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“Brand growth in packaged goods markets: ten cases with common patterns”

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Brand growth in packaged goods markets: ten cases with common patterns

Abstract

The study examines ten consumer goods brands that grew market share year-on year, to identify if there are commonalities in the way that key brand performance metrics change during growth. The study uses consumer panel data from the UK and US. Ten brands in a range of categories are examined. Brand metrics of penetration, repeat-purchase loyalty, cross-purchasing by other brand's buyers, the distribution of purchase frequency, and the brand's market share within buyer sub-groups are analyzed. The principal findings are that as these brands grew: (1) brand penetration increased far more than repeat-purchase loyalty on average; (2) the most apparent change in the buyer base was the big increase in light, or infrequent buyers, (3) they induced more cross-purchasing from most or all other competitor brands' buyers, and (4) they grew their market share in all buyer demographic groups. Implications are that brand growth strategies should be geared towards enlarging the size of the customer base, with less emphasis on boosting loyalty. The results also suggest that specifically targeting certain sorts of buyers may be counterproductive. These findings challenge traditional assumptions in relation to brand growth and success.

Keywords: Brand growth, Brand Loyalty, Brand Switching, Segmentation

Introduction

Most established brands have fairly stable sales and market share from year to year. This stability means most brands do not grow or decline markedly in such time periods. It follows that brand growth must be fairly difficult to achieve. Therefore, marketers and academic researchers may be able to glean useful knowledge from examining brands that have grown. However, analyzing ‘success stories,’ to try to determine cause and effect relationships is fraught with the dangers of false interpretation and halo effects – as per Rosenzweig (2007). A safer, yet still informative approach is to study what happens *as* brands grow, in terms of their key performance metrics. Understanding how those metrics change as growth occurs may be very informative as to how growth can be achieved.

This study identifies ten diverse consumer goods brands that grew their market share year-on-year in stable categories. It examines how key brand metrics changed over the period of growth. The metrics are: brand penetration and repeat-purchase loyalty; the distribution of purchase frequency, i.e., the breakdown of light/medium/heavy buyers; the extent of cross-purchasing by buyers of other brands; and the demographic composition of the customer base. The study finds several common patterns across the brands studied. First, they grew principally in penetration and less so in loyalty – in eight of ten cases. Second, their growth was accompanied by more light, medium and heavy buyers, but most noticeably, by light buyers. Third, their growth was accompanied by increased cross-purchasing from most or all other competing brands; and finally, these brands grew in all buyer demographics. The implications are that growth, for brands in consumer goods contexts, requires a focus on enlarging the size of the customer base, rather than unduly focusing on loyalty. That said, the analysis did find that when these brand’s penetration grew, they also performed better by 3 percentage points at retaining their past-year’s buyers. Secondly, a growth strategy should

encourage more buyers of all competing brands to buy the focal brand, rather than specific competitors. Third, to attain growth appears to require the attraction of new buyers from all demographics, rather than focusing on selected targets. The study now reviews past work to contextualize the series of research questions.

Background and Literature Review

Managers generally have an objective of growth – in metrics such as unit sales and revenue, and profit (e.g. Shipley, 1985). Despite the widespread pursuit of growth objectives, competitive pressure means unless one's market is growing, growth in units or dollars can be difficult to achieve. Indeed studies often report brand sales and market share tends to be fairly stable in established markets (e.g. Dekimpe and Hanssens, 1995; Srinivasan and Bass, 2000). However, some brands do grow, and there may be valuable marketing knowledge in examining and understanding these occurrences.

A brand may engender growth in many ways – for example, lowered prices relative to competitors, more or better advertising, expanded distribution, or improved product formulation, among other possibilities. The efficacy of changes to these marketing mix elements will depend on the specific market situation. Indeed, the way in which brand growth occurs may differ according to the marketing mix. For instance, enhanced price competitiveness can potentially result in growth via brand switching from competitors (Gupta, 1988), thereby increasing the number of occasional brand buyers. However, a lower price might also entrench the brand somewhat more in the repertoires of its existing buyers. Therefore the outcomes, in terms of increased brand penetration versus brand loyalty, are open to conjecture. Next, advertising can be used as a mechanism to reach current buyers and non-buyers to inform and remind them about the brand, and thereby prompt purchase.

Current buyers are reportedly more likely to notice a brand's advertising (Harrison, 2013; Romaniuk and Wight, 2009), therefore growth could potentially occur via increasing the weight of purchase from current customers. However, most brands have many more non-users than users (Ehrenberg, 2000). Consequently, even with lower levels of advertising recognition among non-users, their greater numbers could mean the sales effect of advertising is more purchases from those who were previously non-buyers¹, driving penetration more than loyalty. Additionally, expanding distribution, which makes a brand available at more locations (Farris et al., 1989), might result in brand growth principally by enlarging the brand's user base. Finally, product improvements could spark brand growth, and arguably would be noticed more by current brand buyers. Therefore, that aspect of the marketing mix could work via strengthening buyer loyalty rather than through customer acquisition.

These hypothetical examples illustrate that in theory, brand growth might arise in different ways and from numerous marketing mechanisms. Given that in many cases, brand managers could be implementing several such strategies simultaneously, isolating exactly how growth occurs is difficult. Accordingly, the purpose of this study is not to determine *how* brands grow, but to examine what happens *as* they grow. The focus is on the changes that occur in several key brand metrics as brands grow. Each of the examined metrics is linked to strategy choices. The outcomes of the study should therefore produce implications for brand strategy.

The composition of sales

A brand's sales depend on how many customers it has, and how much of it they buy in a time period (Ailawadi et al., 2001; Ehrenberg et al., 2004). In theory, growth for a brand could therefore arise from acquiring more buyers, or inducing one's current buyers to buy more –

¹ Note, the term 'non-buyer' in a packaged goods context does not necessarily mean a shopper who has never bought the brand. Rather, may refer to shoppers who have not bought the brand in a previous time period such as 52 weeks.

that is, heightened purchase loyalty. Growth can occur from increasing the brand's market share, or from growth in the product category. That said, most established grocery categories are reasonably stationary in terms of total sales from year to year (Dekimpe and Hanssens, 1995), therefore this study considers the question of brand growth in stable categories.

A fundamental question for the brand manager is, which of these metrics of penetration and purchase loyalty changes more as a brand grows? Another basic question is how the brand's distribution of light, medium and heavy buyers might change as it grows. There is a well-established empirical finding, namely that the distribution of purchase frequency for categories, and brands, invariably follows a Negative Binomial Distribution (NBD) (e.g. Chatfield and Goodhardt, 1975; Morrison and Schmittlein, 1988). In packaged goods markets, the NBD takes a reverse J-shape, with large numbers of light brand buyers and fewer medium and even fewer heavy buyers in a time period such as a year. Therefore, does a brand, when it grows, induce more growth at the light end of the buyer spectrum or the heavy end, or both equally? Some limited evidence exists as to this issue, which will be later canvassed, but it is a sorely neglected area. Third, brands in a category tend to share their customers with each other approximately in line with brand size (e.g. Ehrenberg et al., 2004). Does that pattern suggest that as growth occurs, the brand attracts more customers from all other brands? If there is empirical support for this proposition, it would suggest a revision of the idea that brands must focus on specific competitors (e.g. Lehmann and Winer, 1991) from which they will take market share. Finally, there is a widespread view that brands need to define a target market (e.g. Cahill, 1997; Dibbs and Simkin, 1996). However, as brands grow do they attract more buyers from a target group, or more of every sort of buyer? The next section examines past empirical and conceptual work on these issues to ascertain what is known and not known about them. That review forms the basis of a series of research

questions.

