

WHITE PAPER

2017 ROI Standards: In-Store Marketing Materials

Developing, Executing and Evaluating



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**A SPECIAL THANK YOU TO
THE ROI STANDARDS:
IN-STORE MARKETING
MATERIALS TASK FORCE**

Madeline Baumgartner
Dir. of Education & Research
Shop!

Leo van de Polder
Global Development Director
Shop!

Maureen Gumbert
KDM P.O.P. Solutions Group

Matthew Winkelman
Procredi Group, LLC.

Anne Samoyedny
PepsiCo

Jill Andersen
WestRock Company

Tracey Dougherty, MaRC
Hershey Canada, Inc.

Geoff Wigner
Nashville Display

Greg Wege, MaRC
The Central Group

Foreword

A special thank you to our sponsors Frank Mayer and Associates, Inc., KDM POP Solutions Group, Menasha Packaging Company LLC, and Packaging Corporation of America for their on-going support of the ROI Standards program for In-Store Marketing Materials. We also thank our ROI Standards Task Force, without whom this white paper would not have been possible.

ROI DATA IS NO LONGER just a value-add. Retailers are counting on their suppliers to provide the information they need to demonstrate ROI when they implement changes to their in-store marketing efforts.

In our continual effort to drive the industry dialog on ROI, Shop!, the trade association focused on enhancing retail environments and experiences, releases its latest ROI project: *2017 Shop! ROI Standards for In-Store Marketing Materials White Paper*. This is the second in a series of ROI Standards research from Shop! in 2017. Earlier this year, we released the *2017 Shop! ROI Standards: Store Redesign White Paper*. That white paper focused on examining motivators, metrics and meaning behind store redesign projects.

This new white paper contains excerpts from the *2017 Shop! ROI Standards for In-Store Marketing Materials* document. It includes guidelines for developing in-store marketing materials, improving compliance and calculating ROI. You'll find actionable insights, case studies, and best practices based on the findings of our recent study. While the focus of this White Paper is structured toward POP Displays, the learnings are applicable to all in-store marketing communication vehicles. I hope the takeaways in the following pages will help you justify your investments to create and execute successful in-store marketing programs that ultimately enhance the retail experience for shoppers and drive purchases for brands and retailers.

For questions or more information about the ROI Standards program, please visit the Shop! website at shopassociation.org, email us at mbaumgartner@shopassociation.org, or call Shop! Director of Education and Research, Madeline Baumgartner at 312-863-2917.

Thank you!

Steven Weiss, CAE
Chief Executive Officer
Shop!



Client: Hershey Company
Confection Experience
Location: Winn Dixie
Contributors: Wild Blue
 Technologies & DGS Retail

COMPANIES SPEND BILLIONS every year on displays and other forms of POP marketing—and for good reason. Point-of-purchase displays and programs offer far-reaching visibility inside stores, help boost sales, and influence purchases. That is, if the displays are in place, correctly implemented, and stocked.

Sales organizations have been utilizing the store for quite some time through rather substantial trade promotion programs and investments. Brand marketers have only been targeting consumers outside of the store, leading them to the store but leaving them at the front door. They have been neglecting an important moment in the consumer's decision-making process, "The First Moment of Truth." In order to execute holistic 360-degree marketing, marketers can no longer overlook the store or the consumer-turned-shopper.

Recognizing the significance of POP programs is not enough. Brand marketers must focus on developing more effective POP programs and, more importantly, to ensure that they are properly implemented at the store level and thus maximizing ROI on the program. Before developing a POP program, brand managers should have a clear understanding of their marketing strategy, the retailer marketing strategy, as well as obstacles they are likely to encounter—which products are being delivered to which markets through which channels of distribution.

Assume that POP programs will vary depending on the distribution channel. The traditional hardware store and the self-service mass merchandiser, for example, differ both in store environment and in type of customer. So the ideal POP program for each will also differ.

