2.99 500 g<br><a href="#">Only in the store</a><br><a href="#">Choose alternative &gt;</a> | + |
|  | AH Blueberries<br>5.39 500 g  | + |
|  | AH Sweet Eve raspberries<br>3.99 225 g  | + |
|  | AH Blackberries<br>3.99 225 g   | + |



AH Soft fruit 140-150 grams or AH Dutch ...



# Segments within the fruit and vegetables

Organize on time of use and goals to surprise and inspire the shopper

- Potatoes

- do it yourself
- ready cooked / to eat

- Vegetables

- traditional vegetables
- ‘forgotten’ vegetables
- soups
- stirfry vegetables
- lettuce and salad ingredients
- raw vegetables snacks



- Fruit

- smoothies / juices
- orange juice
- children’s fruit
- fruit salad
- chilled fruit
- fruit for in the fruit-bowl
- exotics
- dessert fruit / summer fruit

- Fresh herbs and spices

- herbs
- spices (ginger, etc.)

- Other concepts

- Fresh Meal boxes





# KRUIDEN EN SMAAKMAKERS

Redders voor  
risotto, saus,  
pasta en de chef.

Met verse kruiden  
is koken een feestje.

De basis begint  
met goede smaak.

Segment Fresh  
herbs and spices



# Category Fresh Meal boxes

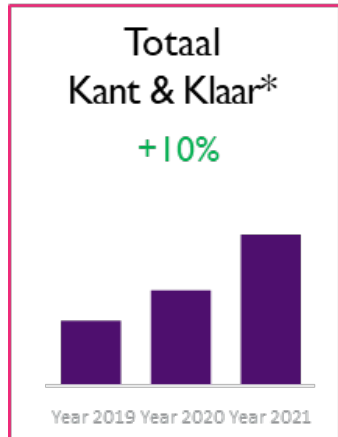
Meal boxes including fresh vegetables, a sauce, herbs, a recipe, etc. = prepackaged Fresh meal box





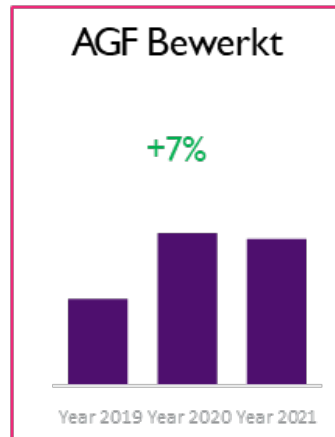
# Main reason for growth is Mental Convenience