Brand penetration and loyalty

As mentioned previously, two key brand metrics are penetration and loyalty. Brand penetration is the proportion of consumers that buy the brand at least once in a time period (Ehrenberg, 2000). Loyalty is defined in numerous ways, both behavioral and attitudinal (e.g. see Jacoby, 1971; Oliver, 1999; Sharp et al., 1999). The focus here is repeat-purchase loyalty, and more specifically, SCR or Share of Category Requirements (Bhattacharya, 1997). The reason for this focus is managerial relevance: it is repeat-purchase behavior that translates directly to sales revenue and profits. SCR is the average number of times buyers of brand A buy it, divided by the average number of times those brand A buyers purchase the category. For example, if shoppers who buy Mars bars buy them three times in a year on average, and buy chocolate bars ten times on average, the SCR for Mars bar is $3/10 = 30\%$.

In relation to the relative contribution of penetration versus loyalty (such as SCR) for growth, many authors suggest growth should come from more efficiently pursuing existing customers – that is, a loyalty strategy. For example, Hallberg (1995 p. 72) uses Pareto-style analysis as a basis to claim “the most likely path to growth is not ... new buyers. Rather it is retaining high-profit buyers ... and continuing to grow their loyalty”. Aaker and Joachimstaler (2000) outline how brand success is underpinned by building brand equity, one key component being brand loyalty, with a priority being to “strengthen the size and intensity of the loyal segment” (p.17). This statement implies that under such a strategy, a growing brand would see a large increase in the size of its loyal customer base, and presumably a reduction in the proportion or number of disloyal customers. Ostenton (2002) echoes Reichheld (1993b) in stating that because acquisition is expensive, and retention is inexpensive, then retention or loyalty should be emphasized over building brand penetration. Indeed, the author states “acquiring a higher

percentage of each customer's business will gain momentum as a principal marketing focus for all companies in the 21st century" (p. 47). Kapferer (2008) discusses three growth options for a brand – growth from existing customers, innovation, or by cross selling. Two of the three options plainly implicate existing customers as the source of growth. Keller and Lehmann (2009) echo the well-known Ansoff Matrix to suggest there are three routes to brand growth: market penetration, namely how to increase sales to current customers by buying or using it more²; market development, namely new customers via new channels; or product development. Based on that strategy prescription, growth by simply attracting new, non-buyers from the current market and channel is not a feasible strategy. Wind and Mahajan (1981) suggest four growth options ranging from increasing brand penetration with no change to loyalty, to three permutations of loyalty increase with no penetration increase. Therefore, there are certainly viewpoints in the literature that growth can, or should, arise from heightened loyalty rather than increased brand penetration.

Expectations

Some expectations as to what would occur as a brand grows have been extrapolated from the well-known NBD-Dirichlet model³ (Ehrenberg, 2000; Fader and Schmittlein, 1993) and its associated Double Jeopardy pattern. The Double Jeopardy (DJ) pattern is an empirical regularity that large brands (large market share, large buyer bases) enjoy more loyalty than smaller brands (Ehrenberg et al., 1990; Habel et al., 2005; Labeaga et al., 2007). The extrapolation is that since brands (when analyzed cross-sectionally, in a time period such as a year) vary more in penetration than loyalty then as brands grow they should, on average,

² It may be that if 'current customers' is defined more broadly as 'current *types* of customer' this prescription accommodates the idea of acquiring current non-buyers.

³ In brief, the NBD-Dirichlet is a stochastic model of buyer behavior that takes parsimonious category purchasing metrics and brand market shares and produces surprisingly accurate estimates of brand penetration and loyalty. An example of its use is Uncles MD, Kwok S. 2009. Patterns of store patronage in urban China. *Journal of Business Research*, 62 (1): 68-81. (neither of whom is the author of this article submission).

exhibit a greater change in penetration than loyalty by a factor of approximately 4:1 (Allsopp et al., 2004). Ehrenberg, Goodhardt & Barwise (1990) discuss a hypothetical brand growth scenario using this logic. They extrapolate from an existing DJ pattern to estimate what would occur if a particular brand grew; from their calculations the brand's penetration would increase more than purchase frequency by a factor of 8:1 (page 88). However, some caution is needed when extrapolating from the cross-sectional DJ relationships to hypothesize about longitudinal relationships. First, as econometric literature shows, cross-sectional associations between variables may be completely different to the inter-relationships they exhibit over time (Greene, 2011 Ch. 11). The next note of caution is that the NBD-Dirichlet is a model that assumes *stationarity* (Goodhardt et al., 1984; Meyer-Waarden and Benavent, 2006): that is, brand and category sales are assumed to be stable. Therefore the cross-sectional relationships between brand metrics established from the NBD-Dirichlet body of work may not *necessarily* be extrapolated to conditions where brands are growing. For instance, a stable brand with 5% market share may not have the same penetration and loyalty metrics as one that has grown from, for example, 3% to 5% in the past year. The reason is that the growing brand may have attracted new buyers who have not yet re-purchased it, hence its loyalty metrics could be temporarily lower. Third, the Double Jeopardy effect is an *approximation* - many brands have penetration and loyalty metrics that are not exactly as predicted by DJ. That is, they have higher loyalty than expected or lower loyalty than expected (e.g. Bhattacharya et al., 1996; Pare and Dawes, 2011). Therefore, if some brands have unusual loyalty levels, could their past growth have involved only a change in loyalty, or perhaps only a change in penetration? These considerations emphasize the need to empirically examine cases of brand growth, rather than merely extrapolate from cross-sectional relationships between brand metrics.

Given the potential drawbacks of making inferences about growth from cross-sectional data,

insights can be gained from a small number of empirical studies that have examined what changes occur to loyalty versus penetration as brands grow. Baldinger, Blair and Echambadi (2002) examined the relative changes in penetration and loyalty among growth brands in Canada. They concluded penetration had a more robust association with brand growth than did loyalty. Dawes (2009b) examined a dozen brands that grew in the US year-on-year and arrived at a similar conclusion. Anscheutz (2002) reported a growing dairy brand in the US grew the size of its customer base far more than the amount bought per buyer. However, Ailawadi & Lehmann (2001), albeit in a study of decline rather than growth, found brand loyalty to be a more prominent factor than penetration in market share change. Riebe et al (2014) concluded brand growth came more from unusually high rates of customer acquisition than unusually low rates of defection. While their study was not in the context of packaged goods (the focus of this paper) their findings infer that penetration should change more than loyalty rates as brands grow. Finally, Romaniuk, Dawes and Nenycz-Thiel (2014) regressed penetration and loyalty metrics on market share change across a sample of over 1,000 brands. They found penetration had a stronger relationship with brand growth than did loyalty. However, there is not a great deal of knowledge as to the relative *changes* to be expected in penetration versus loyalty metrics under conditions of brand growth. That shortcoming in knowledge, and the literature appearing to favor loyalty as a route to growth, suggests more investigation is justified. Therefore, research question 1 is as follows.