Taking into account compliance by display vehicle, retail channel, and sales impact can help create display programs that are a win-win for brand marketers, retailers, and shoppers. Many innovative approaches to managing POP fail because responsibilities for stocking and maintaining displays are not clearly assigned, or once assigned, are not properly performed. Under these circumstances, cooperation between manufacturers and retailers can quickly turn into recrimination and blame. Instead, focus on the display vehicle types and creative placement alternatives to accommodate the needs of the retailers, not just the brand on display.

The most important message for brand marketers is this: An effective POP program never runs like clockwork; it needs constant attention and re-evaluation. However, POP—even if it's not executed as planned—rarely fails to deliver a significant boost in sales. Today's savvy brand marketers recognize the old adage that the difference between success and failure often depends on the last 5% of effort rather than on the 95% that preceded it. In shopper marketing, that last 5% manifests itself at the point of purchase—just before shoppers choose what to buy.

The following are excerpts from the *2017 Shop! ROI Standards for In-Store Marketing Materials*. The industry has spoken and Shop! has listened. Shop! worked with a cross-functional team made up of leaders in the Shopper Marketing Industry from brands, retailers and POP producers to create a set of standards, and guidelines for the industry. These include guidelines for developing materials, improving compliance, and calculating ROI.

Developing Materials

CREATING EFFECTIVE POP materials and merchandise displays that attract consumers to the product and provide sales lift is key to maximizing a campaign's ROI. Below are 10 guidelines to help you develop effective in-store marketing materials.

1. Design to target the right audience—It is vitally important to know your target shopper or audience before the design process begins. You must understand who they are, what's important to them, how they think, and where they are in their purchase journey.

2. Abide by the specific retailer's rules and expectations—A one-sized POP kit does not fit within the requirements of all retail chains. Designing a display that won't be allowed on the store floor is a waste of time and money. You must understand and keep up to date with the basics of a retailer's merchandising and display requirements.



Client: PepsiCo

OMA Entrant: Great Northern

2017 OMA Silver Award: Supermarket Temporary

3. Ensure ease of assembly to maximize compliance—As mentioned above, it is important to know who will be responsible for setting up the display at the store level. This concern directly relates to how complex the display is to set-up and stock.

4. Make the display durable—The extra time spent in making sure the display is durable is vital to its success. It must withstand the rigors of the supply chain, transportation, and store traffic

patterns, and must support the weight of the product for the intended lifespan of the display.

5. Ensure ease of restocking and ease of access—If your display is indeed intended to hold merchandise for any period of time, its ability to be re-stocked and ease of product accessibility should be taken into account.

6. Value engineer to reduce production costs—Value engineering is the process of reducing the costs of producing POP materials and displays without reducing quality or impact. Most often a CPG Brand doesn't care how the display is produced as long as it meets their marketing goals and it is cost effective.

7. Realize that one size POP kit does not fit all—Brands are challenged with catering their merchandising and POP programs to abide by the specific rules of all the various retailer requirements. These may include the chain's style guides, visual merchandising standards, display authorization procedures, and changing store formats.

8. Ensure on-time delivery—In addition to the importance of making sure that the right materials are sent to the right location, on-time delivery must also be made a priority.

9. Specify placement within the store—You could have the best in-store marketing campaign in your company's history, but if no one ever sees it how would you know? A primary location is the slot or space allotted to a CPG vendor for a permanent or seasonal listing. A secondary location is deemed to be off-shelf, in another complementary spot within the store.

10. Review design considerations—There are 12 best practices that relate to the specific design and content of your POP display that should be considered in order to get shoppers to stop, engage, and ultimately buy your product. These can be found in the *2017 Shop! ROI Standards for In-Store Marketing Materials*.

CASE STUDY:

Collaborating to Create Merchandising Displays & Custom Sales Kits

Producer: KDM P.O.P. Solutions Group

Client: The Buntin Group (for American Born Moonshine)

Product Categories: wooden crates, shed fixtures, Semi-permanent merchandise displays, POP signage.

