

More households buy biscuits each year than any other food, including bread and butter!



# Three steps to growing your biscuit sales

Despite the recession, the category is still seeing double-digit growth, making it more important than ever to your grocery sales. Read on to grow your sales and profit in this crucial category.

Ulster Grocer is delighted to introduce a new initiative that will boost your biscuit sales in the convenience sector. In association with United Biscuits, we have developed a comprehensive guide to ranging and merchandising the biscuit category, which is specifically tailored to Northern Irish shoppers.

Retailers that have successfully implemented range reviews based on the principles of category management have seen up to double-digit growth and we are confident that, by following the advice in this article, you will

be able to reap some of these rewards. Simply follow the guide on pages 32 and 33 and lay out your fixture accordingly for immediate results.

United Biscuits is the number one biscuit manufacturer in the

UK, with leading biscuit brands including McVitie's, Penguin, go ahead! and Jaffa Cakes. The company has been at the forefront of category management for many years and is constantly striving to find more innovative ways

to merchandise the category and engage shoppers at the point of purchase. This level of experience, coupled with their unique access to market data in the convenience sector in Northern Ireland gives



CHART 1

# Must Stock Range

Stock the RIGHT PRODUCTS to MAXIMISE your PROFITS

Chocolate Biscuit Bars		100g	200g	300g	400g	500g
Nestle Kit Kat 2 Finger Milk	10Pk	✓	✓	✓	✓	✓
Burton's Wagon Wheels Original	6Pk	✓	✓	✓	✓	✓
Viscount Mint	7Pk	✓	✓	✓	✓	✓
Cadbury Snack Sandwich	6Pk	✓	✓	✓	✓	✓
Blue Ribband	6Pk	✓	✓	✓	✓	✓
Fox's Classic	8Pk	✓	✓	✓	✓	✓
McVitie's Penguin	9Pk	✓	✓	✓	✓	✓
Toffee Crisp Biscuits	7Pk	✓	✓	✓	✓	✓
McVitie's Taxi	9Pk	✓	✓	✓	✓	✓
Jacob's Club Orange	8Pk	✓	✓	✓	✓	✓
Fox's Rocky Caramel	10Pk	✓	✓	✓	✓	✓
Tunnock's Caramel Wafers	8Pk	✓	✓	✓	✓	✓
Fox's Rocky	10Pk	✓	✓	✓	✓	✓
McVitie's Penguin Wafer	9Pk	✓	✓	✓	✓	✓
McVitie's Gold Bars	9Pk	✓	✓	✓	✓	✓
Fox's Triple	10Pk	✓	✓	✓	✓	✓
Jacob's Club Mint	8Pk	✓	✓	✓	✓	✓
Fox's Echo	6Pk	✓	✓	✓	✓	✓
Jacob's Club Chocolate	8Pk	✓	✓	✓	✓	✓

Everyday Treats		100g	200g	300g	400g	500g
McVitie's Milk Choc Digestives	300G	✓	✓	✓	✓	✓
Jacob's Mikado	125G	✓	✓	✓	✓	✓
McVitie's Jaffa Cakes	150G	✓	✓	✓	✓	✓
Cadbury Digestives Milk Chocolate	400G	✓	✓	✓	✓	✓
Fox's Crunch Creams Golden	200G	✓	✓	✓	✓	✓
McVitie's Hob Nobs Milk Chocolate	300G	✓	✓	✓	✓	✓
McVitie's Choc Caramel Digestives	300G	✓	✓	✓	✓	✓
McVitie's Plain Choc Digestives	300G	✓	✓	✓	✓	✓
Jacob's Kimberley	150G	✓	✓	✓	✓	✓
Cadbury Rich Tea Milk Chocolate	300G	✓	✓	✓	✓	✓
Fox's Rich Tea Creams	200G	✓	✓	✓	✓	✓
Fox's Jam Creams	150G	✓	✓	✓	✓	✓
Cadbury Milk Chocolate Shortcake	300G	✓	✓	✓	✓	✓
McVitie's Jaffa Cakes Tubes	187G	✓	✓	✓	✓	✓
Fox's Crunch Creams Ginger	200G	✓	✓	✓	✓	✓
Jacob's Lemon Puffs	200G	✓	✓	✓	✓	✓
McVitie's Chocolate Chip Cookies	200G	✓	✓	✓	✓	✓
McVitie's White Choc & Rasp Cookie	200G	✓	✓	✓	✓	✓
Jacob's Coconut Creams	100G	✓	✓	✓	✓	✓
Fox's Classic Creams	200G	✓	✓	✓	✓	✓
McVitie's Milk Choc Digestives Tubes	250G	✓	✓	✓	✓	✓
McVitie's Hob Nobs Creams Vanilla	200G	✓	✓	✓	✓	✓
McVitie's Jaffa Cakes Twin	300G	✓	✓	✓	✓	✓

Everyday Biscuits		100g	200g	300g	400g	500g
McVitie's Rich Tea	300G	✓	✓	✓	✓	✓
Maryland Cookies Choc Chip	150G	✓	✓	✓	✓	✓
McVitie's Digestives	400G	✓	✓	✓	✓	✓
McVitie's Ginger Nuts	300G	✓	✓	✓	✓	✓
McVitie's Hob Nobs Plain	300G	✓	✓	✓	✓	✓
Crawford's Marie	200G	✓	✓	✓	✓	✓
Jacob's Fig Rolls	200G	✓	✓	✓	✓	✓
Crawford's Custard Creams	150G	✓	✓	✓	✓	✓
Maryland Cookies Double Chocolate	150G	✓	✓	✓	✓	✓
Maryland Cookies Hazelnut	150G	✓	✓	✓	✓	✓
Fox's Traditional Gingers	250G	✓	✓	✓	✓	✓
McVitie's Rich Tea	200G	✓	✓	✓	✓	✓
McVitie's Digestives	250G	✓	✓	✓	✓	✓
Fox's Original Thick Tea	200G	✓	✓	✓	✓	✓
McVitie's Chocolate Chip Cookies	150G	✓	✓	✓	✓	✓
Fox's Traditional Nice	300G	✓	✓	✓	✓	✓