## “Super” Convenience



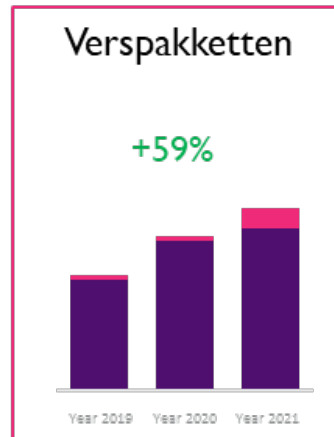
Ready meals  
Ready to heat

## Physical Convenience

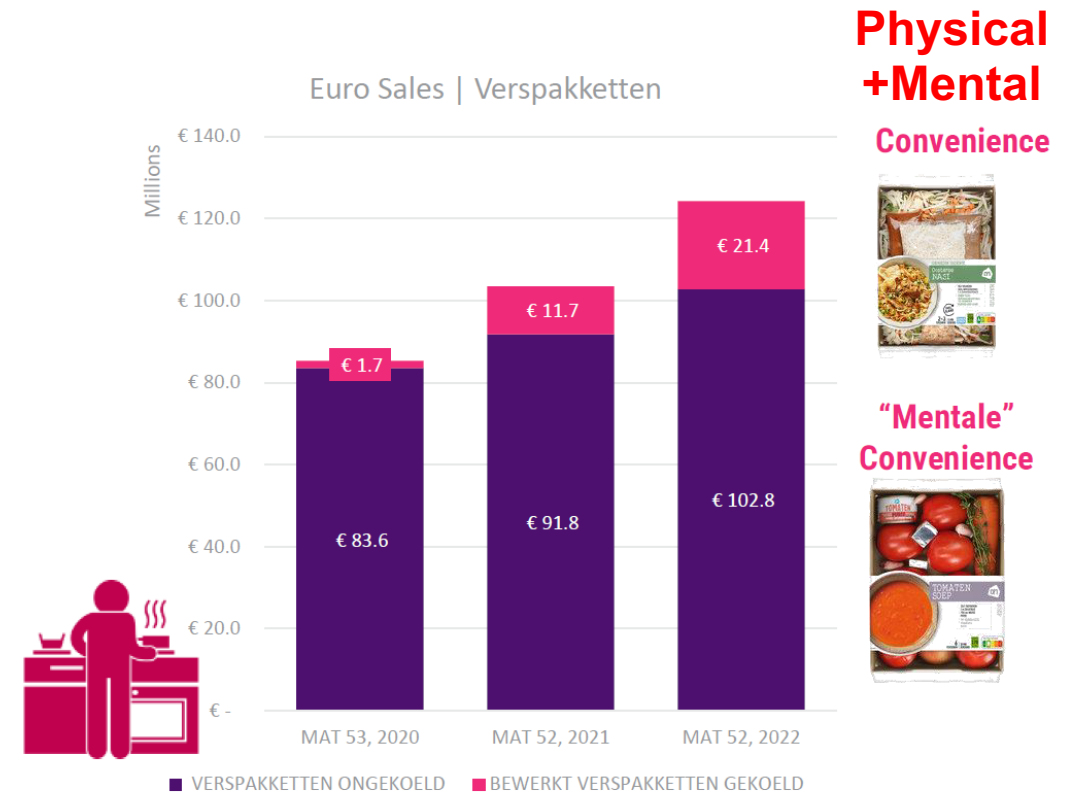


Prepared vegetables  
Ready to cook

## Mental Convenience



Prepackaged  
Fresh meal box



# AH retailer range of meal packages and soup kits (chilled and unrefrigerated)

## Soeppakketten (vers)

BONUS 2 biologisch 1 NIEUW 1

Sorteer op ▼

AH Verspakket tomatensoep 6 personen 4,7 <sup>9</sup>	AH Groentesoep verspakket 6 personen 4,7 <sup>9</sup>	AH Mosterdsoep verspakket 6 personen 4,7 <sup>9</sup>	AH Prei kerriesoep verspakket 6 personen 4,7 <sup>9</sup>
AH Rode linzensoep verspakket 6 personen 4,7 <sup>9</sup>	AH Champignonsoep verspakket 6 personen 4,7 <sup>9</sup>	AH Paprikasoep verspakket 6 personen 4,7 <sup>9</sup>	AH Minestroneoep verspakket 6 personen 4,7 <sup>9</sup>
AH Indiase wortelsoep verspakket 6 personen 4,7 <sup>9</sup>	AH Vega champignonsoep verspakket 6 personen 6,2 <sup>7</sup>	AH Tomatensoep verspakket 6 personen 9,0 <sup>7</sup>	AH Mosterdsoep verspakket 6 personen 10,3 <sup>7</sup>
AH Biologisch Italiaanse groentesoep met pesto 6 personen 4,6 <sup>9</sup>	AH Paprikasoep verspakket 6 personen 5,2 <sup>8</sup>	AH Groentesoep verspakket 6 personen 9,0 <sup>7</sup>	AH Prei kerriesoep verspakket 6 personen 9,2 <sup>8</sup>
AH Vega minestroneoep verspakket 6 personen 5,2 <sup>8</sup>	AH Groentesoep met gratis vega ballen 6 personen 4,6 <sup>8</sup>	AH Champignonsoep verspakket 6 personen 6,2 <sup>3</sup>	AH Vega Groentesoep verspakket 6 personen 6,0 <sup>8</sup>
AH Groentesoep verspakket 6 personen 9,2 <sup>8</sup>	AH Indiase wortelsoep verspakket 6 personen 9,2 <sup>8</sup>		

## Maaltijdpakketten (vers)
































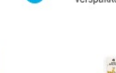













































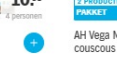

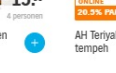
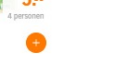



























Midden en Zuid Amerikaanse ...	Mediterrane maaltijdpakketten (vers)	Oosterse maaltijdpakketten (vers)	Wereldkeuken maaltijdpakketten (vers)	Hollandse maaltijdpakketten (vers)
AH Italiaanse lasagne verspakket 4 personen 5,8 <sup>9</sup>	AH Indiase curry madras verspakket 4 personen 5,8 <sup>9</sup>	AH Gesneden verspakket nasi 2-3 personen 6,8 <sup>9</sup>	AH Indiase tikka masala verspakket 4 personen 5,8 <sup>9</sup>	
AH Japanse teriyaki verspakket 4 personen 5,8 <sup>9</sup>	AH Gesneden verspakket Griekse pita gnos 2 personen 6,8 <sup>9</sup>	AH Gesneden verspakket gado gado 2-3 personen 6,8 <sup>9</sup>	AH Mexicaanse burritos verspakket 4 personen 5,8 <sup>9</sup>	



Meals #116  
Soup Packages #22

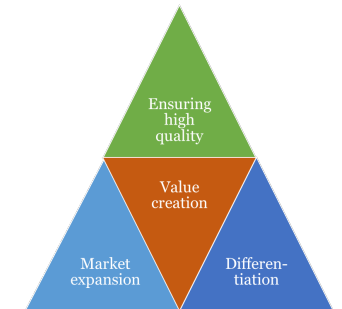
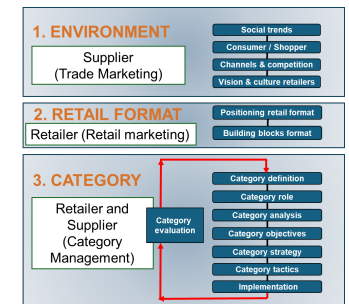
#138