RQ1. When a brand grows in market share from one year to another, how much does penetration change in comparison to SCR ?

Whilst the focus of this study is packaged grocery goods, some literature from the customer relationship management domain is pertinent to the discussion. That literature examines potential revenue and profit growth arising from managing retention and therefore customer

duration – for example, Bonfrer and Dreze (2009), Reinartz and Kumar (2003) and Venkatesan and Kumar (2004). The issue of retention has occasionally been discussed for packaged goods brands (e.g. Pointer Media Network, 2009), with concern being raised that many brands show marked drops in customer loyalty year to year among their heavy buyers. However, such drops in loyalty are actually a manifestation of regression to the mean (Barnett et al., 2005). That is, customers identified as heavy at a point in time tend to revert down to their longer-term average buying propensity. The deficit in sales from this down-weighting is balanced by non-and light buyers who revert upward to their long-term average propensity to buy the brand (e.g. Morrison and Schmittlein, 1988). The brand can remain quite stationary with this up-weighting and down-weighting occurring at the individual household level. That all said, if a brand increases its market share from one year to another, which involves higher penetration, the penetration growth will be assisted if the brand performs better on retaining its year 1 buyers into year 2. The reason is that more of the year 2 buyers attracted will be incremental, rather than merely replacing year 1 buyers who do not re-buy in year 2. Therefore, as a supplementary analysis to RQ1, the study will calculate the proportion of a brand's year 1 buyers buy it again in year 2; and compare these proportions under two conditions: when the brand grows in year 2; versus when its market share stays stable.

Distribution of Purchase Frequency

The term 'distribution of purchases' refers to the relative incidence of purchase rates in a time period – how many buyers buy once, twice, three times and so on. Many decades ago, Ehrenberg (1959) reported that *category* purchase rates followed a Negative Binomial Distribution or NBD. For the typical grocery category, this distribution can be described as 'reverse J' shaped – large numbers of infrequent purchasers on the left side of a histogram, progressively smaller numbers of medium and heavy purchasers. The same distribution is invariably found for brands (Ehrenberg, 2000 Ch. 4). For managers interested in growth, an

important question is: when a brand grows, how does this distribution change? According to the argument that loyalty will drive growth, most change should occur at the heavy (right) end of the distribution of purchase frequencies. If penetration is more of a factor, a more pronounced change at the light or infrequent left end of the distribution will be evident. However, if one does usually observe an NBD distribution for brand purchase frequencies, and assuming the brand has at some stage grown to its present size, then the NBD pattern should be relatively well preserved under growth. Alternatively, it might be argued that the NBD pattern might be temporarily disrupted from growth, by either higher purchase rates or an influx of new, possibly light buyers and will return to its equilibrium state later. Few studies have examined this important issue. Dawes (2011) compared the distribution of purchase frequencies for smaller and larger brands in the same category to conclude that growth involves more light, medium and heavy buyers but of those, the big change must be in the numbers of light buyers. Ansheutz (2002) reported the change in distributions (e.g. how many more light, medium, etc.) for one brand as it grew, but the categorizations of purchase frequency were quite broad; and only one brand was examined. Little other research has examined how the distribution of purchase frequency might change as a brand grows.

Therefore, the second RQ is:

RQ2. How does the distribution of brand purchase frequencies change from one 52-week period to another, for a brand that has grown in market share?

Brand Cross-Purchasing or Purchase Duplication

The term cross-purchasing refers to consumers who buy brand A also buying brand B, C, D etc. in a time period. A closely related term is purchase duplication – the extent to which a buyer of brand A is ‘duplicated’ or is also part of, the buyer group for brand B, C, D and so on (Ehrenberg, 2000). There is wide evidence that most buyers in packaged goods categories

spread their purchases out among a repertoire of brands over a time period such as a year (e.g., Ehrenberg et al., 2004; Uncles et al., 1995). Moreover, when the cross-purchasing of individual consumers is aggregated to the brand level, a strong empirical pattern is evidenced, namely that brands share their customers with each other approximately in-line with their penetration, or size. In other words, a brand will share more of its customers with other big brands, and less with other small brands. The pattern has been quite ubiquitous, such that it has been coined the ‘Duplication of Purchase Law’. Examples of this finding are reported for grocery brands, (e.g. Uncles and Ehrenberg, 1990), quick-service restaurants (Lynn, 2013), retail stores (e.g. Keng and Ehrenberg, 1984; Keng et al., 1998; Wrigley and Dunn, 1984), and store types (Uncles and Kwok, 2008) as well as durables such as cars (Colombo et al., 2000).

The Duplication of Purchase (DoP) Law has widespread empirical support. Yet there are exceptions to the general pattern, whereby some brands share their customers with certain other brands to a greater extent than expected. These exceptions usually comprise brands sharing a functional similarity to each other, for example in terms of formula or packaging type for brands, or location for stores (Wrigley and Dunn, 1984). Such exceptions can indicate that there is a coherent structure to a broad product category with sub-types competing more intensely with each other (e.g. Cooper and Inoue, 1996; Grover and Srinivasan, 1987). Therefore, there is a substantial body of work on the topic of brand switching, partitions, and market structure. A generalized finding, as mentioned above, is that brand size (generally measured as either brand penetration, or as market share which in turn is highly correlated with brand penetration) is a strong factor underlying the extent of switching or sharing between brands; as well as that partitions may occur among brands that share a functional similarity (e.g. Grover and Srinivasan, 1987; Carter and Silverman, 2004).

However, work to date on this topic has examined groups of brands in a *static* analysis – that

is, examining the extent of sharing/switching among a group of brands in a fixed time period. There has been no work extending the knowledge from these static analyses to examine how cross-brand purchasing changes from period to period as brands grow. For example, as a brand grows, does it induce more switching or duplication from all the other brands in the market, or only specific ones? Furthermore, if a brand is partitioned with one or more competitor brands, when it grows does it attract an undue amount of extra sharing from those others in the partition? No study has explicitly examined these important questions, and as argued above, there are shortcomings in simply extrapolating from static analyses. Moreover, research into the short-term effects of marketing mix changes suggests that switching patterns established under stationary conditions might not hold for conditions of growth. For example, several studies find price cuts by higher-priced brands tend to steal sales from other high-priced brands and lower priced ones (Blattberg and Wisniewski, 1989; Allenby and Rossi, 1991) but not the reverse. This evidence suggests the possibility that brand growth may occur at the expense of specific brands, in apparent conflict with the DoP Law. Resolving this issue will undoubtedly be of interest to managers of brands as well as academics who study brand metrics. Accordingly, RQ 3 is:

RQ3. When a brand grows, does it induce more purchase sharing from all other brand's buyers, or only from certain brands?

