

A New Perspective on Millennials

Segmenting a Generation for Actionable Insights
for Consumer Goods Companies and Retailers

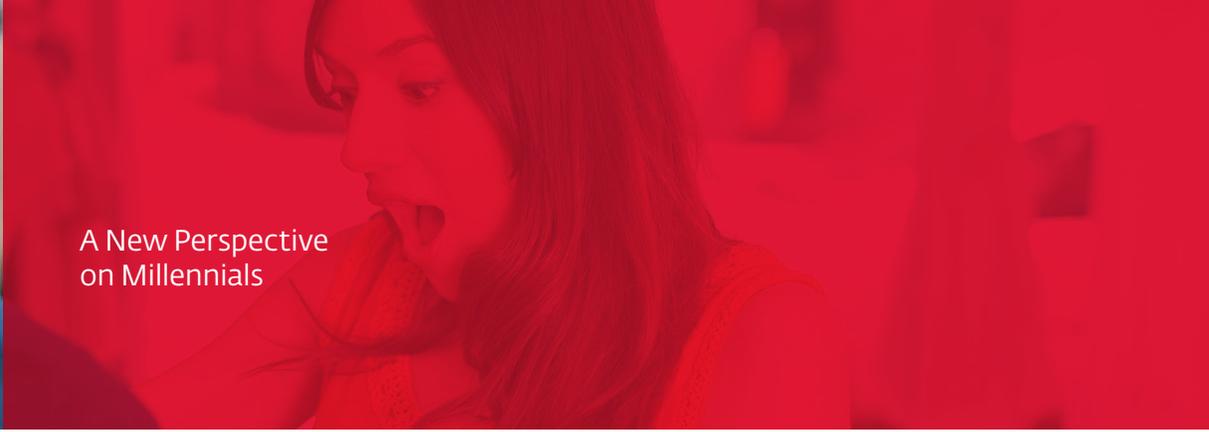
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A New Perspective
on Millennials

Contents

Preface	2
Executive Summary	3
Description of Each Segment	
<i>Up & Comers</i>	6
<i>Mavens</i>	7
<i>Eclectics</i>	8
<i>Skeptics</i>	9
<i>Trendsetters</i>	10
Five Ways to Win with Millennials	11
<i>Create an Experience</i>	12
<i>Make it Frictionless</i>	13
<i>Offer Customization</i>	14
<i>Build Loyalty</i>	15
<i>Demonstrate Value</i>	16
Appendix	17
About Us	24
Contact Information	25



A New Perspective
on Millennials

Preface

A New Perspective on Millennials: Segmenting a Generation for Actionable Insights explores the discrete segments that exist within the Millennial generation. The study was created in order to better inform retailers and consumer goods companies on differences that exist in attitudes, behaviors and preferences within this generation. Interbrand conducted the survey and analysis and wrote the report. The findings and views expressed in this report do not necessarily reflect the views of the sponsor. The author was Rebecca Lau. Beth Ling edited the report and Katherine Lechleiter was responsible for layout. We would like to thank the countless others that participated in the research, information gathering and insights sessions.

January 2015



A New Perspective on Millennials

Executive Summary

Loosely defined as the generation born between 1980 and 1996, it is estimated that there are 79 million Millennials in the United States. Representing 25% of the population, Millennials exceed their Baby Boomer parents by about 3 million. Lightheartedly referred to as the “everyone gets a trophy” generation, this group has just begun to venture out on its own. This means moving out of mom and dad’s house, starting their first jobs and even buying their first homes. Along with this comes the responsibility of making all of their own purchasing decisions. Our research shows about 75% of Millennials stated they were primarily responsible for most of these household decisions. Accenture estimates that Millennials hold over \$600 billion in spending power. With this kind of purchasing power the generation is quickly becoming the focus for more and more retailers and consumer goods. But, does this large generation really have more similarities than differences specifically when it comes to shopping habits? Do all of them really shop at Target, connect on Facebook and expect free shipping? *A New Perspective on Millennials: Segmenting a Generation for Actionable Insights*, an Interbrand report sponsored by Oracle, takes a closer look at segmenting the Millennial generation to understand distinct differences in purchasing behaviors, preferred brands and attitudes across consumer goods and retail. The final output takes a closer look at each defined segment in more detail. It is our hope that this research will better inform retailers and manufacturers alike to more effectively target and communicate within the Millennial generation. Key findings in our research include:

- Five distinct segments emerged from the research and analysis. The segment break-out includes the **Up & Comers**, a diverse group of males that tend to be the life of the party. With a high income and elevated education levels, this group has money to spend, but low awareness of even the most common brands. The **Mavens** are the Millennial mom segment. These 30-somethings tend to be high income earners with a baby in tow. The next segment is the **Eclectics**. Primarily comprised of female free spirits looking for the perfect deal, this group had an 100% awareness rate of Amazon. The fourth segment, the **Skeptics**, seemed to be the quintessential video gamers. The research showed their priorities focused on social media, sci-fi films and fast food. Finally, our youngest segment within the population, are the **Trendsetters**. As the name



A New Perspective on Millennials

About the Survey

The Millennial segmentation study was created to provide a deeper perspective on differences in attitudes, behaviors and preferences within the generation. The segmentation was defined based on psychographics, attitudinal preferences and preferred shopping behaviors. Demographics were collected and used as a secondary analysis tool. 4,004

respondents between the ages of 18 and 35 participated in the study. The respondent pool was carefully monitored to ensure it matched current census data demographics. Respondents were also screened to ensure that they were primary decision makers or shared the decision-making process for most purchases and had a general awareness of top name brands across 12 sectors.

suggests, they are the most likely to start or try a new trend. They keep up with the latest entertainment gossip and have large social networks to stay connected. Trendsetters also seem to purchase across the widest variety of brands the most often.

- Looking at the generation as a whole, the study showed three top drivers as the most important when choosing a brand or retailer: 1) being trustworthy, 2) high quality, and 3) low price. However, within each segment the top drivers did vary. The Mavens, for example, demand easy access to information as one of their top three drivers. Meanwhile, the Up & Comers and Trendsetters prefer to have a no-hassle return policy.
- The majority of Millennials tend to prefer using cash or a debit cards when making a purchase. This habit is possibly a learned behavior from growing up during the Great Recession. 57% of Millennials say they most often pay with cash when making a purchase and 48% say that they use a debit card. Only 33% use a credit card as the primary method of payment. 5% say they write a check to pay for a purchase. Surprisingly, just over 1% say they tend to use a mobile payment option. These preferences tend to change within segments. 62% of the Trendsetters prefer cash, while 10% of the Up & Comers will write a check.



A New Perspective on Millennials

- In order to target these segments correctly and effectively, we identified five themes that are important to consider. We believe to win with Millennials brands must strive to create an experience, **make it frictionless, offer customization, build loyalty and demonstrate value**. It is not a one size fits all approach to capturing a Millennial's attention, loyalty and ultimately purchasing power. It is also not suggested that your brand would resonate with every segment. Skeptics for example, had the lowest awareness rates of even mainstream brands like Walmart (86% awareness) and Ford (84% awareness). In stark contrast, the Eclectics seemed to have the highest awareness rates across the beauty brands. This segment had a 74% awareness for a brand like TRESemme and even a 59% for higher-end brands like Lancôme. In contrast, other segments' awareness rates ranged from 38% to 45%.

