

ECR Academic Student Award 2020

Lisa Lampl, MSc (WU)

WU Wirtschaftsuniversität Wien / Marketing / Handel & Marketing

Master Thesis

Supervisor: Assoc. Prof. Dr. Christina Holweg

Title

Value Creation through Innovation

Manufacturer Brands and Private Labels
in the Dairy Category

Objectives

Research Objective: How can manufacturer brands and private labels create value through product innovation to achieve category growth and increase customer value?

- **RQ1:** Which types of product innovations occur in the dairy category?
- **RQ2:** What are strategies for introducing private labels in the dairy category?
- **RQ3:** Which innovation factors influence growth in the dairy category?

Methodology

Characteristics	Description
Research Methodology	Case Study Research
Research Instruments	<ul style="list-style-type: none"> • Secondary Data: Analysis of Retail Panel Sales Data from 2015-2019 (Nielsen) • Primary Data: Expert Interviews with semi-structured Questionnaire
Time of Expert Interviews	June 2020
Place of Expert Interviews	Online via Microsoft Teams
Method of Analysis	Descriptive Analysis
Instruments of Analysis	Microsoft Excel, Microsoft PowerPoint, Microsoft Word

Key Results

- Results confirm that most innovations in the dairy category are incremental in nature and can range from low to high degrees of novelty. Innovative manufacturer brands are the driving force behind category growth and a collaborative manufacturer-retailer relationship that spans both manufacturer brands and private labels appear to be most promising for category growth.
- New insights are: First, the introduction of private labels is based on a penetration strategy. Second, a shorter time to market for private labels has been identified. Economy and standard private labels are adopted faster by customers than manufacturer brands. Third, a distinctive USP, a great amount of marketing support and a good POS presence including unique packaging influence category growth.

Relevance for ECR / ECR-Members

- The results emphasize the relevance of Category Management and its overarching goal of delivering better customer value.
- This study complements the research topic of the ECR Category Management strategy “Optimize New Product Introductions” with case studies that show the interplay between manufacturer brands and private labels and their effects on category growth.
- The results are particularly interesting for stakeholders of the dairy category. However, the results may also be applicable to other FMCG categories with similar dynamics.
- Managerial implications for manufacturers and retailers in the retail landscape are provided in order to deliver better customer value.

Contact details



Lisa Lampl
lampl.lisa@gmail.com