Growth in all buyer groups, or only in selected targets

An extensive literature suggests that to ensure success, management of a brand requires segmentation, targeting and positioning – or 'STP' (e.g. Keller, 2008; Kotler and Keller, 2006). The overall STP prescription can be encapsulated as follows: the brand manager analyzes which part of the population of buyers could be attractive, selects a specific buyer group or groups to target, and develops a differentiated positioning to appeal to the needs and

desires of the targeted group (see also Rossiter and Bellman, 2005 ch. 3). The implication of the STP approach is that particular brands should appeal to particular groups of people. However, several large-scale empirical investigations have reported that competing brands in a product market tend to appeal to largely similar groups of buyers, in terms of demographics, attitudes or psychographic profiles (Hammond et al., 1996; Kennedy and Ehrenberg, 2001a; Kennedy and Ehrenberg, 2001b; Uncles et al., 2012). Another example is Dawes (2009a), that found sportswear brands tended to appeal to similar user groups, based on either simple demographic splits or more elaborate market segmentation classifications. The conclusion was big brands were big in all demographics and small brands were small in all demographics. However, all such studies undertake a cross sectional analysis examining the existing user base of each brand, there is almost no research pertaining to how the composition of the buyer base might change as a brand grows. One study, over fifty years ago reported that a growing brand grew “pro rata in each of the demographic subgroups” (Goodhardt and Ehrenberg, 1967 p. 156). Since then, no published studies have examined how a *growing* brand attracts either additional sales from specific groups, or additional sales across the spectrum of buyers. An argument could be made that as a brand grows it unduly attracts from particular buyer types, then over time, other groups buy more of the now-larger brand and its profile reverts to being very similar to competitors. For example, it has been found that older consumers tend to have higher brand loyalties (Lambert-Pandraud et al., 2005) and younger ones lower loyalty, albeit the effect is contingent on the product category (Wood, 2004). Moreover, there is some evidence that newer and growing brands tend to have a somewhat younger customer base (Anderson and Sharp, 2010). Therefore a growing brand could arguably attract a disproportionate amount of its growth from younger buyers. Knowing if and how the brand’s customer base changes under conditions of growth would be illuminating for managers planning growth strategies. Therefore, RQ 4 is:

RQ4. When a brand grows, does it attract additional sales from all buyer groups, or from specific ones?

Given that RQ1 poses the question as to the relative change in brand penetration and loyalty, it is important to choose a measure for RQ4 that will reflect brand growth among buyer groups from changes in either penetration or loyalty. Therefore, the measure used is market share within each buyer group. For example, a brand may have 10% market share overall; among small households it has 8% whereas among large households it has 12%. If a brand grows – regardless of from penetration, loyalty or both – one can ascertain if that growth has come more from small or large households by comparing the brand’s before-and-after market share figures among both household types. Market share within each demographic has the appealing characteristic that it ties in with the brand’s overall market share – a key performance metric (e.g. Barwise and Farley, 2004; Wind and Mahajan, 1981).

Data sources

The analysis is based on consumer panel data kindly provided by Kantar, and also data from the IRI academic database (Bronnenberg et al., 2008). These sources cover the UK and US respectively. The Kantar data comprises over 15,000 households who report their purchases via home scanning. The IRI data are from two mid-sized US cities with an average panel composition of over 5,000 households. As such, all purchases made in supermarkets for consumption in the home are captured, along with related information such as whether the item was on a temporary promotion, its selling price, pack size and so on.

The research questions involve a wide variety of performance metrics; and pertain specifically to growing brands. Therefore, the approach was to examine in-depth a set of brands that showed appreciable growth from one year to another. Data from 14 UK and 7 US categories

were examined. Growing brands were identified by tabulating category sales, brand sales, and market shares for the top 20 brands in each category. Instances of market share growth from one year to another were noted. Market share was measured in units. Unit share correlated with revenue share at $r=0.95$. The criteria for selecting brands for the analysis was that the brand had to (a) be present in the market at least a full year prior, thereby excluding newly launched brands, (b) market share growth of at least one market share point in the year, and (c) the growing brand kept its higher market share in the next year or grew again in the next year. From an examination of 420 brands, ten brands were identified that met these criteria (although for one brand, Goodfella's, data was not available for the year following its market share gain). Ten was deemed to be an adequate number from which to identify if there are indeed common patterns in brand growth. While a 1- point market share gain may not seem high, evidence shows brand shares are usually quite stable over time periods of several years (Dekimpe and Hanssens, 1995; Graham, 2009). Therefore a 1-point gain in a year is notable, and particularly so since the brand either grew again in the third year, or at least stayed at the higher share level for one further year. One other selection criteria was that the product category did not grow or decline appreciably. The reason for excluding categories that appreciably grew or declined is that changes in the number of category buyers would obscure the relative changes in brand penetration and SCR; as well as bias the distribution of brand purchase frequency. The growth brands to be examined are listed in Table 1.

Table 1 here

The measures used in the analysis are now listed.

Measures

Penetration: the proportion of households who bought the brand at all, in a one-year time

period.

Brand loyalty: the specific measure used is Share of Category Requirements, or SCR. SCR is calculated as number of purchases of the brand in a one-year period by its buyers, divided by their purchases of the category in that time period (Ehrenberg et al., 2004).

Distribution of Purchase frequency: the number of brand buyers who bought it 1, 2, 3 etc. times in a one year time period.

Cross-purchasing: for any brand A, the proportion of B, C, D, E, etc's buyers who also buy brand A in the one-year time period.

Market share in demographics refers to the brand's share of sales within specified demographic classifications. The procedure is to firstly calculate total category sales made by each demographic group, for example small households, and then calculate the focal brand's total sales within that group. Brand market share in the demographic is (brand unit sales / category unit sales). The procedure is repeated for all demographics of interest. Market share among demographics allows for a measure of brand performance that controls for the differing rates at which various demographic groups buy the category (Dawes, 2006). If the brand grows unduly among any particular demographic group, the result is quite apparent in its yearly market share figures for that group.

Demographic groups.

Younger / Older: for the UK, younger is defined as the main shopper aged under 35 years; older is defined as the main shopper aged over 35 years. For the US, ages fall into six categories. A median split was used to demarcate the groups, whereby a younger shopper is aged up to 44 years, those above that were classed as older.

Smaller / larger household: for the UK, smaller households are those comprising 1-2 people, larger households are three or more people. For the US data there are six size classes, these

were split so as to have the bottom three (1, 2, 3 people) as small households and more than three people as larger households.

Blue Collar / White Collar: for the US data, this classification is straight from the IRI data dictionary that classifies every household according to occupation type.

Lower wealth / higher wealth: for the UK, income data are not provided but social class is. Lower wealth is defined as C2, D and E social class; while higher wealth is A, B and C1. In the US data, household income is classified into 12 levels, the median (level 7) provided the split, leaving six classes as low income (up to \$34,999 p.a.); and over that point classified as higher income.

Gender. The analysis of a dog food brand examines growth among male and female owners.

Analysis Method

To address RQ1, the procedure was to tabulate brand penetration and SCR figures for each brand in the ten categories. The tabulations were done for year 1 and year 2. The differences in penetration and in loyalty between year 1 and 2 were calculated. These differences were converted to percentage changes using the formula $(Y2-Y1) / Y1 * 100$. The percentage changes for all ten categories were averaged to determine which metric changed more in percentage terms.