 AH Mexicaanse chili con carne verspakket 4 personen 5,89 +	 AH Fusilli salsa rossa verspakket 4 personen 5,89 +	 AH Thaise groene curry verspakket 4 personen 5,89 +	 AH Marokkaanse couscous verspakket 4 personen 5,89 +	 AH Italiaanse lasagne verspakket 4 personen 13,92 +	 AH Gesneden verspakket lasagne 4 personen 12,26 +	 AH Gesneden verspakket tex mex burrito's 2-3 personen 6,29 +	 AH Fusilli salsa rossa verspakket 4 personen 13,26 +	 AH Gesneden verspakket bami 2-3 personen 12,27 +	 AH Vega Thaise groene curry verspakket 4 personen 10,27 +	 AH Pasta funghi verspakket 4 personen -	 AH Nasi met zoetzure komkommer verspakket 4 personen -
 AH Portugese kip piri piri verspakket 4 personen 5,89 +	 AH Gesneden verspakket Indiase kip madras 2-3 personen 6,89 +	 AH Gesneden verspakket lasagne 4 personen 6,29 +	 AH Gesneden verspakket poke bowl 2-3 personen 6,29 +	 AH Kip pilaw verspakket 4 personen 5,89 +	 AH Gesneden verspakket Griekse kofta 4 personen 11,06 +	 AH Marokkaanse couscous verspakket 4 personen 9,58 +	 AH Lasagne melanzane verspakket 2-3 personen 5,89 +	 AH Terra Verspakket Groentecurry bundel 2-3 personen 10,28 +	 AH Terra Verspakket Pasta pompoen bundel 4 personen 9,27 +	 AH Terra Verspakket Portobello bundel 4 personen 11,17 +	 AH Vega Indiase tikka masala verspakket 4 personen 10,20 +
 AH Gesneden verspakket courgetti carbonara 2 personen 6,89 +	 AH Gesneden verspakket ramen 2-3 personen 6,89 +	 AH Mexicaanse guacamole pakket per pakket 4,29 +	 AH Gesneden verspakket Indiase dahl 2-3 personen 6,29 +	 AH Mediterraan groente gnocchi verspakket 4 personen 5,89 +	 AH Mexicaanse chili con carne verspakket 4 personen 11,47 +	 AH Aziatische groente traybake verspakket 4 personen 6,29 +	 AH Gesneden verspakket ramen 2-3 personen 11,30 +	 AH Vega gesneden verspakket Poke Bowl 2-3 personen 11,13 +	 AH Vega Italiaanse lasagne verspakket 4 personen 12,72 +	 AH Vega Indiase curry madras verspakket 4 personen 8,28 +	 AH Japanse katsu curry verspakket 4 personen 12,52 +
 AH Gesneden verspakket shakshuka 2-3 personen 6,89 +	 AH Groentestof gefitenkaas verspakket 4 personen 5,89 +	 AH Cajun kip verspakket 4 personen 5,89 +	 AH Gesneden verspakket Griekse kofta 4 personen 6,29 +	 AH Indiase kip madras verspakket 2-3 personen 12,63 +	 AH Indiase curry madras verspakket 4 personen 11,49 +	 AH Groentestof gefitenkaas verspakket 4 personen 10,22 +	 AH Thaise groene curry verspakket 4 personen 11,23 +	 AH Vega Portugese kip piri piri verspakket 4 personen 11,97 +	 AH Vega cajun kip verspakket 4 personen 11,29 +	 AH Vega nasi zoetzure komkommer verspakket 4 personen 15,24 +	 AH Terra Verspakket Tajine bundel 2-3 personen 14,20 +
 AH Gesneden verspakket Japanse teriyaki 2-3 personen 6,89 +	 AH Marokkaanse harira verspakket 6 personen 4,79 +	 AH Kip kerrie verspakket 4 personen 5,89 +	 AH Verspakket Roti 4 personen 5,89 +	 AH Vega Pasta Funghi verspakket 4 personen 10,28 +	 AH Vega Marokkaanse couscous verspakket 4 personen 7,02 +	 AH Krietjes sperziebonen verspakket 4 personen 15,20 +	 AH Teriyaki met gratis tempel 4 personen 5,28 +	 AH Marokkaanse kiptajine groente verspakket 4 personen 14,26 +	 AH Lasagne melanzane verspakket 4 personen 12,26 +	 AH Roti verspakket 4 personen 19,97 +	 AH Traybake kriel paprika verspakket 4 personen 10,28 +
 AH Traybake kriel paprika verspakket 4 personen 6,09 +	 AH Risotto geroosterde groente verspakket 4 personen 5,89 +	 AH Nasi met zoetzure komkommer verspakket 4 personen 5,89 +	 AH Pasta funghi verspakket 4 personen 5,29 +	 AH Gesneden verspakket tomatensotto 2-3 personen 9,68 +	 AH Japanse teriyaki verspakket 4 personen 11,49 +	 AH Indiase tikka masala verspakket 4 personen -	 AH Eenpansgerecht schelpjespasta verspakket per stuk 5,29 +	 AH Gesneden verspakket chili sin carne per stuk 6,29 +	 AH Vega fusilli salsa rossa verspakket 4 personen 8,27 +	 AH Vega Japanse Teriyaki verspakket 4 personen 9,17 +	 AH Vega Japanse katsu curry verspakket 4 personen 10,92 +
 AH Gesneden verspakket oosterse bami 2-3 personen 6,89 +	 AH Japanse katsu curry verspakket 4 personen 5,89 +	 AH Marokkaanse kiptajine groente verspakket 4 personen 5,89 +	 AH Krietjes sperziebonen verspakket 4 personen 5,29 +	 AH Portugese Kip Piri verspakket 4 personen 12,17 +	 AH Cajun kip verspakket 4 personen 13,09 +	 AH Vega gesneden verspakket Indiase Dahl 2-3 personen 9,27 +	 AH Vega chili con carne verspakket 4 personen 8,26 +	 AH Gesneden verspakket 4 personen 11,47 +	 AH Vega kiptajine groente verspakket 4 personen 10,26 +	 AH Vega gesneden verspakket bami 2-3 personen 10,27 +	 AH Vega Roti verspakket 4 personen 15,71 +
 AH Gesneden verspakket tomatensotto 2-3 personen 6,89 +	 AH Terra Plantaadige gesneden verspakket... 2-3 personen 6,89 +	 AH Gesneden verspakket Nasi 2-3 personen 11,64 +	 AH Gesneden verspakket japanse teriyaki 2-3 personen 13,20 +	 AH Vega verspakket Courgetti Carbonara 2 personen 10,37 +	 AH Vega gesneden verspakket Shakshuka 2-3 personen 9,58 +	 AH Courgetti carbonara met gratis vega spek per pakket 6,27 +	 AH Vega gesneden verspakket Gado Gado 2-3 personen 9,58 +	 AH Eenpansgerecht kip pilaw verspakket 4 personen 13,22 +	 AH Vega eenpansgerecht kip pilaw verspakket 4 personen 10,92 +	 AH Gesneden verspakket ovenschotel zuurkool 4 personen -	 AH Mediterraan groente gnocchi verspakket per stuk 15,75 +
 AH Gesneden verspakket pokewowl 2-3 personen 12,83 +	 AH Biologisch Spaghetti gehaktbolognese 4 personen 5,49 onthoog	 AH Gesneden verspakket Griekse pita Gyros 2 personen 11,64 +	 AH Mexicaanse burritos verspakket 4 personen 13,92 +	 AH Vega Mexicaanse burritos verspakket 4 personen 11,22 +	 AH Marokkaanse harira verspakket 6 personen 10,76 +	 AH Vega Marokkaanse harira verspakket 6 personen 7,21 +	 AH Vega risotto met geroosterde groente 4 personen 9,93 +	 AH Kip kerrie verspakket 4 personen 13,26 +	 AH Kip kerrie verspakket 4 personen 13,26 +	 AH Vega Kip kerrie verspakket 4 personen 11,26 +	 AH Vega Traybake kriel paprika verspakket 4 personen 8,28 +