Survey Methodology

This segmentation was based on much more than just demographics. We included purchase behaviors such as how Millennials shop and what they buy. Drivers of choice enabled an understanding of what makes Millennials select the brands and retailers they are aware of and ultimately purchase from. 34 drivers were tested to include aspects of the shopping experience such as sales, variety of brands and the ability to shop online. Understanding what touch points are most relevant to Millennials before, during and after they shop was a main objective of the analysis and segmentation. 44 touch points were included ranging from Twitter feeds, to price tags, to exterior of the store—basically anywhere a Millennial would or could engage with a brand or product. Psychographics were a key component of the survey methodology.

We used a series of 14 psychographic statements ranging from perceptions of punctuality to whether the respondent felt they tended to hold a grudge or were likely to start a trend. The myth that all Millennials are distrustful, skeptical and spoiled seemed to unravel. Finally the survey asked Millennials to give their opinion on 344 brands, products and services across 12 sectors. Brands ranged from well-known players like Nike and Jeep to more niche Millennial targeted brands like Nars and Uniqlo. Sectors included apparel, shoes, retail brands (stores that sell their own brand i.e. Old Navy), retailers (who sell other brands, i.e. Macy's), baby & kids, automotive, technology & electronics, health & beauty, food & beverage, restaurant, household essentials, financial services and telecommunications.



A New Perspective
on Millennials

The Five Millennial Segments

Segment 1: Up & Comers

This segment is dominated by a diverse group of males with a large representation of African Americans (19%), Asians (12%) and Hispanics (10%). They fall between the ages of 18-25 and are likely to reside in a city or urban center. This group tends to be employed full time and typically has a higher education level. Therefore, it is not surprising that their household income is above average as well. The study shows that the majority of Up & Comers make over \$55,000 per year.

Their psychographics suggest they are highly active, ambitious and ready to take on the world. Up & Comers are the life of the party—rarely watching TV or relaxing at home—instead they spend their time at sporting events, bars, hitting the gym and enjoying the outdoors with friends.

This group ranks the highest on being the biggest value seekers. With an average of 4.17 on a 5.00 scale, they feel they never pay full price and tend to price compare.

They are likely to be shopping for shoes (61% of them have purchased shoes in the last 6 months), apparel and electronics. Their preferred brands include Nike, Adidas, Aeropostale and of course, Apple. It makes sense, given they are the second most likely segment to purchase an electronic. After all, 57% of Up & Comers have purchased an Apple product in the last 6 months.

However, they hold the record for having the lowest awareness of brands and products in the household needs category. Only 50% of Up & Comers have heard of Tide and only 36% of them have ever purchased it.

This group's food and beverage consumption is a bit different than the other segments with both Aquafina and Dasani water falling in the top 10 brands they have purchased in the last six months. No other segment is this focused on branded water. It seems these on-the-go, health-conscious guys really do take hydration seriously.

There is hope to attract this group—they tend to be easily swayed into purchasing through social media outlets such as Twitter and Facebook in addition to other online chatter. External advertising including billboards, TV commercials and flyers are also touchpoints that they tend to notice.

Fun fact: if you are expecting them to dress up for work, don't. This group finds it most acceptable to dress down at work—i.e. sport a pair of flip flops.



A New Perspective
on Millennials

The Five Millennial Segments

Segment 2: Mavens

Happily settling into adulthood, this group is comprised of 27-35 year-old suburbanites with the highest income of all segments. 43% of them make over \$70,000 per year. They are well educated (70% are in college or have already graduated), employed full time and are likely to be married or in a committed relationship.

Also, known as the Millennial mom, 48% of this group has one or more children at home (the largest percentage of any of the segments). They are always excited to try the newest products—but after the trend has caught on. These outgoing social media queens are always on the go, trying to find the right work-life balance. They are often running late and checking their phones for product tips and recommendations.

Favored activities include volunteer work and weekend family outings. The Mavens are the most likely to be found purchasing groceries, household essentials and health & beauty products. Our study suggested their favorite apparel retailers include Old Navy, Kohl's and Victoria's Secret. They tend to seek out shopping at retailers with a variety of options for everyone in the household. 80% of them have made a purchase at Walmart in the last 6 months and 67% have shopped at Target—the highest numbers in the study.

Not surprisingly, this group also has the highest awareness of brands and products in the baby and kids category with Gerber (90%), Disney (89%) and Fisher-Price (89%) being in the top three. These moms are the most likely to purchase Cheerios (50%) and Heinz Ketchup (61%) more frequently than any other group – two go-to foods for America's tiniest food connoisseurs.

Recommendations by a friend or family member are a major driver to purchase for this group. They also appreciate the look and feel of the retail store as well as whether it carries the correct variety of brands. Sales and price promotions are a big driver to purchase—61% stated that this is their number one factor when making a purchasing decision.



A New Perspective
on Millennials

The Five Millennial Segments

Segment 3: Eclectics

Members of this very diverse and unique group often get creative with their budgets and will seek out a deal wherever possible. The Eclectics are the homebody, crafty, foodie segment. They tend to primarily be made up of Caucasian (79%) females (72%) and they seem to have an aversion to anything outdoorsy.

They are likely to reside in a housing complex or rent. 44% are either unemployed, stay at home by choice or work part-time. They would rather be at home trying out new recipes for friends or experimenting with the latest health and beauty products. They tend to be more introverted and the least social of all the segments. The Eclectics are often running late and the least likely to start or follow trends.

This mixed bunch is not as likely to visit a typical retail store, but prefers online shopping—Amazon is a favorite with 100% awareness for the brand. The Eclectics are likely to purchase apparel regularly with 80% of them stating they have made an apparel purchase in the last 6 months. Health & Beauty brands are bound to grab their interest with Suave as the most commonly purchased product family.

This segment has the highest awareness numbers overall in categories such as retail, health & beauty and household needs brands, yet they are less likely to have made purchases from specific brands in the last 6 months. Our research and analysis suggest that this is the group that is aware of your brand, but the hardest to win loyalty from. With these kind of discriminatory attitudes, it is no surprise Great Value Brand foods are in their top ten most likely to purchase food groups. 44% of Eclectics have purchased a Great Value branded food item in the last 6 months.

The Eclectics desire easy access to information and depend on recommendations to make a final purchase decision.

The Five Millennial Segments

Segment 4: Skeptics

The Skeptic segment has the lowest income in the study, 60% have an annual household income of \$35,000 or less per year. With 38% of the segment having only their high school diploma or GED, they are not as educated as other segments.

This group seems to be most committed to their video games, catching up on the latest action or sci-fi movie and browsing the internet. They tend to worry a lot and are the segment most likely to hold a grudge. They tend to disagree often as well, rating 4.37 out of 5.00 on the agreeability scale (the lowest of all the segments).

Grocery, food and restaurant brands are most likely to entice the Skeptics—they frequent McDonald's for a grab-and-go meal (62% have purchased from the restaurant giant in the last 6 months). Familiar brands that are low priced and tend to go on sale are most likely to drive purchase behaviors for this group. Whole Foods is not for them, only 7% could identify with the 365 brand, and only 5% of them have shopped there in the last 6 months. 68% of this segment had shopped at Walmart in the same time period. This group tends to shop at Walmart frequently and purchase Great Value branded food items. They are also highly likely to purchase Coca-Cola and Frito Lays chips.

Possibly the hardest group to reach, the Skeptics are not easily swayed by TV ads, social media or traditional in-store experiences. This group has low awareness numbers on most brands and even lower purchase numbers. With low household income and less spending power, this group is seen as a less desirable target for many brands.

20% of them stated they have not banked with any well-known financial brand or even their own local bank. They are either living pay check to pay check, mom is paying for everything or they keep it all under their mattress.

Fun fact: when asked their preferred alcoholic drink of choice, 42% stated that they tend to not drink. In comparison, looking at all Millennials over 21, only 24% stated they do not drink.