RQ2 was addressed by first calculating the number of 1-time, 2-time, 3-time etc. buyers for year 1 and year 2 for each brand. The difference in these buyer classifications from year 2 to year 1 was calculated as simply $Y2-Y1$. They were then calculated as a percentage of the total additional year 2 buyers. The percentages then tabulated as per Table 3 and graphed.

The analysis method for RQ 3 was firstly to create purchase duplication tables (e.g. Keng et

al., 1998) for each category for each of the two years. Then, for the growing brand in each category, to calculate the difference in the proportion of other brand's buyers who bought it in year 2 compared to year 1.

For RQ 4, the procedure was to calculate the growing brand's market share in each demographic group for year 1 and 2, and then calculate the difference in its market share in each group as Y2-Y1.

Results

Penetration and SCR

Changes in penetration and loyalty are discussed first. The before-and-after results for the ten brands' penetration and SCR are shown in Table 2. The results show that brand penetration grew far more than loyalty. The changes are shown in absolute and proportional terms. The reason is because the range of penetration is far wider than SCR. Therefore, the ratio of absolute penetration change to loyalty is biased down if penetration is small, but proportional changes are biased upward if penetration is small (e.g. a penetration change of 1 to 2 is only 1 in absolute terms but 100 in proportional terms). The overall results from the ten growth brands are that penetration changed more than SCR Loyalty by a factor of 2.6 to 1 in absolute terms. In proportional terms, penetration changed more than SCR loyalty by 7.9 to 1. That said, there were two brands that showed larger changes in SCR than penetration – Francesco Rinaldi and Stouffer's.

The overall result adds evidence that the primary metric that changes as a brand grows is penetration, with loyalty changing to a lesser extent. Note that this finding does not imply

loyalty is unimportant to a brand. A brand's sales depend on how many buyers it has, and how much they buy the brand – called the 'sales equation' (Uncles and Ellis, 1989).

Therefore loyalty is important to achieving and maintaining sales and market share.

However, the finding here is that brand growth does not usually appear to be accompanied by large *changes* in the SCR loyalty metric.

Additional analysis was conducted to compare the proportion of previous-year buyers the brand retained as it grew; compared to a year when it did not grow. This analysis was only conducted for six brands. The reason for examining only six was that the Kantar software used to process data for the UK brands precluded examining individual households; and for one of the US brands, Cameron's, there was no stable period to compare to a growth period. The analysis method for the remaining six brands was to identify all buyers of the particular brand in one year, and calculate the proportion that bought it again in the following year. This was done for year-on-year periods of stability, and year-on-year periods of growth. The retention results for growth and stability periods respectively were: Stouffers 66%, 70%; Michelob 57%, 54%; Wells 64%, 62%; Arm & Hammer 61%, 56%; Francesco 59%, 52%; Pantene 53%, 43%. On average, the brands retained 60% of their previous year's buyers when they grew, and 57% when they remained stable. Therefore, as a brand grows, its penetration changes much more than its SCR does, but achieving the higher penetration level is helped somewhat by slightly higher retention of the previous year's buyers.

Table 2 here

How many buyers buy once, twice, etc.

Examined next is the change in the buyer base – specifically, how many more households buy the brand once, twice, three times and so on in the second year compared to the first. The

result for one brand is tabulated for illustration, as Table 3. Examining Table 3 for Goodfella's pizza, we see that in year 1, the brand attracted 1,119 one-time buyers (in the panel), 496 two-time buyers, 201 three-time buyers, etc. In year two, the brand attracted 1,646 one-time buyers (an increase of 527), 860 two-time buyers (an increase of 364) and so on. The total number of additional buyers is 1380. It is apparent from reading down the third column in Table 3 there are large increases in infrequent-buyers, and progressively smaller increases in frequent buyers. In proportional terms, 38% of the additional buyers bought the brand just once, 26% twice, and so on.

Table 3 here.

Table 3 showed the increase in 1-purchase, 2-purchase etc. buyers for one illustrative brand. The following series of histograms below show the increases for all the analyzed brands, as Figures 1-9. To make comparisons easy, the Y-axis in these charts is the proportion of the additional number of households that bought the brand in Year 2. For example if 100 extra households bought the brand, and of those, 20 only bought it once, this is represented as 20%. The X-axis is the number of times those households bought the brand in Year 2. All the charts show the same general pattern: the most marked change is the large increase in light buyers, a smaller increase in medium buyers, and so on. There are also increases in heavy buyers, but since the initial numbers of those are so small, the increases are hard to identify visually. This finding complements the initial results for penetration and loyalty: the big change in brand penetration is principally in infrequent brand buyers, who buy the brand once or twice in a year. That said, the specific breakdown of these extra buyers is not the same in every case. For instance the coffee brand Cameron's has more one-time and two-time buyers, slightly fewer three and four-time buyers, and a large increase in six-time and seven-time buyers. In part this result could be because the brand is small and there is inevitably some variation in results caused by sampling variation. However, the overall pattern of results in

the histograms is very clear: the most marked increase is in the light end of the buyer spectrum.

Figures 1 to 9 here

Cross-Brand Purchasing

Now we turn to changes in cross-brand purchasing – the proportion of buyers of any brand A who also bought brand B, C, D etc. in a period of time. Table 4 shows the initial extent to which each competitor brands' buyers buy the focal brand. For example, for Pantene in year 1 we see that 10% of Alberto buyers also bought Pantene, 17% of Clairol buyers also bought Pantene, and so on, for an average across the top 8 brands of 11% cross-purchasing. In year 2, the now-bigger Pantene now attracts one point more cross-purchasing from Alberto, no more from Clairol, seven points more from Garnier, and so on. As Pantene grows, it attracts more cross-purchasing from six of the eight large competitors, with the average level rising from 11% to 14%. The pattern is very similar for the other growth brands. For instance, Goodfella's induces more cross-purchasing from every other pizza brand; and Wells induces more cross-purchasing from buyers of every other yoghurt brand. Overall, these ten growing brands attracted more cross-purchasing from 69 of their 72 collective competitors. Therefore, there is a clear overall pattern: as a brand grows, it gets a larger proportion of most or every other competitor brand's buyer base to also buy it. The finding is in contrast to theoretical discussions about a brand that will likely have one or two key competitors to which it must pay particular attention (e.g. Lehmann and Winer, 1991). The present study is the first to explicitly show how brand growth results in increased cross-purchasing by the buyers of most or all competitor brands.

Table 4 here

Demographics

Finally, the analysis examines changes in brand share among buyer demographics. Again, the results are very clear as shown in Table 5. Take the example of Pantene – it grows its market share by one point, and it grows in every demographic: in younger buyers and older buyers, albeit less among older buyers; it grows its share among lower income buyers as well as higher income buyers; in larger and smaller families and in blue and white collar workers. The same is true for Wells Yoghurt, its gain of around 3 market share points is fairly uniform in all the demographic groups. Patak's growth is somewhat less uniform, with a smaller gain in older families than young ones, but it still gained share in every demographic listed.