Materials Used: galvanized, corrugated steel, and wood

Retail Channel: spirits & beverage

Number of Stores: 250 in-store product launch promotions with tentative plans to roll out to 14 states.

THE OPPORTUNITY

The Buntin Group asked KDM to help convey the story of their client, American Born Moonshine (ABM). Born and raised in Tennessee, the new spirits beverage launch needed to convey a rough and rustic, grassroots American heritage. Thus, the campaign theme, “The smooth side of a rough history,” emerged. Everything about their moonshine, including the packaging, is made in America. The launch required the cumulative efforts of all KDM’s divisions—P.O.P. Printing, KDM Retail, Merchandising, and Branding—bringing it all together on time and on budget.

THE SOLUTION

KDM P.O.P. Solutions Group was able to provide their client an ease of doing business with more custom POP solutions from one provider.

The KDM Branding division was charged with selecting and securing American Born Moonshine branded promotional products for the ABM sales team. Kits included branded flasks, bottle openers, Mason jars, mini shot glass jars, USBs, wrist bands, and stadium cups—American-made, of course.

The KDM Retail division worked in tandem with their Screen and Digital Printing facilities to engineer and manufacture multiple custom elements of the campaign to include wooden crates, shed fixtures, merchandise displays, and POP signage.

- 250 custom POP merchandise displays (pictured above) required attention to detail to achieve the desired look. The 26” x 60” signage panels were made of galvanized, corrugated steel that KDM treated with muriatic acid to give it a rustic patina. Then, holes were water-cut to accommodate the shelves, which are constructed of rough-sawn lumber and sprayed with a black dye for a flat, worn look. The lettering on the front of the shelving is hand-stenciled in white paint. Lastly, the four-color graphic was digitally printed on clear vinyl and hand-applied with heat in order to adhere to the uneven corrugated surface. The end product has storage area in the back for re-stocking product.



Each of these displays took approximately two hours to construct and involved a lot of prototyping up front.

- 25 wood crates were custom made to hold jars of product, as well as 35 smaller versions to support sales kit items.
- Nine custom “sheds” were made to display product and function as a kiosk for in-store tastings. The sheds were constructed of cedar posts that were hand tooled to look worn. Banners were digitally printed on canvas and hung on both sides of the shed. Corrugated steel graphic panels completed the look and were made in the same fashion as the POP displays.
- 125 each of both an ABM logo sign and a Tennessee state shaped sign were hand routed out of wood.
- The graphics on all these wood elements were screen printed at KDM headquarters due to the texture.
- After all the wood elements were completed, KDM’s craftspeople used actual mud to hand stain them, giving them a worn, rustic appeal.
- Lastly, 250 corrugated metal ABM logo signs, 20”x12”, were made using the same technique as the displays.

THE RESULT

KDM was able to execute everything the client had imagined to bring their vision for the brand to life. “KDM has a lot of resources under one umbrella. We had difficult time frames and a tight budget. KDM had my back and kept calm and cool,” said Nancy Gullette, Sr. Print Production Manager, The Buntin Group. American Born Moonshine is very pleased with how the project successfully communicated the brand’s story: “The smooth side of a rough history.” The distributors of the moonshine exceeded case sales goals at the retail level, stating it was the most successful launch to date. The Buntin Group went on to win a prestigious “Overall Best of Show” creative award at the 2014 Nashville American Advertising Awards for American Born Moonshine.

Compliance

MAXIMIZING IN-STORE marketing program results requires a combination of great design, a clear understanding of display economics, and exceptional execution of all aspects of the display program. Effective program execution necessitates excellent project management and attention to detail since there are hundreds of details that need to be coordinated and properly managed to ensure successful execution.