A New Perspective on Millennials

The Five Millennial Segments

Segment 5: Trendsetters

When company executives talk about targeting Millennials, this is probably the segment profile they are picturing. The segment is young, in touch with multiple brands and seems to have loyalty to no one.

The Trendsetters are basically a younger version of our Maven segment. The demographics, psychographics and preferred brand behaviors are very similar but their income and socio-economic conditions are slightly different. They are the youngest segment of Millennials, 61% of them are between the ages of 18 and 25. They are either still in school (50% are in high school or college) or just settling into their first job. 58% of them live in a household where the income is greater than \$60,000 per year.

Primarily female, the Trendsetters keep up with the latest and greatest through their big social networks or entertainment gossip. Whether it's grabbing a beer or sipping on a mixed drink, they enjoy socializing with friends. The most outgoing group, they can be found at the gym, cheering at sporting events, enjoying the theater or wherever there is a scene to be seen. This is the group that is most likely to start a trend.

They are most likely to purchase in grocery & food, shoes, apparel, entertainment, accessories and the electronics category. They are the most likely to purchase an electronic—71% have purchased an electronic in the last 6 months. They are also the most likely to purchase apparel (79% in the last 6 months). Favorite retailers include Old Navy, Forever 21 and Victoria's Secret.

If there is a snack trend to be started, this is the segment to start it. Even though the Up & Comers seemed to be our "water-focused and health-conscious group," with high purchase rates of Dasani and Aquafina, this group's top water choice is Evian, with a 13% purchase rate in the last six months—double the overall average. This group shops based on "what's cool." They were also the only group with JIF peanut butter on their top ten most likely to purchase list, with a 58% purchase rate in the last 6 months.

Although the Eclectics have the highest awareness of beauty brands, the Trendsetters have one of the highest purchase rates (70%) in the category, with Dove (58%), Cover Girl (41%) and Neutrogena (34%) being among the top purchased brands. This segment expects a no-hassle return policy, customer appreciation and positive interactions with sales associates. Trendsetters are the ones in your store and they appreciate an interactive experience with interesting in-store visual communications.



A New Perspective
on Millennials

5 Ways to Win with Millennials

With this research we are striving to better equip brands and retailers to answer some basic questions: Who should you target? What do they expect? Is your brand right for them? Not all segments and all brands are right for each other. Some segments do not even know you exist! Uniqlo for example, has focused on attracting Millennials but only 9% of participants in our study had heard of the brand. The same can be said for Pepsi. Its well-known campaigns have focused on selling more cans to Millennials, but this generation still prefers Coke products 4 to 1.

Based on our research and analysis, we identified five themes that retailers and brands need to consider in order to win with Millennials. Not all themes are meant to appeal to every segment—it is not a one size fits all approach.



A New Perspective on Millennials

5 Ways to Win with Millennials

Create an Experience

"We celebrated the return to our roots in Sonoma by rebuilding the original store footprint as it was back in 1956. The values established by Williams-Sonoma nearly 60 years ago resonate with the Millennial shopper's desire to have an experiential connection with brands. Like all of our stores, there are samples, demos, and classes, but the edible garden and furnished residence are additional authentic elements that a younger generation would also find appealing."

Carrie Crespo-Dixon
Director Public Relations, Social
Media & Registry Marketing
Williams-Sonoma

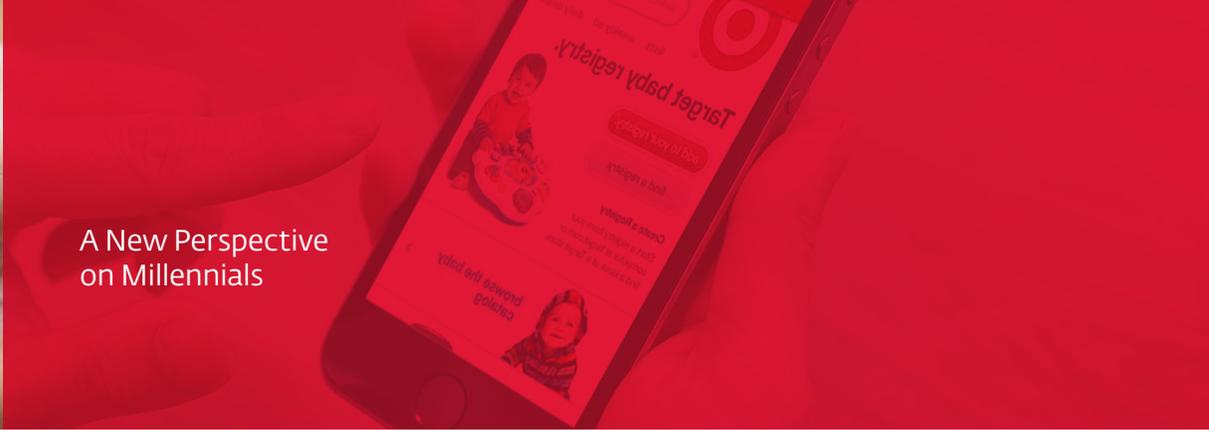
The emergence of the YOLO ("You Only Live Once") mindset has created a new expectation with this generation. It's not about the product but the experience you have with the brand or the experience the product creates. American Express is an example of a brand that successfully creates an experience. Cardholder bonuses and member exclusive events such as concerts or celebrity meet and greets go a long way to winning over the hearts of a Millennial. It's no longer about just using your AmEx, it's about what you did because of your AmEx. This is probably why the American Express brand has a 78% awareness rate overall and has well over 90% awareness with the Trendsetters, Mavens and Eclectics. These segments are most likely to respond to brands that can create an experience for them since they are either about trying new trends and adventures or reinventing comfortable classics.

The advent of new digital technology can aid retailers and CG companies in driving consumer acquisition, activation and ultimately advocacy. It's really all about a brand being able to provide a one-of-a-kind experience. In the marketplace today, there are tools such as digital behavior tracking and triggers that can help brands understand what their consumers want and how they are interacting with their products. This kind of technology allows a brand to stay ahead of the competition. By being able to initiate relevant and meaningful brand experiences, brands have the ability to drive interest and loyalty towards their products. Along with this available technology, CG companies can also harness consumer spending power by providing consumers with a personalized, rich and consistent experiences across channels. This can be accomplished using technologies that manage omni-channel commerce, providing a one-of-a-kind experience through real-time personalization and recommendation applications. It is the ultimate solution a brand can implement to provide a desirable, unique experience.

Key Technologies & Solutions to Consider:

Drive Consumer Acquisition, Activation and Advocacy Anywhere, Anytime Through Encouraging Cross Channel Consumer Engagement

- Track Digital Behavior and Manage Purchasing Triggers
- Deliver Engaging Dynamic Content via Web, Social, Email and Mobile Channels
- Personalize Interactions & Recommend Relevant Product and Services in Real-Time
- Monitor Social Media and Engage via Social Marketing
- Deliver a consistent service cross-channel service experience infused with knowledge



A New Perspective on Millennials

5 Ways to Win with Millennials

Make it Frictionless

“For Taco Bell’s target Millennial audience, mobile ordering is what they want. They want to have Taco Bell where they want it, when they want it and how they want it. Millennials can access their favorite car or shoe brands via mobile device and now they’re asking, ‘Why can’t I have access to my favorite food brand?’”

Brian Niccol
President
Taco Bell Corp.