# How to build category plan

- a) speak the same language.  
Prevent noise between retailer and supplier
- b) work with the standard CM model
- c) from a clear category vision

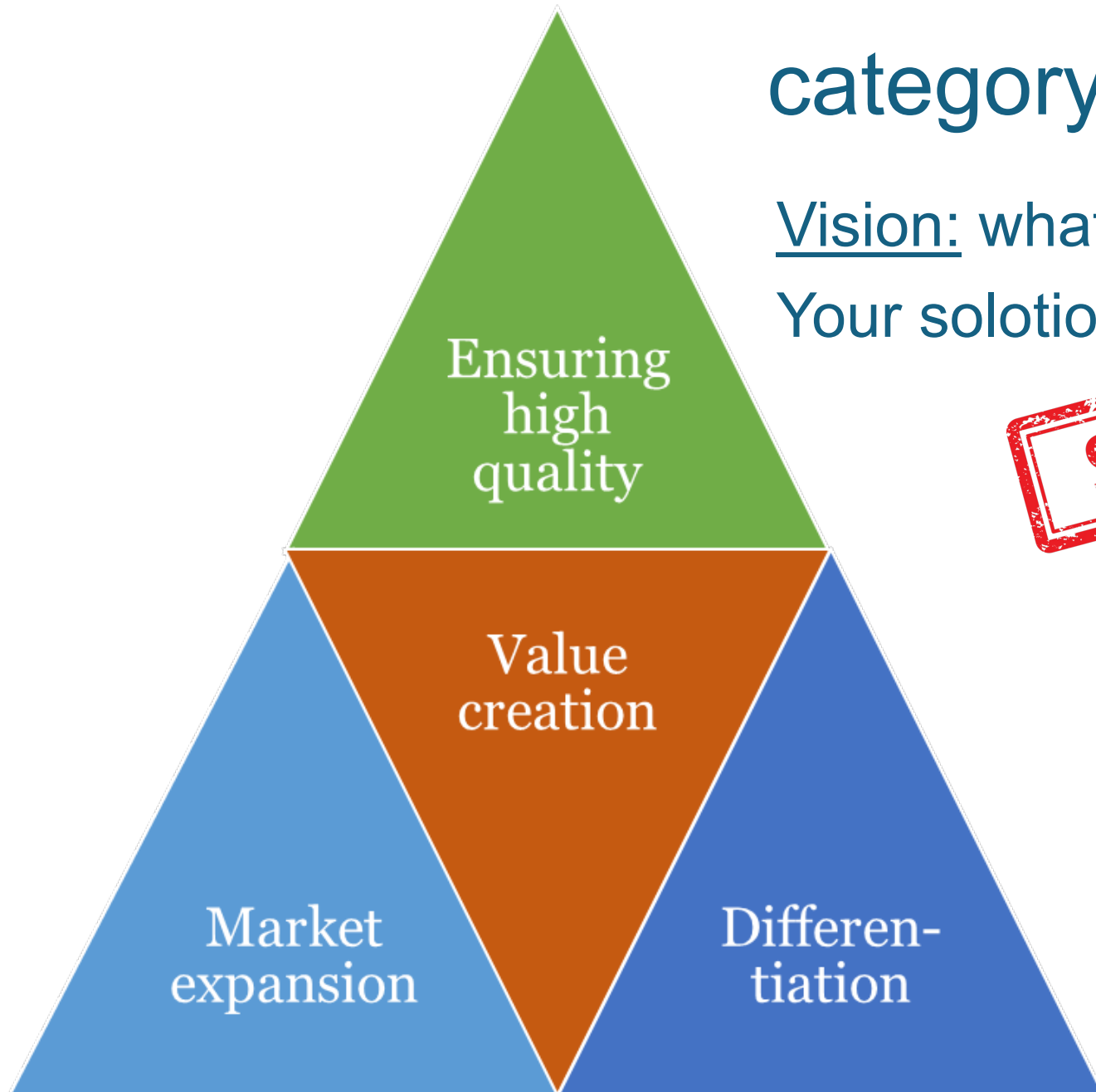




# category vision

Vision: what will the future look like?