Table 5 here

To conclude the analysis, a series of checks were conducted to ensure the changes in brand metrics seen are indeed attributable to the market share changes. For example, one might suggest these brands could exhibit changes in penetration or SCR without market share changes – although that would require the changes in penetration and SCR to be directionally opposite (i.e., penetration increase and SCR decrease or vice versa). Another hypothetical alternative is that brands could show changes in the level of cross-brand purchasing without changes in their market share being evident (perhaps showing higher proportions of cross brand purchasing, but the buyers of other brands allocate less of their loyalty to the cross-purchased brand, for instance). To examine these possibilities, metrics for the ten growth brands were examined in other time periods within which their market shares were static. In all cases, there were no changes in penetration, SCR, distribution of purchase frequency, cross-brand purchasing or market share within demographics outside the margin of random variation due to the size of the household panels. Therefore, when the market share of these brands changed, these metrics changed – in the systematic way described. When their market

share was stable, these metrics were stable. Therefore we can be confident the pattern of results from this study is attributable to market share growth and not other factors.

Discussion

A synopsis of the findings is:

1. Brands that grow in market share grow much more in penetration than loyalty.
2. Growing brands gain more light, medium and heavy buyers – but the most noticeable increase is in the light, i.e. infrequent, buyer group.
3. Brand growth is accompanied by increased cross-brand buying from the buyers of most or all competitor brands.
4. Growing brands tend to grow their market share in all buyer demographics.

The study raised a possible caution about taking cross-sectional relationships between brand performance measures and extrapolating them to the dynamic case of brand growth. The empirical results suggest in this instance, extrapolation would have been fairly safe. The ratio of penetration change to SCR change across these ten brands in absolute terms is approximately 2.6 to 1, similar to past analysis using cross-sectional data (Allsopp et al., 2004; Sharp and Allsopp, 2003).

Next, the findings suggest that brands that grow do so by increasing their appeal ‘across the board’ – being bought more by every sort of buyer. They do not grow by engendering markedly higher loyalty among the current customer base. Loyalty does increase when the brand grows, but seemingly not by very much – in line with the long-standing observation that brand loyalty varies much less among competing brands than does brand penetration (e.g. Ehrenberg et al., 1990). Additionally, the brand as it grows attracts more light buyers, more medium and heavy buyers – but the most noticeable change is at the light end – large numbers

of additional buyers buying once or twice a year. The finding represents a substantial piece of knowledge for brand managers – what sorts of activities should they engage in to drive penetration, that is, to bring in many new buyers, most of whom will buy the brand quite infrequently? Such a prescription for growth might seem alarming and certainly counterintuitive for marketers used to reading about the desirability of loyalty as a path to growth (e.g. Reichheld, 1993a; Reichheld and Teal, 1996), but it is based on quite clear empirical evidence. Indeed the conclusion, that brands grow by attracting more of all sorts of buyers, seem to fly in the face of textbook wisdom about carefully selecting a target segment. Based on the findings here, the target segment might not need to be more tightly defined as simply those who buy the category. One might argue that demographic classifications are an inadequate representation of the latent or unobservable ‘segments’ or clusters of buyers in the population. And therefore, that more sophisticated schemes such as psychographics or lifestyle might be better suited to portray such segments if they exist. Such a line of argument seems logical – but first, past research has found little evidence for brands appealing to different attitudinal-based (Uncles et al., 2012) or lifestyle segments (Dawes, 2009a). Furthermore, the analysis here finds that these growing brands were bought more by the buyers of most or all competitor brands, which is not consistent with the concept that brands appeal to distinct psychographic segments. The finding is consistent with the theory that brands in a category are reasonably substitutable with each other (e.g. Ehrenberg, 2000) and that their differences in market share are due to differences in mental and physical availability (Sharp, 2010) not differentiation (e.g. Ehrenberg et al., 1997).

Overall, the results suggest that to grow, a brand needs to become more salient to very large numbers of consumers who either do not buy it at all, or buy it very rarely. In turn, this conclusion strongly implies that marketers' extensive use of tools such as in-store price promotions (Nijs et al., 2010) and loyalty programs (Leenheer et al., 2007) may not be optimal, and that they should re-invest in mass-reach media (e.g. Sharp, 2010).

Conclusions

The study has analyzed the important topic of brand growth, and found quite consistent patterns in terms of what occurs as brands grow. Past studies have analyzed changes in penetration and loyalty metrics, but no studies to date have examined the comprehensive set of metrics used here. The findings will help managers understand how they can grow their own brands. The study has also made a method contribution by taking the well-known analysis tools such as duplication of purchase, brand purchase frequency distributions, brand penetration and loyalty comparisons and brand popularity in buyer sub-groups from their usual static, cross-sectional usage to a two-period dynamic analysis. Further work could examine how brands with unusual performance metrics such as niche or change-of-pace brands with lower than expected or higher than expected loyalty respectively, (see Kahn et al., 1988; Pare and Dawes, 2011) change market share – do they tend to preserve their unusual metric composition or do they become more 'normal'? Also, a number of studies have identified market partitions – groupings of brands that compete especially intensely against each other (e.g., Fraser and Bradford, 1983; Carter and Silverman, 2004; Kalwani, 1979). A question arises, when a partitioned brand grows, does it tend to remain in its partition or does growing involve becoming less partitioned and more appealing to every other brand's customers? The inference arising from market structure and partition analysis to date is that a growing brand in a partition will hurt the other brands in the partition more than brands

outside it – for example, a growing diet food brand will hurt other diet competitors more than non-diet food brands in the same category. But little work has examined how such market structures change over time as entities gain market share. Finally, the analysis took the concept of year-on-year retention usually used in CRM or Business to Business contexts and applied it to brand growth in packaged goods. The analysis found brand growth was accompanied by slightly better retention, which in turn aided the brand achieving higher penetration in its growth year. Due to data limitations this analysis was only conducted for six brands, and so the question arises as to whether this result generalizes. Such questions are not only intriguing but would help the managers of such brands to better understand how growth occurs. This study has focused on packaged-goods brands, in part because of the data availability for such markets. More of the same sort of work should be done in other markets such as durables and perhaps services to see how the results here apply more widely. Finally, another avenue for future research would be to extend the approach outlined in the present study of growth, to examine brand decline.

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Table 1 Growing Brands

	Brand	Category	Country	Growth in market share
1	Arm & Hammer	Laundry Det.	USA	9% to 11%, 2004 to 2005
2	Cameron's	Coffee	USA	8% to 11%, 2008 to 2009
3	Asda	Dog Food	UK	3% to 5% 2006 to 2007
4	Francesco Rin.	Pasta Sauce	USA	9% to 11%, 2002 to 2003
5	Michelob	Beer	USA	7% to 10%, 2002 to 2003
6	Pantene	Shampoo	USA	9% to 10%, 2004 to 2005
7	Patak's	Cooking Sauce	UK	3.2% to 4.2%, 2010 to 2011
8	Goodfella's	Frozen Pizza	UK	5% to 6.5%, 2006 to 2007
9	Stouffer's	Frozen Dinners	USA	31% to 36%, 2005 to 2006
10	Wells	Yoghurt	USA	8% to 11%, 2002 to 2003

Table 2 Changes in brand penetration and loyalty

Brand	Market Share		Penetration		SCR		% change Penetration	% change SCR	Absolute Change Penetration	Absolute Change SCR
	Yr 1	Yr 2	Yr 1	Yr 2	Yr 1	Yr 2				
Arm & Hammer	9	11	19	25	36	40	32	11	6	4
Cameron's	8	11	13	15	42	41	20	-2	2	-1
Asda Dog Food	3	5	5.5	9.8	34	37	78	9	4.3	3
Francesco Rin.	9	11	31	33	21	23	6	9	2	2
Michelob	7	10	14	18	49	48	30	-2	4	-1
Pantene	9	10	7	10	66	68	43	3	3	2
Patak's	3.2	4.2	6.6	8.3	29	29	26	0	1.7	0
Goodfella's	5	6.5	10	15	20	21	50	5	5	1
Stouffers	31	36	36	38	48	52	6	9	2	4
Wells	8	11	14	23	32	33	64	3	9	1
Average							29	3.5	3.6	1.1
							Ratio: 7.9 to 1		Ratio: 2.6 to 1	

* % changes are ((year 2 – year 1) / year 1 * 100)

Table 3 Distribution of 1-purchase, 2-purchases, etc. for Year 1 and 2, Goodfella’s Pizza (truncated at 12 purchases p.a.)