(Source: Nation’s Restaurant News)

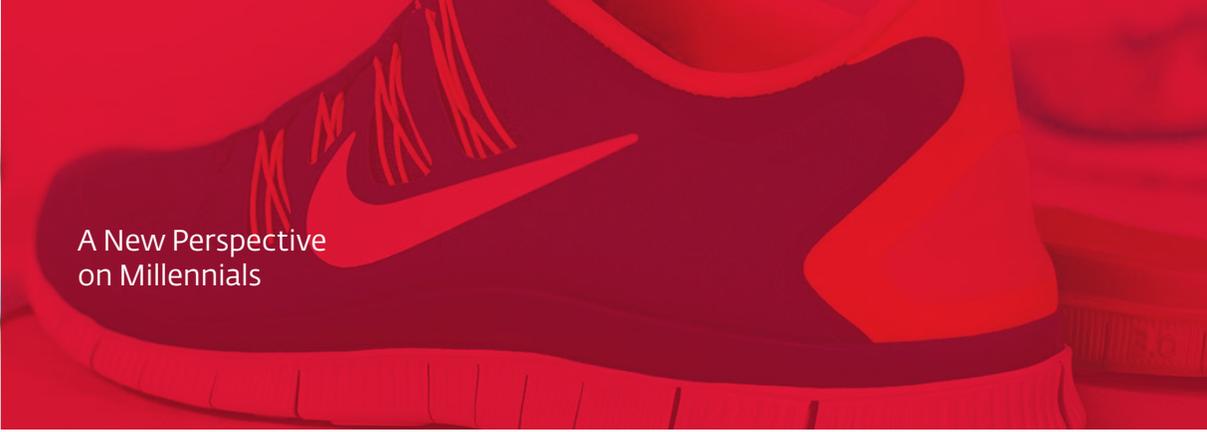
The mobile device has impacted the traditional shopping experience more than any other invention to date. Whether Millennials are in your store or have already left, the experience they have with the brand matters. Millennials want to be able to identify the brand instantly without even seeing a logo or brand name. Target is currently doing this best. Their in-store Pinterest call-outs, Cartwheel app and on-trend commercials are easily recognizable and provide a seamless experience. Whether you are shopping online or in the store the experience always feels Target-esque. This is probably why 66% of Millennials are in a Target store monthly. The key to staying frictionless is to be there, but don’t be obvious. Millennials hate when you’re unnecessarily in their face. The Mavens are the most likely to appreciate a frictionless experience. Their busy lifestyle and work-life balance means they are trying to online shop, read product reviews and get a decent deal all within mere seconds. Making it easy and accessible is the best thing a brand can do to keep this segment coming back again and again. Other segments that are most open to a frictionless experience include the Up & Comers because of their focus on social media and the Trendsetters due to their desire for the newest trends and ways to shop.

It’s important for CG companies to stay top of mind in order to drive product demand and increase sales. The key is being present; in-store or online—every time. One of the best ways to do this is by optimizing supply and fulfillment chains. Consumers no longer tolerate out of stock products, and with many CG items, switching costs are often low. Becoming a frictionless brand means staying one step ahead of both consumers and the competition. Technologies in the marketplace exist to ensure out of stocks are a thing of the past, store experiences are as simple as online experiences and the back end of the supply chain is just as knowledgeable as the front end. Today’s leading CG brands have implemented technology such as omni-channel consumer driven merchandising vehicles and store inventory management systems that ensure both stores and warehouses are equipped to turn around merchandise in hours—ensuring the product is in-stock everywhere, every time.

Key Technologies & Solutions to Consider:

Provide a Personalized, Rich, and Consistent Commerce Experience Across Channels Through Cross Channel Commerce

- Integrate online and in-store experiences on a common platform
- Offer Consistent and Guided Search and Navigation across all properties
- Provide Rich and Personalized Product Recommendations and Content Delivery
- Facilitate Omni-Channel Commerce: across Wishlist, Cart, & POS
- Assisted Selling Solutions tied to Store Inventory Management



A New Perspective
on Millennials

5 Ways to Win with Millennials

Offer Customization

Millennials expect a way to make everything their own (thanks iPhone). It's true though, not one iPhone screen looks like another. This generation has grown up with the expectation that everything and anything can or should be customized. No matter how mundane the product may seem—think white monogrammed sheet sets—Millennials expect there to be a way to at least make it feel like it was customized. The Just Do It brand just did it. The Nike ID concept has proved to be a hit. Being able to customize your sneaks is pretty cool and Millennials have recognized it. It's no wonder the top shoe brand purchased across every segment in our study was up 9.7% in sales over the last year. The Eclectics seem to be demanding this concept more than other segments. With a “what's in it for me” mentality, the personalities of both the Skeptics and Trendsetters also align most closely with the customizable brand approach. These younger Millennial segments expect everything to be about them and for them.

The expectation of customization can be difficult to execute for many CG brands. Brands that manufacture large quantities of products for mass retailers often find it difficult to deliver on this expectation due to volume, capacity and manufacturing restraints. With the help of some of the latest technology, brands can create customer-focused category, assortment, price and demand plans that ensure consumers receive what is perceived to be a customized product. Streamlining demand forecasting and better category assortment planning enables CG organizations to quickly react to changing customer preferences more quickly. This ensures that CG companies can provide on-trend, customized and innovative products ahead of the competition.

Key Technologies & Solutions to Consider:

Create Consumer Focused Category, Assortment, Pricing and Demand Plans Through Consumer Centric Planning and Optimization

- Incorporate a Single View of the Consumer to Drive Retail and Consumer Insights
- Anticipate Demand to Forecast Categories and Plan Assortments
- Optimize Merchandise, and Pricing to the Consumer



A New Perspective on Millennials

"MZB's relationship with Millennials illustrates our approach to our products and customer relationships in general. Consumer shopping patterns have changed dramatically and we have embraced that in our end purchaser relationships. In the meantime, the quality of our products and the heritage of our brands embody a sense of nostalgia that is important to Millennials. In the end, we offer them a straight-forward, honest relationship and more importantly, an outstanding cup of coffee."

Brian Kubicki
Vice President of Marketing
Massimo Zanetti Beverage USA

5 Ways to Win with Millennials

Build Loyalty

Social networks and peer recommendations are the life blood of most Millennials social circles. Traditionally, word of mouth was the only way to give true peer-to-peer recommendations, but with Instagram, Facebook and Twitter—or even Amazon reviews—it's crucial that the buzz is positive and stays positive. Starbucks is doing this best and continues to evolve. Of course it all started by taking a boring cup of coffee and being able to make it your own. Example orders include a grande half-caf soy latte, extra foam with two pumps sugar free vanilla in a venti cup. A typical Starbucks order and visit has become borderline exhausting. But hey, it looks cool and everyone else is still doing it. Starbucks has even evolved past the "third place concept" store experience with the execution of its app. Smartly the Starbucks app does a great job of balancing rewards and building loyalty by giving out free drinks, promotions and other tips without it being too much to deal with. Up and Comers and Mavens both appreciate feeling appreciated. Building loyalty with these groups is the best way to keep them coming in—and doing so more often.

In today's retail environment, consumer attitudes have shifted to a "what's in it for me" mindset. As competition stiffens across major CG categories, building and maintaining consumer loyalty is crucial to maintaining margins, shelf placement and demand. In order to combat these retail environment factors brands must focus on building loyalty. The key to fostering loyalty is being able to develop rich insights on consumers and then put those insights into action. In the last six years there have been major advancements in big data. Harnessing all of this data allows both retailers and CG brands to anticipate consumer behaviors in order to create a better experiences through tactics such as targeted offers, bundled promotions, and even quicker product innovations—ultimately building brand loyalty. Real-time behavior, merchandising and in memory predictive analytics help foresee patterns, scale and speed of consumer interactions. These insights can be leveraged to surprise and delight the consumer, so there is no question they know "what's in it for them."