Your solution



## b) work with the standard CM model

# Category Management - definition

Manage and optimize the category taking into account the shopper and the retailer objective

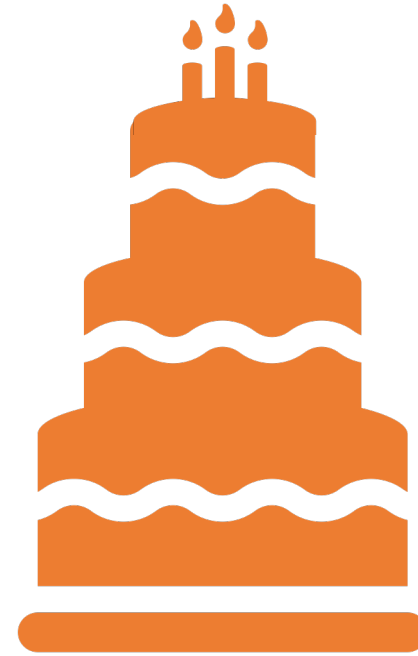


# A new perspective

Category Management creates value and volume!



Today



Tomorrow



BEER

# Basic principles of Category Management



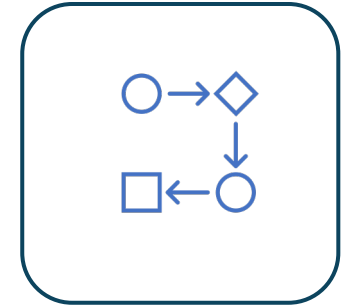
**Shopper  
orientation**



**Cooperative  
approach**

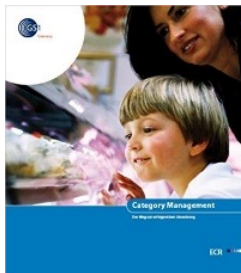
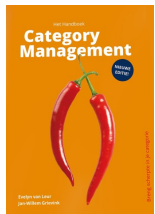


**Base:  
data and  
facts**



**Structured and  
permanent  
process**

# 3 phases



## 1. ENVIRONMENT

Supplier  
(Trade Marketing)

Social trends

Consumer / Shopper

Channels & competition

Vision & culture retailers

## 2. RETAIL FORMAT

Retailer (Retail marketing)

Positioning retail format

Building blocks format

## 3. CATEGORY

Retailer and  
Supplier  
(Category  
Management)