Number of purchases of Goodfella’s per year	No of Households making that number of purchases		Incremental number of buyers in Year 2	% of incremental buyers
	Year 1	Year 2		
1	1119	1646	+527	38
2	496	860	+364	26
3	201	388	+187	14
4	123	229	+106	8
5	60	130	+70	5
6	39	60	+21	2
7	26	62	+36	3
8	19	40	+21	2
9	17	41	+24	2
10	11	23	+12	1
11	5	14	+9	1
12	6	9	+3	0
Total	2122	3502	1380	100

Figures 1 to 10. Brands in Year 2 show large increase in infrequent buyers

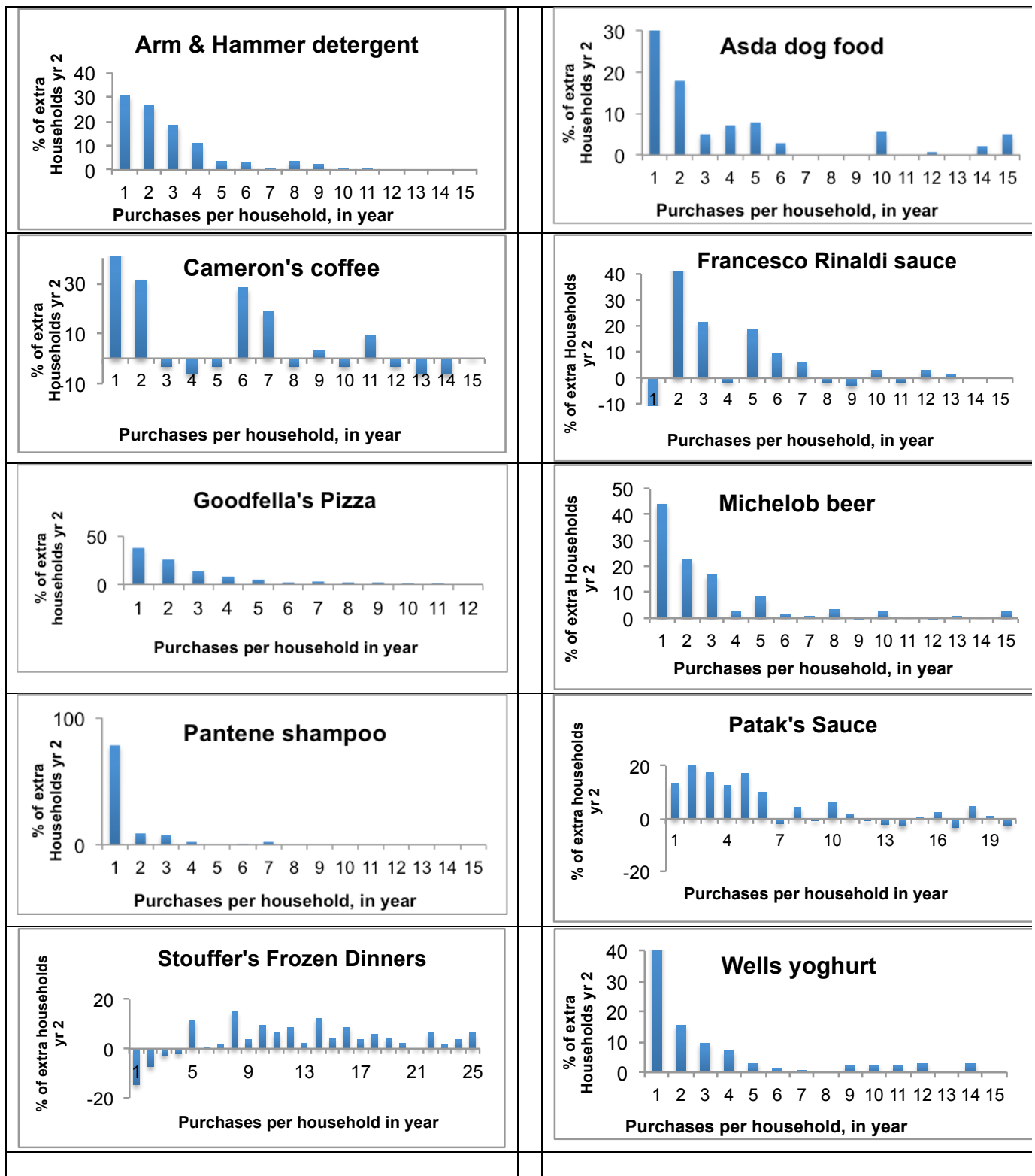


Table 4 Cross Purchasing by other brand's buyers, Year 1 to Year 2

Shampoo (US)			
Brand	% of brand's buyers who also bought Pantene		
	Year 1	Year 2	Change
Alberto	10	11	+1
Clairol	17	17	+0
Garnier	14	21	+7
Head & Shoulders	13	10	-3
L'Oreal	13	24	+11
Private Label	6	12	+6
Suave	10	14	+4
Whiter	7	8	+1
Average	11	14	+3
Yoghurt (US)			
Brand	Year 1	Year 2	Change
	% of brand's buyers also bought Wells		
Yoplait	20	30	+10
Dannon	23	33	+10
Colombo	34	39	+5
Breyer	27	34	+7
Old Home	22	33	+11
Kemp's	33	39	+6
Average	27	35	+8
Dog Food			
Brand	Year 1	Year 2	Change
	% of brand's buyers also bought Asda		
Aldi	10	19	+9
Butchers	15	21	+6
Chappie	16	17	+1
Lidl	16	29	+13
Pal	24	34	+10
Pedigree	12	15	+3
Sainsbury	13	26	+13
Tesco	14	20	+6
Winalot	15	20	+5
All Others	17	18	+1
Average	15	22	+7