Key Technologies & Solutions to Consider:

Develop Rich Insights On Consumers Through Retail And Consumer Insights

- Conduct Real-Time Behavior Analytics using Structured and Unstructured Data
- Analyze Merchandise and Customer Data for Loyalty & Marketing Insights
- Leverage Consumer Insights to Drive Optimized Retail Operations that meet Consumer Expectations



A New Perspective on Millennials

5 Ways to Win with Millennials

Demonstrate Value

"Millennials have very different expectations for how and when they prefer to interact with market leading brands. They expect brands like Land O' Lakes to reach out and touch them in a rich and deeply personal way. Today, corporations must leverage data-driven insights to understand the unique needs and preferences of each customer and then build a personalized experience that resonates with them. Whether companies are selling dairy products, animal feed, or both, they must leverage insights to meet consumer expectations via a customized experience that is delivered at the right time, place, and manner that they desire."

Leah Anderson
VP, IT Corporate Center &
Supply Chain
Land O' Lakes

It's no secret most Millennials are financially savvy, after all they grew up during the Great Recession and understand how fast a dollar can be taken away. However, our study shows Millennials are really looking for a balance of quality above price. Don't forget this is the "everyone gets a trophy generation" and that "what's in it for me" attitude is always simmering just under the surface. They are always looking for that little something extra and it's no longer just about free shipping. Few brands have started to master this concept, but Chobani's store in NY makes you feel special. The store experience gives customers a little something extra and unexpected when ordering a bowl of fro-yo. You get a cool glass bowl that you can keep. This principle is really about adding a little something extra and unexpected to the product or service, something a Skeptic may finally be able to recognize and relate to.

Acquiring and managing an accurate single view of the consumer is the best way to be able to demonstrate value as a brand. Once a brand understands its end consumer's preferences, behaviors, motivations and even psychographics providing showing relatable value is simple. Technologies that encompass omni-channel customer hubs or are able to spit out retail specific data models and take the guess work out of pin pointing enticing offers. Being able to show the consumer you're not just another brand on the shelf, but a brand that can deliver on its promise every time with every interaction, ultimately drives demand with even the most skeptical of critics.

Key Technologies & Solutions to Consider:

*Acquire And Manage A Single And Accurate View Of The Consumer
Through Consumer Data Management And Activation*

- Build and Maintain an Omni-Channel Consumer Hub
- Create and Enterprise-wide Digital Data Management Platform that is Scalable and Extendable
- Adopt a Retail specific data model for industry best practices
- Maintain Enterprise Data Quality, Data Stewardship & Standardization

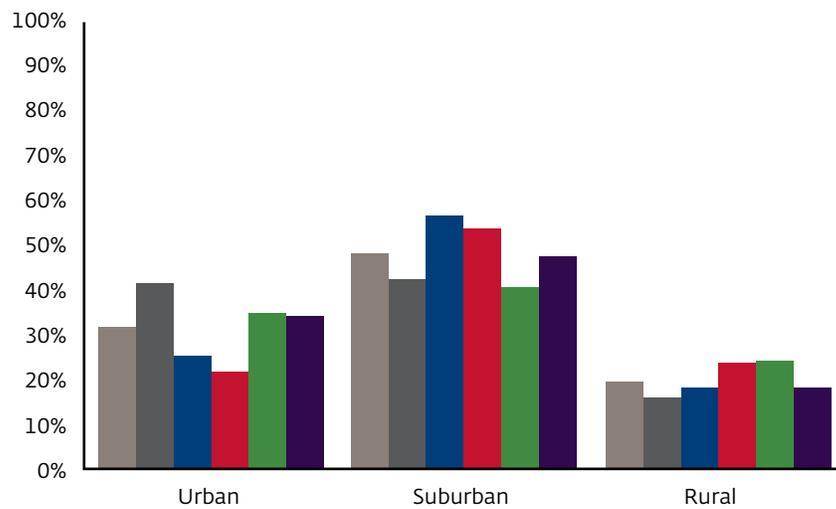


A New Perspective
on Millennials

Appendix

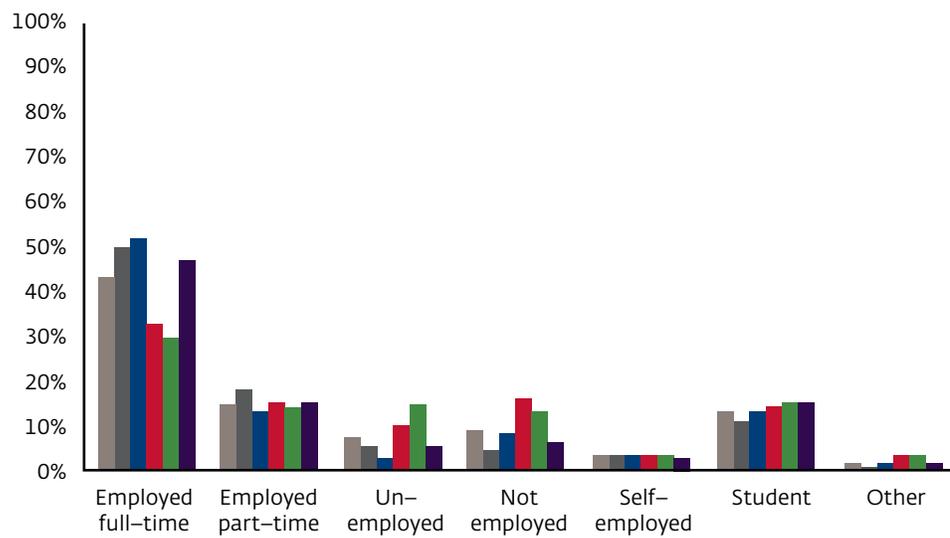
Which of the following
best describes where
you live?

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters



Which of the following
best describes your
work status?