The purpose of the Compliance section is to help the retail industry understand what is needed to ensure a successful execution of in-store marketing programs. This includes understanding the elements that help create a successful delivery and setup of displays, in the correct location and with the right products, over a variety of retail channels and display types.



Client: Dove

Producer: The Central Group

FOUR ELEMENTS THAT INFLUENCE COMPLIANCE

- 1. Channel**—Although every channel has the same goal of driving sales and profit through display and POP, how each channel is engaged can be very different. For example, although you can approach mass merchant stores with a pallet program, this is probably not an appropriate solution for the convenience channel or the drug channel.
- 2. Display Type**—When looking at the impact of display type on compliance, simplicity is king. There are two key considerations; first, does it resonate with the customer? Second, can this be easily executed in-store?
- 3. Execution Method**—There are three primary mechanisms used to activate displays in-store today: Third Party Brokers, Direct Store Delivery (DSD), and Store Personnel.
- 4. Communication**—Communication is the most crucial part of driving compliance in-store; it truly makes or breaks execution compliance. Communication starts early in the process and requires all parties to be in sync through store-level execution.

IMPROVING COMPLIANCE

Improving planned display compliance is “low hanging fruit” for growing sales. Display noncompliance is driven by a combination of factors:

- **People:** inadequate personnel and unincentivized personnel.
- **Store:** lack of additional surrounding support for the display, limited space, or lack of understanding of space.
- **Display:** complexity of the design, visual appeal, ample product, and promotional collateral.

Create displays that are not intricate and do not require a lot of time to assemble, especially during major holidays because a store’s time, space, and personnel are even more limited.

- Increase awareness of the promotion beyond the display (e.g., through features, coupons).
- One size does not fit all: tailor the display type to an appropriate level for the promotion and store footprint.
- Explore ways to motivate and incentivize store personnel to make the promotion a priority.
- Ensure ample product supply for the entire promotional period.
- Consider promotional timing and appropriate seasonal products to feature.

To maximize sales impact:

- Leverage endcaps and PDQs, as both have higher compliance levels and sales lift impact.
- Consider other display locations, as the planned display location may not always be the most effective.
- Ensure timely execution in order to capture full display sales opportunities.
- Ensure the execution team has everything they need at execution.

To continuously improve:

- Assess learnings from each specific study to apply to a particular program.
- Continue to measure and explore reasons for noncompliance to improve compliance and maximize sales lift.
- Continue to engage store personnel and managers for feedback on promotions and how displays could be improved to promote display compliance.

For more information on improving compliance please see the *2017 Shop! ROI Standards for In-Store Marketing Materials* and the Shop! Compliance Initiative website at <http://www.shopassociation.org/compliance-initiative-study/>

CASE STUDIES:

Easing Compliance with floor-ready displays

Producer: Frank Mayer and Associates, Inc.

Client: Wilsonart

Project: Wilsonart Quartz Display

Product Category: POP Displays

Product Type: Permanent display – Quartz countertop

Retail Channel: across the U.S. in dealer locations

Number of Products: 52 Quartz samples

Materials Used: metal, injection-molded backers which adhere to the back of each sample

Wilsonart, a leading manufacturer of countertop and wall surfaces, was promoting its new line of quartz countertop surfaces and needed a display solution to showcase the product line. Wilsonart approached Frank Mayer and Associates, Inc. with a design that was needed to make “realistic” from an engineering and manufacturing standpoint.

The metal “holders” made the samples appear to be “floating in space.” Fulfillment includes receipt of 52 samples per display along with corresponding ID labels.

An injection-molded backer adheres to the back of each sample to allow the quartz samples to be placed on the metal holders and be kept in place. Consumers can easily remove each sample for inspection and information on the back-side.

All samples were received and cleaned, and a backer plate was attached along with product specific label to each sample, which were kitted with each display. Units are placed throughout the U.S. in dealer locations.