Category  
evaluation

Category definition

Category role

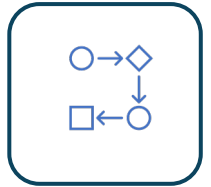
Category analysis

Category objectives

Category strategy

Category tactics

Implementation



Structured and  
permanent  
process



# 1. Environment – social trends



**Ageing**



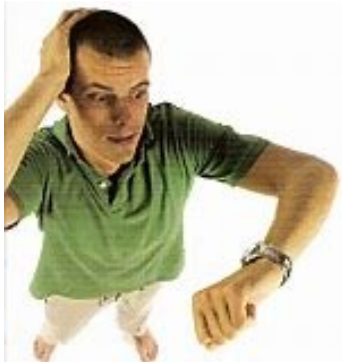
**Individualism**



**Technology**



**Connectivity**



**Time pressure**



**Diversity**



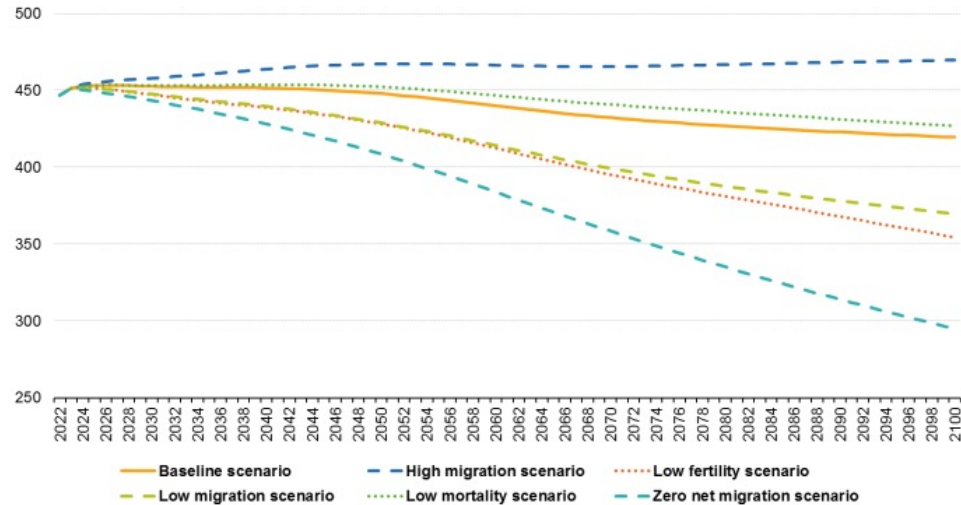
**Sustainability**



**Urbanisation**

# We are all getting older and want to get older

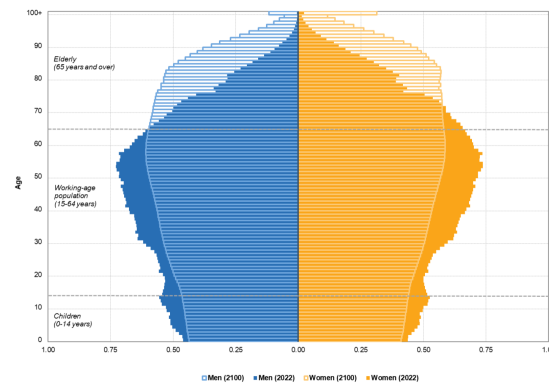
Projected population in the EU under the baseline and five scenarios (million)



Source: Eurostat (online data code: proj\_23ndbi)

eurostat

Population pyramids, EU, 2022 and 2100 (% of total population)



Source: Eurostat (online data code: proj\_23np)

eurostat

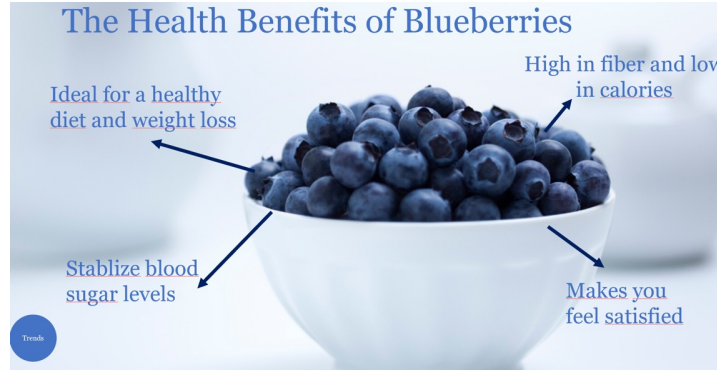




# 1. Environment – consumer trends



**Convenience**



**Health**



**Indulgence**



**Good behaviour**



**Good looking**

antioxidants

# Good behaviour



- Organic (15% target from the EU)
- Show more the positive points of the blueberries
  - water consumption
  - shelf life
- Local
  - In its own season, it is summer fruit





*Wegmans*



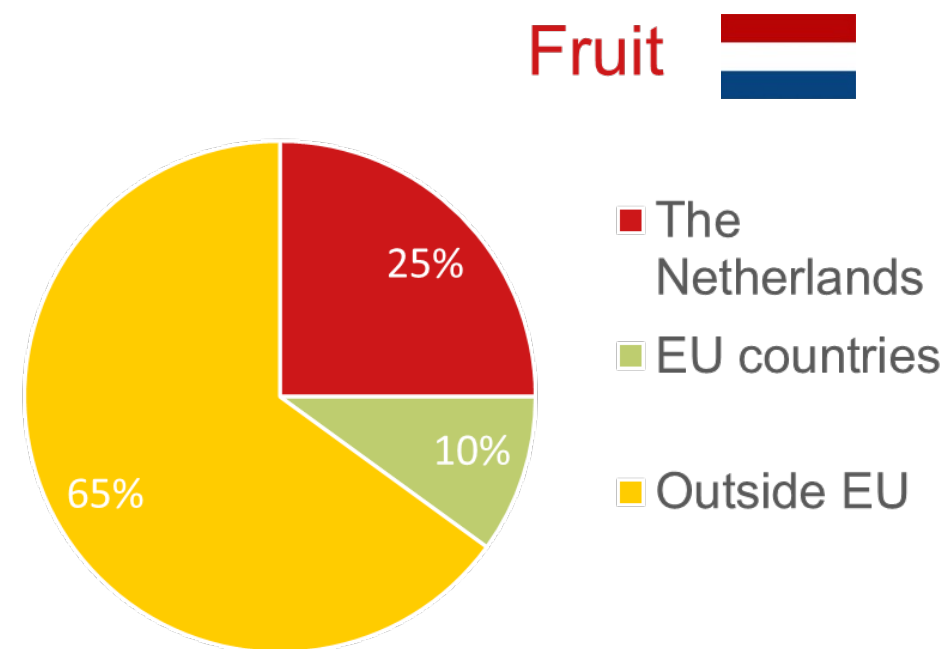
PRUD

Near Our  
Stores

# What is Local in Fruit?



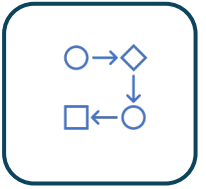
- Most of the fruit we eat is imported into the EU
  - so local is special!
- Shows where it comes from together with the retailer
- But if local is of lesser quality, we have a problem