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters

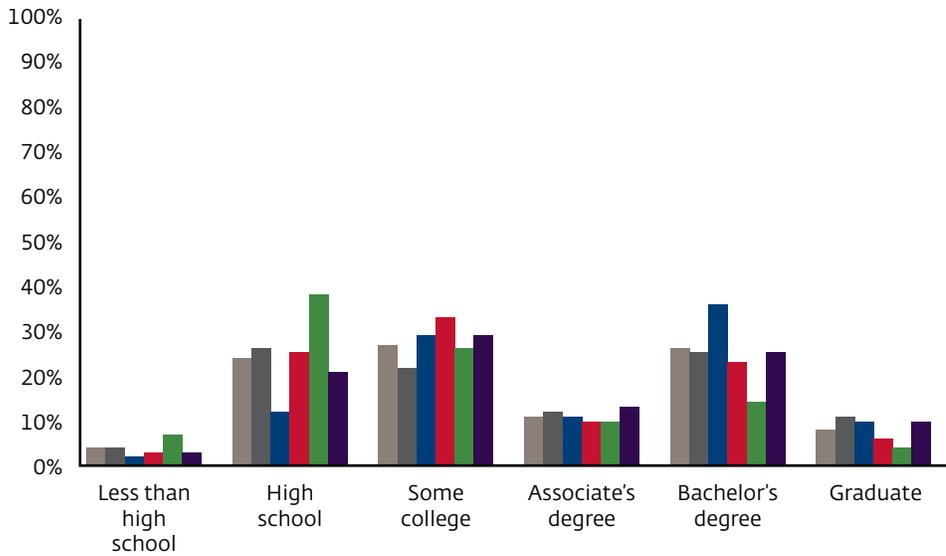




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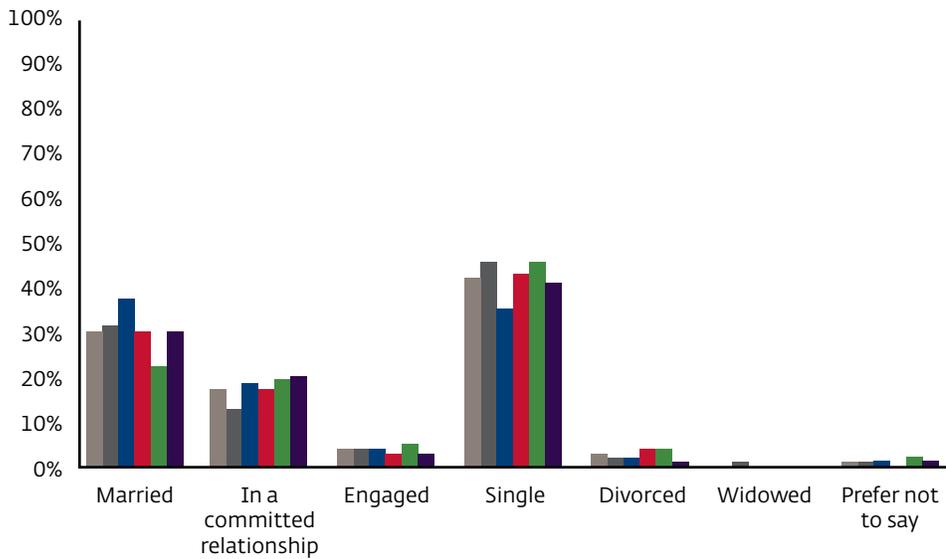
What is the highest level of education that you have completed?

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters



Which of the following best describes your marital status?

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters

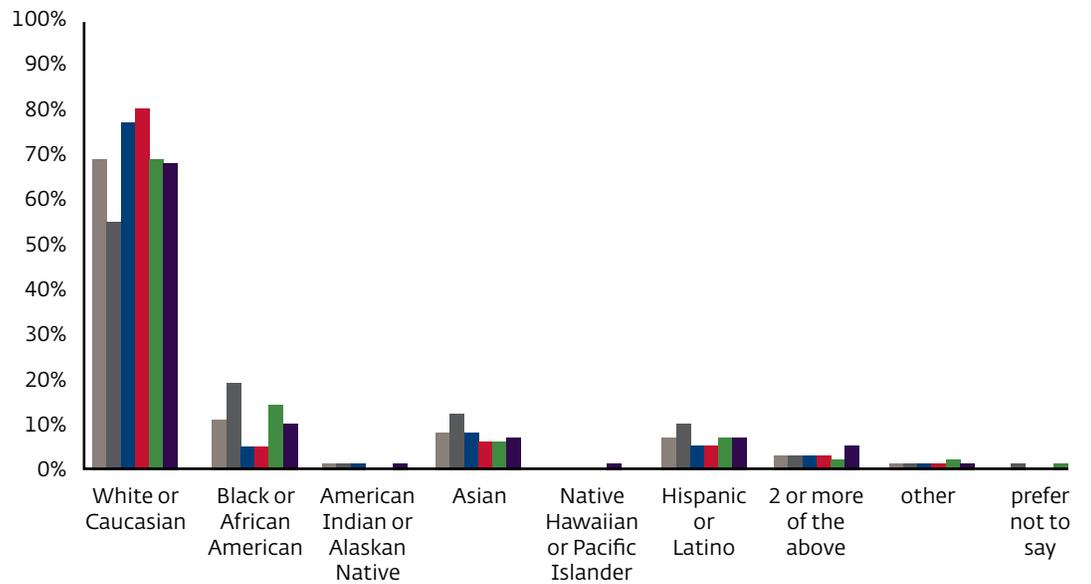




A New Perspective on Millennials

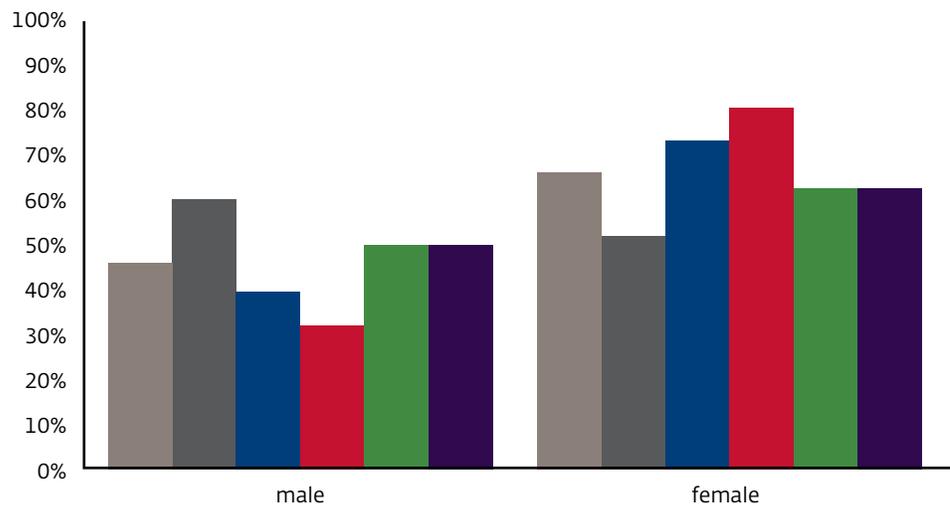
Do you consider yourself...

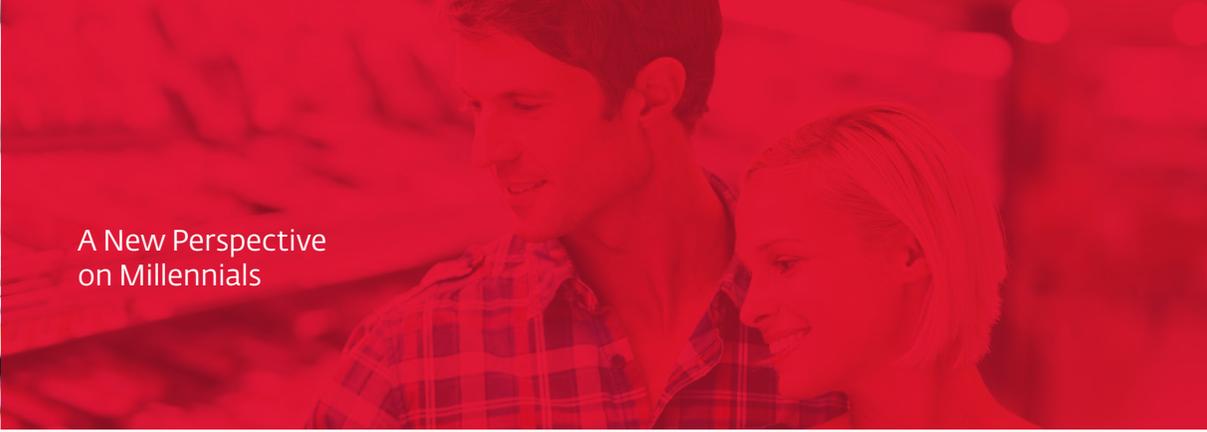
- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters



What is your gender?