The solution is a freestanding metal unit that features 52 metal “floating sample” holders for the Wilsonart Quartz samples that are attached onsite.



PHOTO CREDIT: FRANK MAYER AND ASSOCIATES, INC.



PHOTO CREDIT: FRANK MAYER AND ASSOCIATES, INC.

Producer: Frank Mayer and Associates, Inc.

Client: GE

Project: GE Lighting Display

Product Category: POP Displays

Product Type: Permanent Display

Retail Channel: Mass merchant and hardware stores nationwide

Educating the consumer on GE’s advanced LED technology of energy efficient LED and halogen lighting is the key component of the GE Lighting display. The at-retail display aids consumers in the decision-making process to identify the type of bulb recommended for their needs.

A large, illuminated front graphic area and dimmer switch allow a customer to test each of the different bulb’s hues in a variety of lighting settings for the home.



Calculating ROI

CALCULATING ROI starts with an understanding of three baseline sets of data to build the ROI equation:

- In-store execution data on a store-by-store basis
- Cost factors
- Performance data

The key to measuring the success of any in-store marketing campaign is to have clearly defined goals. These goals must be openly established and agreed upon in the beginning of each project.

Choosing the right tool to measure the goal is also critical. Attainable goals and measurable KPIs are essential to the success of a program.

Budgets often have influence on the tool used to access each. Finally, the vital component to every successful project is turning the data into actionable insights to help enhance the shopper experience in-store and increase the likelihood of product sales and repeat purchases.

In-Store Execution Data

Building an understanding of in-store execution compliance is critical to delivering accurate ROI numbers. This is true regardless of the testing method utilized to calculate ROI.

Cost Factors

There are two primary approaches used when considering the cost factors of a project.

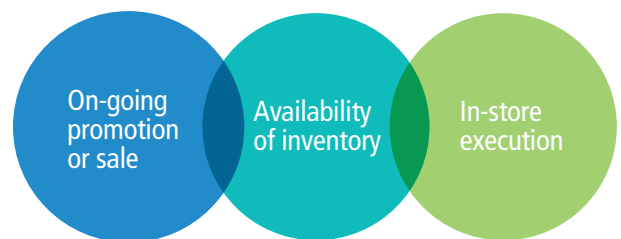
1. A **pure ROI model** will evaluate the costs associated to the production of the display, product, and marketing.

2. A more robust model such as **GMRROI (Gross Margin Return on Investment)** take into account the total supply chain, including all transportation, execution costs, as well as the total display costs (packaging, material, and marketing elements)

Performance Data

Performance metrics will vary depending on the company, most use sales, profit, or a blended metric to understand the performance of the display. A crucial step in working with this data is to ensure that is normalized, meaning looking at a metric such as sales per store per week for the items on the display.

OUTSIDE INFLUENCES ON THE DISPLAY PERFORMANCE



Promotions and sales can influence the display forecast from total sales, as well as how much inventory will be needed to support them.

Inventory availability and balancing within a store is a major influencer of a display's success, especially when promoted.

In-store execution does not end when the display is installed. It continues through the life of the display.

CASE STUDY:

Pulling it all together to delight clients & shoppers

Producer: JJ&A

Client: LEGO®

Project: LEGO® Dimensions™

Product Category: POP Display

Product Type: Permanent

Retail Channel: Mass Merchant, Specialty

Materials Used: edge-lit acrylic, vacuum form styrene, LCD monitor

Number of Products: 25+ SKUs

LEGO® Dimensions™ is an all-new entertainment experience that combines physical LEGO brick building, digital gameplay, and a mash-up of favorite characters from major franchises to create the newest innovation in the Toys to Life video game category.

JJ&A was tasked with developing and implementing the global retail launch campaign for LEGO Dimensions. The objective was to establish the new IP as the must-have product for LEGO fans and gamers alike.