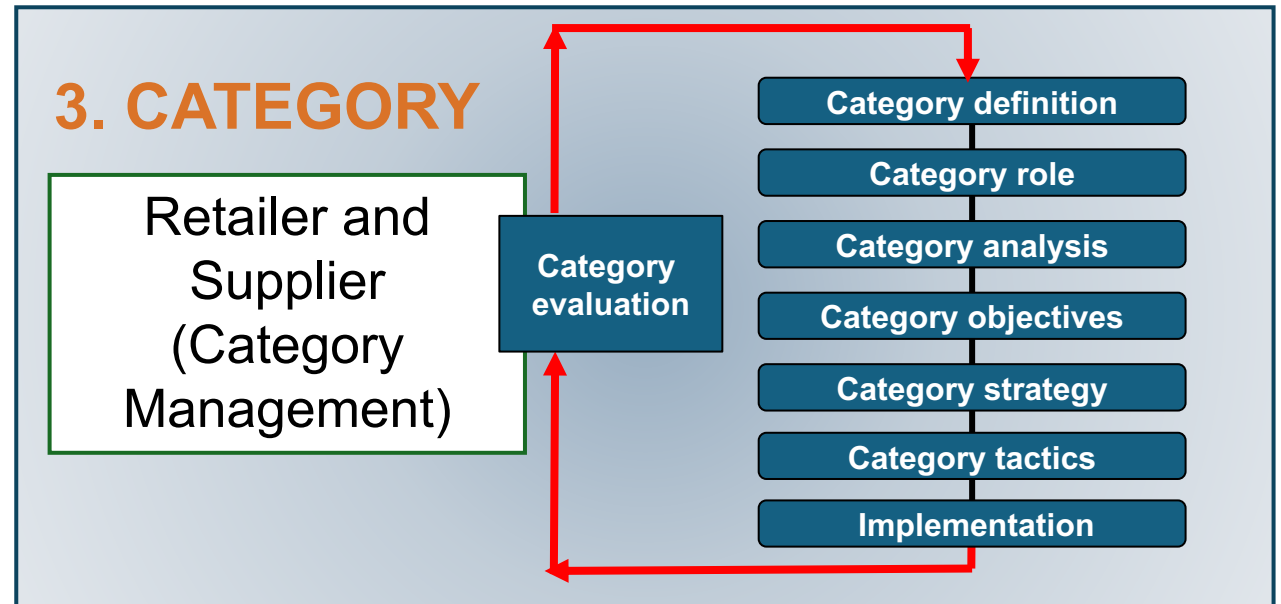
Origin Dutch consumption fruit



# work with the standard CM model



- Phase 3: 8 steps model





# A good category plan consists of well-developed tactics that fits the retail formula/brand and his shoppers

## 1. Product

Assortment, Packaging,  
Product development

## 4. Presentation

Visual, logistics and financial

## 2. Price

Pricing, Evaluation thereof

## 5. Promotions

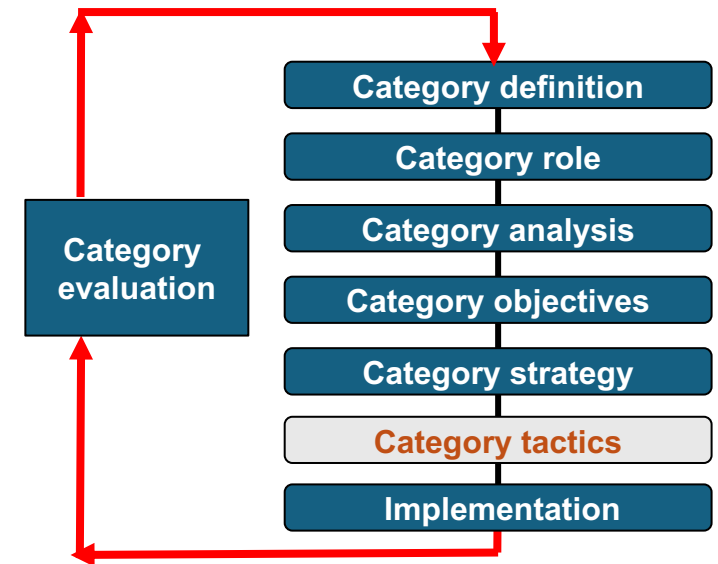
Type, Frequency, Evaluation

## 3. Product supply

Internal logistics Store

## 6. Personnel

Service, Advice, Involvement



# 1. Product Blueberries

## Assortment, Packaging, Product development



- In general, assortment consists of 3 different weight variants and 1 organic variety with average weight (150,200 Bio, 300 en 500 gram)
- Sometimes 1 specialty
- why not a width and depth range?