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters

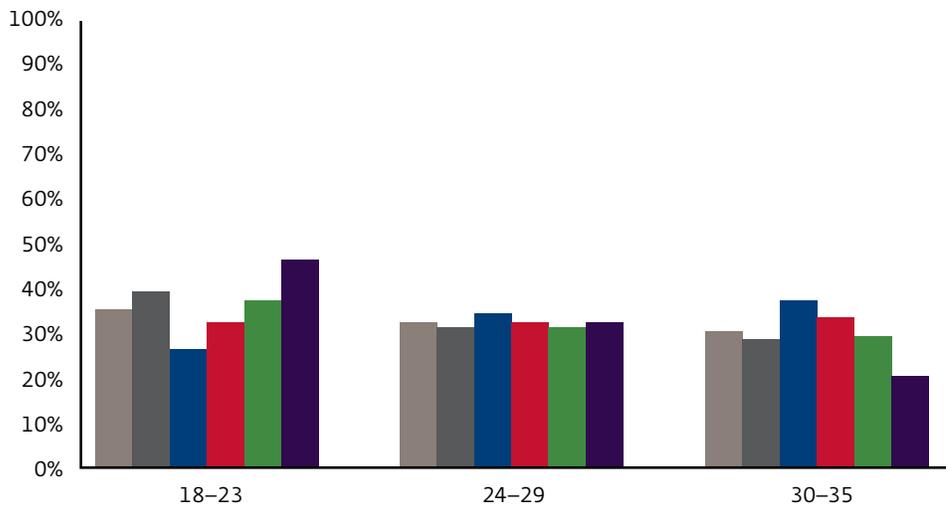




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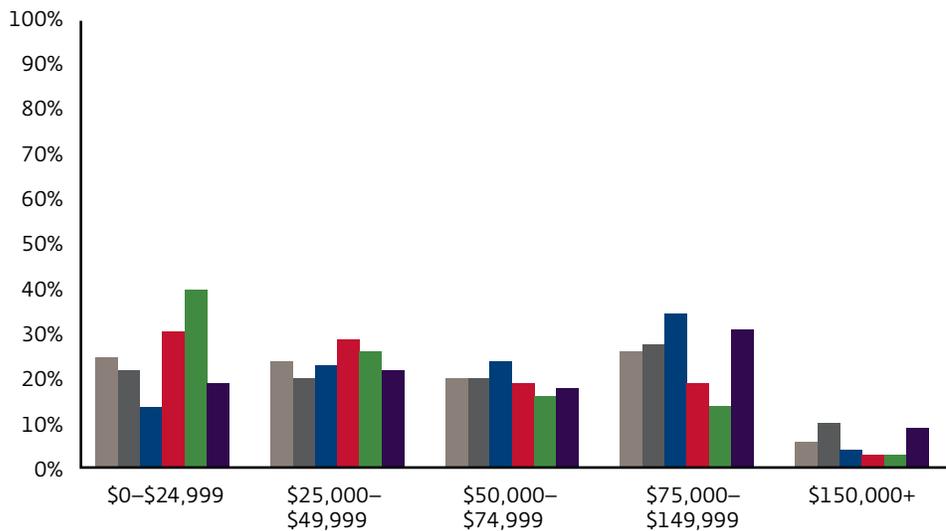
What is your age?

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters



Please indicate your
household income
before taxes.

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters

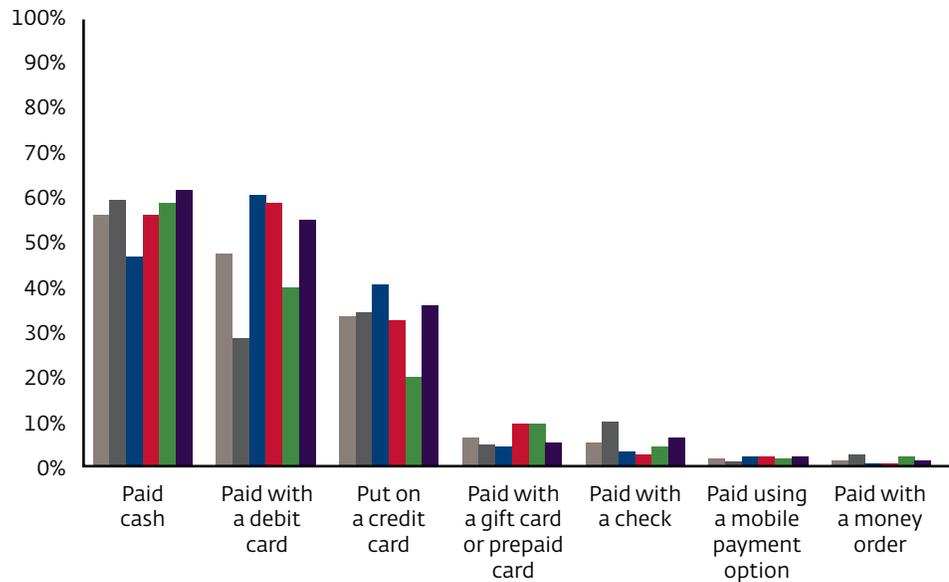




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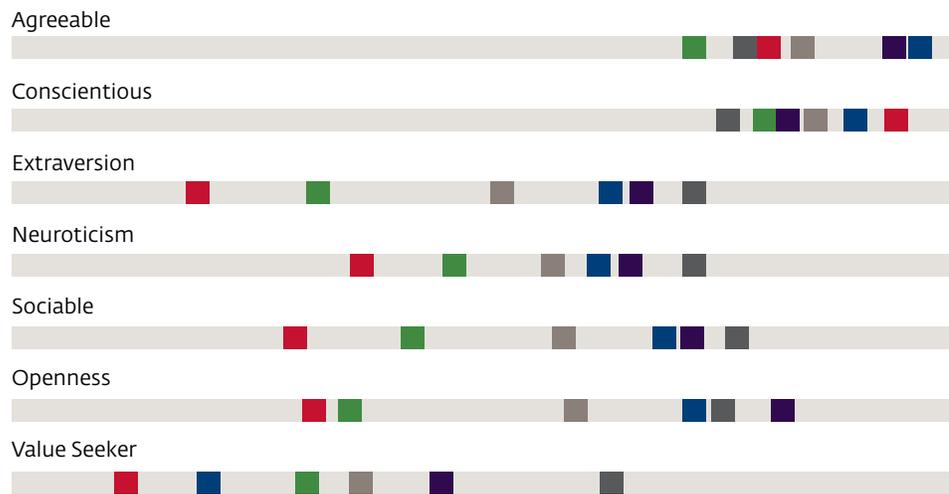
Of the items you have purchased in the last 6 months, what payment methods did you most commonly use for the merchandise?

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters



Please think about yourself on each of the characteristics that are listed below. Please select how closely related you are to the following statements