Research and Insights—To inform its creative strategy, JJ&A applied client data, shopper behavior, neuromarketing best practices, and historical photos of the in-store Toys to Life category. Their comprehensive analysis provided the basis for its creative recommendations and decisions.

Another key consideration throughout the process was audience demographics and engagement variance. JJ&A understood that parents, children, and young adults will all engage differently with the product display, thereby having different user experiences. Understanding these expectations also helped define the experience and path-to-purchase.

Ideation—In the early stages of the creative process, JJ&A evaluated several strategic interactive features that could be incorporated into displays to educate the shopper, from Image Recognition and RFID technology to push buttons and sensors.

JJ&A also conducted extensive exploration with materials and structural form factors. Development of the look and feel of the displays involved sketches, 3D models and even physical scaled-down miniature structures.

Design—A modern yet simplistic design emerged as the front-runner. The finished display was a fusion of LEGO form, with a twist of tech.

The diorama extends a welcoming invitation to see up close the actual LEGO Dimensions starter pack contents. Shoppers quickly realize that the figures are the same scale as the standard LEGO bricks.

The displays feature straightforward, highly effective technical components. LED lights reflect off the white of the display to attract the eye. Three push buttons provide the benefits of interactivity without the complications of a more technical experience.



PHOTO CREDIT: JJ&A

Many considerations influenced every piece of the LEGO Dimensions in-store campaign components. Almost as crucial to understanding the brand, category, and objective is knowing retailer requirements, specifications, and limitations. A successful global launch requires a delicate balance of insight, innovation, and creativity brought together in full color 3D renderings showcasing how each retailer will feature the brand.

Print signage and digital messaging were developed to guide shoppers in identifying the starter packs and different product SKUs.

Prototype, Production & Distribution—All retailers were presented with comprehensive in-store signage and fully functional displays for evaluation. Three units, from a top tier interactive unit, to a smaller footprint without power were developed and demonstrated to retailers around the globe.

Each unit was designed to be easily set up and secured with lockable tie bars for standard inline gondolas and slat wall configurations, as well as on shelf. The units were designed to be easily serviced and updated as the IP evolved.

Distribution occurred through retailer distribution centers and direct-to-store. JJ&A provided on-time global distribution to all retail locations.

Successful Campaign Launch—LEGO Dimensions launched in retail stores around the globe on September 27, 2015. JJ&A brought this exciting project to fruition on time and on budget. JJ&A succeeded in its mission to deliver an innovative and eye-catching campaign.

Key to Success

RETAILERS CAN ENGAGE shoppers with creative design but the overall marketing goal is to persuade them to buy. Here are four approaches to consider that can be used to accomplish marketing goals whether used alone or in tandem:

1. ENGAGE	2. INFORM	3. ACHIEVE	4. PERSUADE
• Surprise and delight shoppers. Give them a new experience make it playful or intriguing. • Delight their senses by asking, "What's in it for me?"	• Tell the shopper something new about the product using a quick message like "new size" or "new color." • Give them information about the brand. For example, "Pistachios are healthy."	• Interact with the shopper in a physical way, by giving them an experience they can't get online. • Examples may be a skin test, offer to smell the product, or try before you buy.	• Give shoppers a strong case for trying the product and purchasing it now. • Close the deal! Use traditional messaging like "bigger, better, faster" and "Buy NOW!" Include a limited time offer like a BOGO or an IRC (instant redeemable coupon). • Help the shopper to visualize the benefits of having the product.

More specifically, try these proven strategies:

1. Attract shoppers to the product—Refer to the design considerations above to attract shoppers by creating stopping power and standing out at the shelf. These include color, shape, messaging hierarchy, imagery, and shoppability.

2. Introduce new products—These displays are typically designed to inform shoppers of the new product or the new feature and achieve an experience that shows how it would benefit them.