# 1 specialty ?



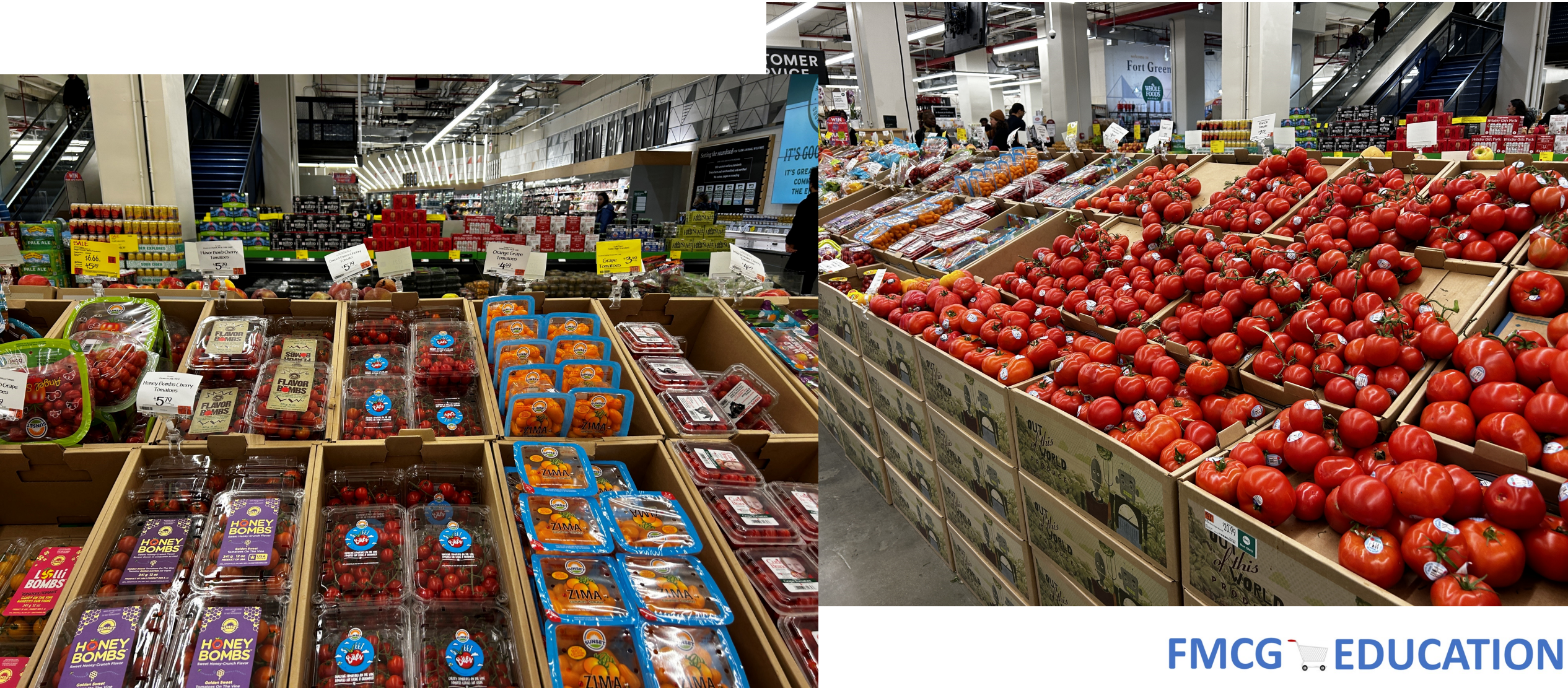
- Local, from local grower

Unfortunately

- Not tasteful
- Way too expensive
- Awkward container
- Content weight ??



# Most retailers have more than 15 different types of tomatoes





# Look more at other categories for example tomatoes

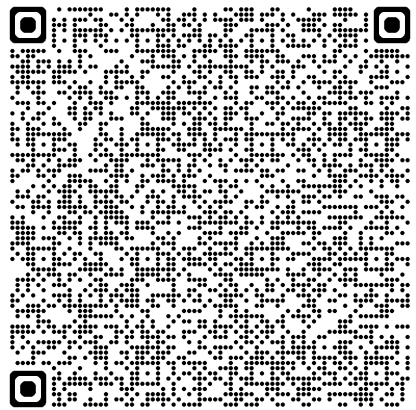


# Growth of the blueberry category from a good category plan

- Well-developed assortment plan containing
  - focus local
  - more than 1 basic blueberries
  - matching the retailer format/Brand
    - note: do not make a copy of the competitor
  - know the shopper of the retail brand
  - which category are we talking about (boundaries)







# Thanks





# Do not treat blueberries as commodity goods



Price per Volume (in EUR/KG)

12,28

10,76

11,06

2 Years Ago

Year Ago

Latest 52 Weeks



# Solutions for the future

- Don't just classify by weight (125, 250, 300 and 500 gram)
  - Stop with 500-gram packaging
    - Focus on multi buy
      - 2 box of 300 grams €8 for €5.49
    - Reduce plastic (stop with the bucket, only topseal and resealable)
- Focus on the shopper and the moments of consumption
  - especially for breakfast, snack time, school, work, etc. And not just change packaging. Also taste, quality year-round, .....
  - quality experience goes further technical quality
- Differentiation in assortment
  - growth from range width and then in depth range
  - taste
  - sizing and sweetness
  - origin (special growers), local



# Standard Range proposal

- Daily Private Label Blueberry
  - 300 gram
  - 500 gram
- A Brand
  - 150 gram
  - 300 gram
  - Cup Special moments



# Range proposal

- Season. Year round Sekoya, delivered fresh with the same quality
- Origin of species and growers
- Family size: 2 X 300 gr. pack (volume advantage with a narrow range),
- Cup for party/on to go
- Small store > small assortment
- Packaging matches the moment of use. Consumer and environmentally friendly packaging





# Price composition Blueberries

Price structure in fresh produce with brands

- Budget 20% cheaper
- Premium brand 20% more expensive at the same size. (See apples in The Netherlands)



## Blueberry assortment

**Normal PL Blueberries pack** (focus on price)

- 300 gram € 3.99
- 500 gram € 5.89 (10-15% volume discount)

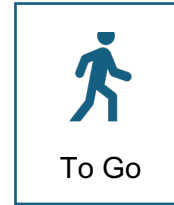
**Sekoya Bluebery (premium)**

- 150 gr. € 2,49
- 300 gr. €4.79
- 2 \* 300 gram €7.59 ( 20% volume discount)
- Cup 125 gr, € 2,49



# Blueberries presentation

- Focus on the shopper and the moments of consumption
- To Go Blueberries addition to other to go fruit
- Party Blueberries new segment inside chilled fresh fruit



# More variety will increase turnover

Focus on the shopper and the moments of consumption

We use blueberries at different times and dishes, but also for a different purpose.



To Go



Children



Breakfast



Salad



Cook



Party