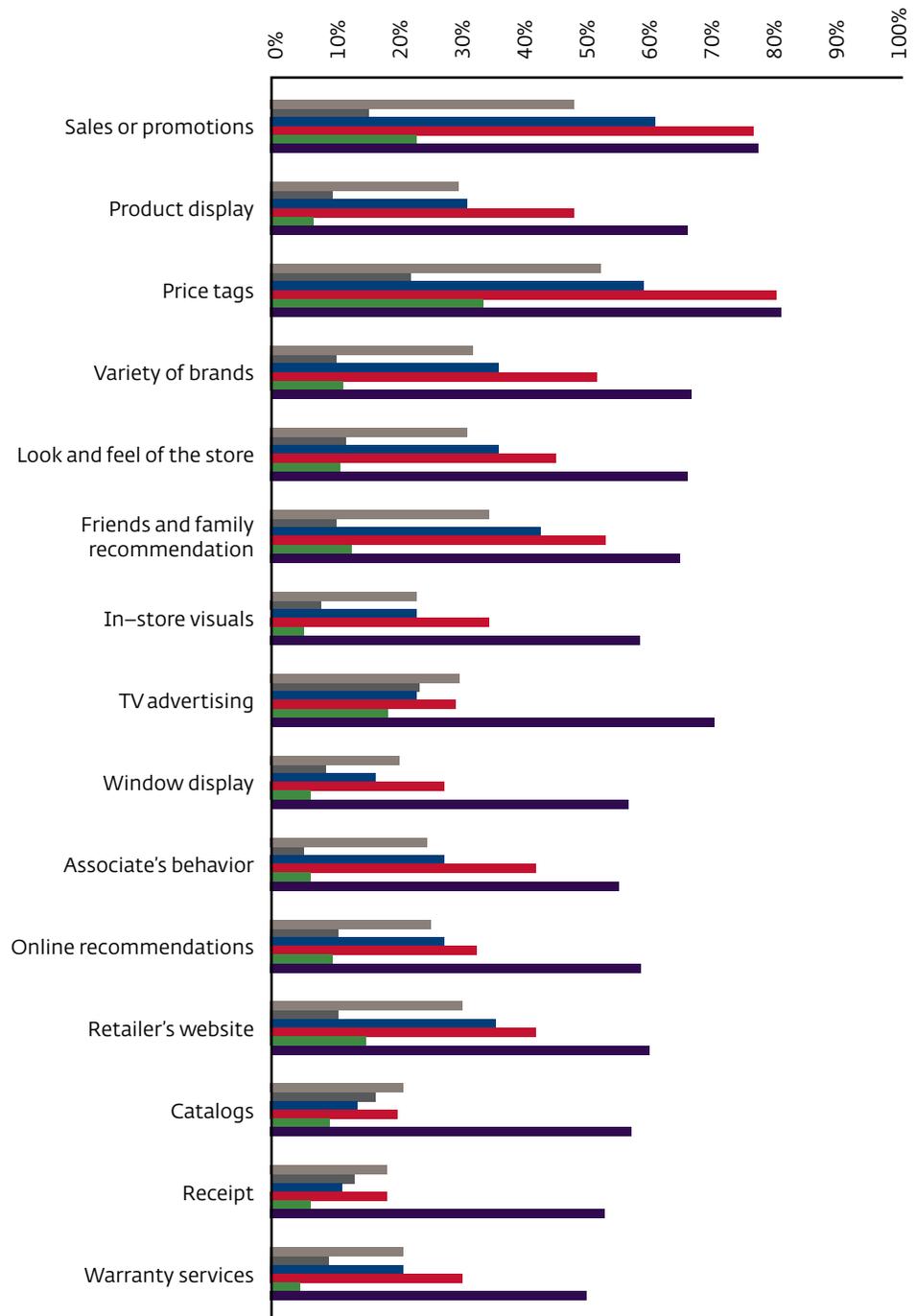
- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters



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Which of the following resources or tools helps you decide where to shop and ultimately purchase a product?

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters

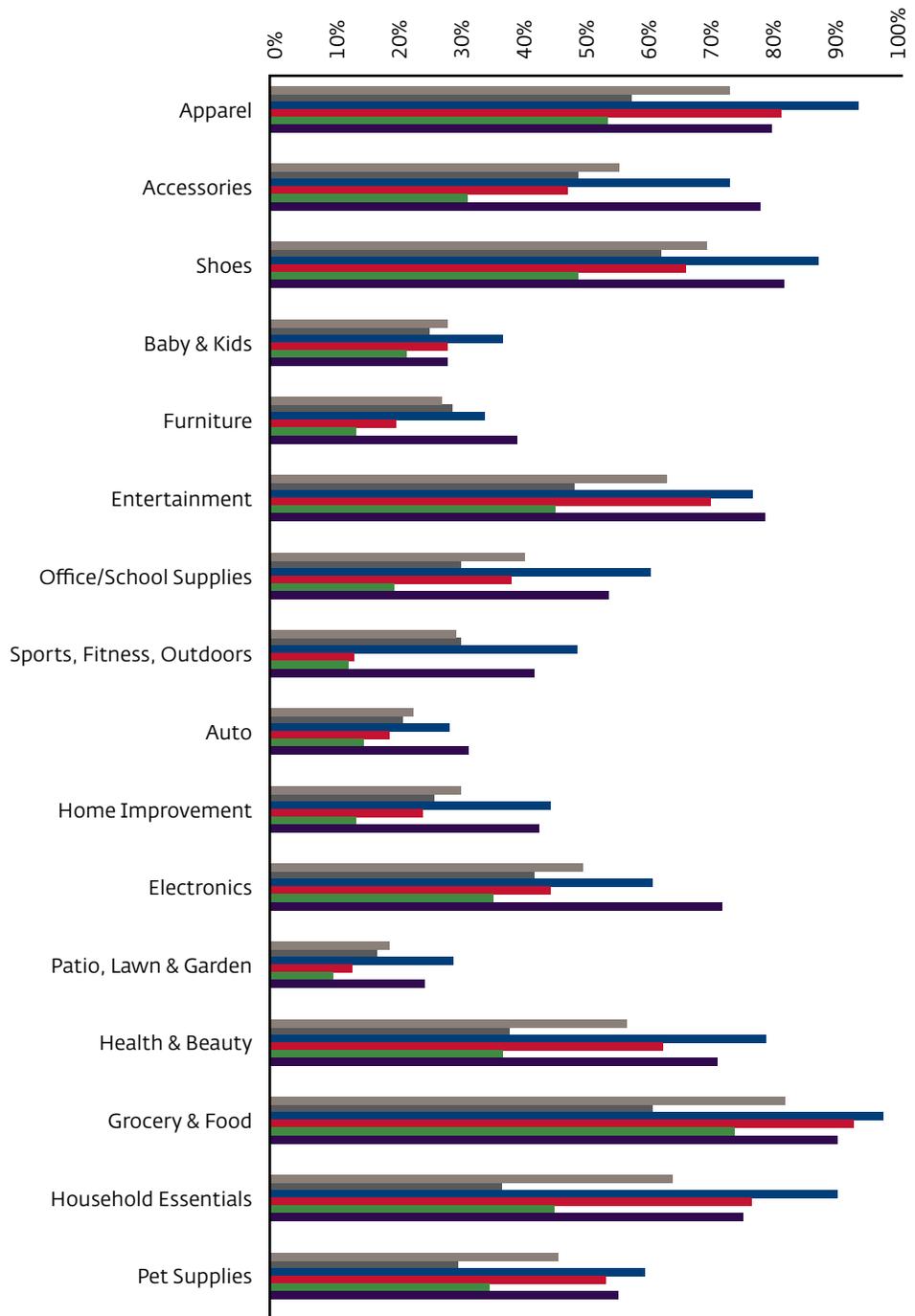




A New Perspective
on Millennials

Please let us know if
you have purchased the
following types of items in
the last six months.

- Overall
- Up & Comers
- Mavens
- Eclectics
- Skeptics
- Trendsetters



About Us

InterbrandDesignForum

We recently did a bit of soul searching about what makes Interbrand Design Forum unique.

It's really quite simple: World-Class Thinkers. Inspiring Creativity.

World-Class Thinkers: As part of Interbrand, the world's leading brand consultancy we know the power of brand and the value it brings to organizations better than anyone.

Inspiring Creativity: Our roots were set with game changing retail design. We get what it takes to create a compelling, dynamic and successful shopping experience through, design, planning, visual merchandising, architecture and brand communication.

But today that means more than the traditional store. That's why we've evolved into an experience agency—we can help you with your entire customer experience from the first touchpoint on the journey to the last—both in the built environment and the digital world.

Our goal is to prepare brands for the future. Things change fast, so our speed to innovation process helps brands find their next big thing and make it happen.

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