3. Increase product sales—These displays persuade shoppers to buy the product now and close the deal.

4. Increase category sales—These displays persuade shoppers to shop the category and increase overall category sales.

5. Create impulse purchase opportunities—Here, again, these displays are designed to persuade shoppers to buy something typically something not on their list already. Placement within the store may come into play more than design considerations. Just about anything placed within the cash wrap area at the checkout is used to suggestive sell, thus generate impulse buys.

6. Create cross-sell opportunities—Cross-selling displays create a convenient shopping experience that typically connects the center aisle with the perimeter such as placing the Oreos next to the milk, for example. They make it easy to pick up items that go together similar to how online shopping works shopping works (e.g. "You might also like ..." or "Shoppers who like this also bought ...").

7. Enhance co-branding—Retailers can use endcap displays to cross sell products and preview what shoppers will find down the aisle. This type of co-branded display creates a win-win for the products to co-exist.

8. Create a more engaging brand experience and awareness—These displays inform shoppers by communicating the brand story. They create drama and emotion and can give them a glimpse of how the brand is the hero. People tend to support brands that stand for something. For example: Where does the food come from?

For the complete ROI Standards document, please visit the Shop! website at <http://www.shopassociation.org/> There you will find in-depth information on developing materials, improving compliance and tools to help you calculate ROI.

OUR PARTNERS



About Frank Mayer and Associates, Inc.

Frank Mayer and Associates, Inc. is a leader in the development of in-store merchandising displays, interactive kiosks, and store fixtures for brands and retailers nationwide. We help retailers and brands utilize the latest display solutions and technologies to create engaging customer experiences. From design, engineering, and prototyping through assembly, program rollout, and customer service, we provide an environment of tightly integrated in-house resources that allow for complete program management and flexibility to achieve our client's targeted objectives.



About KDM P.O.P. SOLUTIONS GROUP

We are in business to help you build brand awareness, drive traffic, and increase sales at the store level. Benefit from the ease, the cost savings, and speed to market that comes from simplifying your marketing supply chain- working with one company for your every facet of your in-store needs: POP Print | Displays | Environments | Ad Specialty | Technology | Fulfillment



About Menasha Packaging Company LLC

Menasha Packaging Company LLC, based in Neenah, Wisc., is a subsidiary of Menasha Corp. and has approximately 3,300 employees at locations across North America. Menasha Packaging is a leading provider of graphic consumer packaging, merchandising solutions, corrugated packaging, food packaging, shipping containers, material handling solutions, and pack-out and fulfillment services. With a network of design, sales service centers, corrugated and paperboard manufacturing plants, and fulfillment facilities located throughout North America, the company's mission is to help its customers protect, move, and promote their products better than anyone else.



About Packaging Corporation of America

At PCA, we think of ourselves as more than a box manufacturer. We are an ideas and merchandising solutions company. We seek to be the leader in helping our customers—large and small—package, transport and display products of all kinds. It just happens to be that corrugated products are our area of expertise. PCA combines great products with a creative and knowledgeable total-service team to provide ideas and solutions for any packaging, display or fulfillment need: "When you choose Packaging Corporation of America, you work with people who do the right things for each other and for our customers. We believe in utilizing the power of strong collaborative relationships, bound by the trust we have earned, to deliver innovative merchandising solutions and an outstanding service experience."

For additional questions about the information contained in this white paper, please contact us at: mbaumgartner@shopassociation.org, or call us at 954-893-7300.

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POP-Merchandise-Display-Design-Strategies.cfm



ABOUT **shop!**

Shop! (www.shopassociation.org) is the global nonprofit trade association dedicated to enhancing retail environments and experiences. Shop! represents more than 2,000 member companies worldwide and provides value to the global retail market-place through its leadership in: Research (consumer behavior, trends, and futures); Design (customer experience design, store design, display design, fixture design); Build (manufacturing, construction, materials, methods, logistics, and installation); Marketing (in-store communications, in-store marketing, technology, visual merchandising); and Evaluation (ROI, analytics, recognition/awards).

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