Pizza (UK)			
Brand	% of brand's buyers who also bought Goodfella's		
	Year 1	Year 2	Change
Dr. Oetker	20	24	+4
Goodfella's Del.	29	35	+5
Asda	22	29	+7
Tesco	25	35	+10
Chicago Town	20	25	+5
Iceland	18	22	+4
McCain	18	23	+5
Average	22	28	+6
Frozen Dinners (USA)			
Brand	Year 1	Year 2	Change
	% of brand's buyers also bought Stouffers		
Banquet (main)	44	49	+5
Banquet (sub-brands)	41	50	+9
Healthy Choice	73	75	+2
Swanson	52	61	+9
Weight Watch.	64	71	+7
Uncle Ben's	73	78	+5
Average	58	64	+6
Coffee (US)			
Brand	Year 1	Year 2	Change
	% of brand's buyers also bought Cameron's		
Folger's	12	14	+2
Maxwell House	11	18	+6
Store Brand	12	20	+8
Hills Bros	11	13	+2
Eight O Clock	29	39	+10
Dunkin Donuts	43	35	-8
Berres	40	44	+4
All Others	19	26	+7
Average	22	26	+4

Table 4 Cont'd

Beer (US)			
	Year 1	Year 2	Change
Brand	% of brand's buyers also bought Michelob		
Miller	15	23	+8
Leinenkugel	19	24	+5
Michelob	22	27	+5
Bud Light	22	27	+5
Miller	16	26	+10
Old Milwaukee	15	21	+6
Miller Hi Life	12	24	+12
Milwaukee	17	23	+6
Budweiser	24	29	+5
Average	17	24	+7
Spaghetti Sauce	Year 1	Year 2	Change
	% of brand's buyers also bought Francesco R.		
Ragu	37	40	+3
Hunts	41	46	+5
Barilla	39	47	+8
Classico	41	40	-1
Prego	42	43	+1
Aunt Millie	62	66	+4
Average	44	47	3.3

Laundry Detergent (US)			
	Year 1	Year 2	Change
	% of brand's buyers also bought Arm & Hammer		
All	26	35	+9
Dynamo	31	43	+12
Era	35	40	+5
Private Label 1	31	37	+6
Purex	32	42	+10
Tide	14	16	+2
Wisk	21	32	+2
Xtra	33	36	+3
Yes	25	42	+7
Average	29	36	+7
Cooking Sauce	Year 1	Year 2	Change
	% of brand's buyers also bought Patak's		
Schwartz	22	27	+5
Colmans	20	24	+4
Sharwoods	33	38	+5
Homepride	22	28	+6
Asda	23	29	+6
Blue Dragon	20	24	+4
Tesco	25	29	+4
Uncle Bens	25	32	+7
Average	24	29	+5

Table 5 Changes in market share among demographic groups, year 1 to year 2

Pantene	Year 1	Year 2	Change
Demographic group	% Market share among ...		
Younger	9.1	10.7	+1.6
Older	9.7	10.1	+0.4
Lower income	8.3	11.5	+3.2
Higher income	9.3	9.6	+0.3
Smaller family	8.4	9.5	+1.1
Larger family	9.7	9.9	+0.2
Blue Collar	9.8	10.2	+0.4
White Collar	11.1	11.9	+0.8
Average	9.4	10.4	+1.0
Franceso R	Year 1	Year 2	Change
Demographic group	% Market share among		
Younger	5.0	7.0	+2.0
Older	7.3	8.6	+1.3
Lower income	8.0	9.3	+1.3
Higher income	6.0	7.6	+1.6
Smaller family	7.4	8.2	+0.8
Larger family	6.0	8.3	+2.3
Blue Collar	6.4	8.1	+1.7
White Collar	7.9	9.0	+1.1
Average	6.8	8.3	+1.5
Patak's	Year 1	Year 2	Change
Demographic group	% Market share among ...		
Younger	3.2	4.3	+1.1
Older	3.6	3.8	+0.2
Lower wealth	3.5	4.3	+0.8
Higher wealth	3.8	4.6	+1.2
Smaller family	3.1	3.7	+0.6
Larger family	3.9	4.9	+1.0
Average			+0.8

Wells	Year 1	Year 2	Change
Demographic group	% Market share among ...		
Younger	3.3	6.3	+3.0
Older	9.0	13.2	+4.2
Lower income	8.4	12.6	+4.2
Higher income	7.1	10.4	+3.3
Smaller family	10.3	13.9	+3.6
Larger family	4.7	7.3	+2.6
Blue Collar	6.5	9.5	+3.0
White Collar	6.1	9.7	+3.6
Average	6.9	10.4	+3.4
Goodfella's	Year 1	Year 2	Change
Demographic group	% Market share among		
Younger	5.4	6.9	+1.5
Older	4.9	6.5	+1.6
Lower wealth	5.6	7.0	+1.4
Higher wealth	4.7	6.4	+1.7
Smaller family	4.7	6.3	+1.6
Larger family	5.1	6.6	+1.5
Average	5.0	6.6	+1.6
Michelob	Year 1	Year 2	Change
Demographic group	% Market share among ...		
Younger	7.9	10.1	+2.0
Older	7.9	10.3	+2.2
Lower wealth	4.1	6.5	+2.4
Higher wealth	8.8	11.4	+2.6
Smaller family	6.8	9.8	+3.0
Larger family	8.2	10.1	+1.9
Blue Collar	8.0	10.1	+2.1
White Collar	4.1	7.0	+2.9
Average	7.0	9.4	+2.4

* note the average of the market share figures in the tables are an un-weighted average, which may therefore differ slightly to the overall market figures reported in Table 1.

Table 5 Cont'd

Cameron's	Year 1	Year 2	Change
Demographic group	% Market share among ...		
Younger	10.9	14.3	+3.4
Older	7.8	11.2	+3.4
Lower income	5.6	7.2	+1.6
Higher income	9.3	13.8	+4.5
Smaller family	7.3	11.0	+3.7
Larger family	9.7	12.3	+2.6
Blue Collar	5.9	8.9	+3.0
White Collar	10.8	14.5	+3.7
Average	8.4	11.7	+3.2
Arm & Hammer	Year 1	Year 2	Change
Demographic group	% Market share among ...		
Younger	8.6	9.1	+1.5
Older	8.1	11.0	+2.9
Lower income	9.4	10.9	+1.5
Higher income	8.0	11.1	+3.1
Smaller family	8.0	10.3	+2.3
Larger family	9.5	12.3	+2.8
Blue Collar	9.4	12.1	+2.7
White Collar	8.3	10.7	+2.4
Average	8.7	10.9	+2.4

Stouffer's	Year 1	Year 2	Change
Demographic group	% Market share among ...		
Younger	20.4	22.0	+1.6
Older	30.3	40.0	+9.7
Lower income	27.0	36.0	+9.0
Higher income	26.0	31.0	+5.0
Smaller family	24.6	33.1	+8.5
Larger family	30.9	38.0	+7.1
Blue Collar	24.0	31.0	+7.0
White Collar	23.9	34.1	+10.2
Average	25.9	33.2	+7.3
Asda Dog Food	Year 1	Year 2	Change
Demographic group	% Market share among ...		
Younger	4.1	5.8	+1.7
Older	2.3	4.9	+2.6
Lower wealth	2.9	3.7	+0.8
Higher wealth	3.0	4.6	+1.6
Smaller family	2.4	3.3	+0.9
Larger family	3.8	6.8	+3.0
Dog owner M	3.6	6.8	+3.2
Dog owner F	2.9	4.5	+1.6
Average	3.1	5.0	

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