Childrens' Biscuits		100g	200g	300g	400g	500g
Burton's Jammie Dodgers	150G	✓	✓	✓	✓	✓
Burton's Teacakes	250G	✓	✓	✓	✓	✓
Burton's Tollypops	150G	✓	✓	✓	✓	✓
McVitie's Mini Jaffa Cakes	6Pk	✓	✓	✓	✓	✓
Oreo	4Pk	✓	✓	✓	✓	✓
Burton's Coconut Delights	250G	✓	✓	✓	✓	✓
Crawford's Wafers	100G	✓	✓	✓	✓	✓

Special Treats		100g	200g	300g	400g	500g
Cadbury Fingers	150G	✓	✓	✓	✓	✓
Fox's Viennese Creams	150G	✓	✓	✓	✓	✓
Jacob's Kimberley Chocolate	6Pk	✓	✓	✓	✓	✓
McVitie's Boosters Hazelnut	130G	✓	✓	✓	✓	✓
Cadbury Mallovs	150G	✓	✓	✓	✓	✓
Fox's Creations Caramel Millionaire	125G	✓	✓	✓	✓	✓
Cadbury Milk Choc Cookies	150G	✓	✓	✓	✓	✓
Fox's Chocolate Chunk Cookies	200G	✓	✓	✓	✓	✓

Crackers & Crispbread		100g	200g	300g	400g	500g
Jacob's Cream Crackers	200G	✓	✓	✓	✓	✓
McVitie's Butter Puffs	200G	✓	✓	✓	✓	✓
Ryvita Crackerbread	200G	✓	✓	✓	✓	✓
McVitie's Krackanheat	200G	✓	✓	✓	✓	✓
Ryvita Original	200G	✓	✓	✓	✓	✓

Healthier		100g	200g	300g	400g	500g
McVitie's Go Ahead		✓	✓	✓	✓	✓
Yogurt Breaks Strawberry	6Pk	✓	✓	✓	✓	✓
McVitie's Go Ahead Crispy Fruit Slices Apple		✓	✓	✓	✓	✓
McVitie's Digestive Light	400G	✓	✓	✓	✓	✓

Savoury		100g	200g	300g	400g	500g
Jacob's Tuc	150G	✓	✓	✓	✓	✓
Jacob's Cheddars	150G	✓	✓	✓	✓	✓
Jacob's Tuc Savoury Sandwich	150G	✓	✓	✓	✓	✓

CHART 2

Tailor your range to suit your shopper profile	
Managers Choice Ideas	Expand your range with.....
Family Shopper	Childrens' Biscuits Chocolate Biscuit Bars Savoury
Price Sensitive	Value Brands (Crawford's, Tertiary Brands) Price Marked Packs
Premium Shopper	Special Treats Healthier Biscuits (Go Ahead)
Traditional Shopper	Everyday Biscuits Everyday Treats Crackers and Crispbreads
On the Go	Minis Go Ahead Chocolate Biscuit Bars

CHART 3

## STEP 1: RANGE

### Stock the correct range

• Understand how consumers segment the category so that you can stock a range that caters to all your shoppers' needs (the biscuit category is divided into eight product segments identified in Chart 1).

• Use sales data to make sure that you stock up with the best sellers of each segment. It is important to strike the balance between ensuring high sellers are available and building loyalty by stocking products from all the different segments that consumers have identified in the category. Rather than simply stocking the top 80 fastest selling products in the market, the more successful retailers maximise their sales opportunities and customer satisfaction through a total category approach.

For example, healthier products may not sell so quickly, but stocking one or two lines will mean you cater to a section of your shoppers who are looking for healthier options and drive greater overall loyalty to your store. These healthier shoppers may also tend to be more affluent and have a higher basket spend, therefore increasing total sales through your till.

Chart 2 identifies the best-selling products in each of the segments. All range data is linked to actual sales performance in the Northern Irish market over the last year (Data 52w/e March 2009 PS&A).

• Tailor the range to suit your shopper profile (as shown in Chart 3).

## STEP 2: DISPLAY

### Make the fixture easy to shop

• Use 'beacon' (category leading) brands and clear blocking so that shoppers can quickly find what they want. In larger stores it is also important to signpost the segments.

• Within biscuits, ensure you group the products together into their individual product segments. The layout of a fixture is determined by a shopper's 'decision tree', a visual representation of the decision-making process customers go through as they shop the

you unparalleled insight and opportunity to increase your biscuit sales.

Assisting *Ulster Grocer* with the challenge of laying out the perfect biscuit fixture is Jan Boyle, United Biscuits Marketing and Customer Marketing Controller in Ireland

So, how can you unlock the profit potential of the biscuit category? United Biscuits has identified a simple three-step process that puts the customer at the centre of your plans.



CHART 5

category. For example, the first decision shoppers make when they shop for biscuits is whether they want a sweet or savoury biscuit, therefore the biscuit layout is split between sweet and savoury products.

- Make sure that top selling lines are at eye level to increase visibility
- The recommended layout for a three-bay fixture is shown in Chart 4:

**STEP 3: SPACE**

**Allocate the correct amount of space to each segment and to each product**

- In Northern Ireland, the biggest biscuit segments are Chocolate Biscuit Bars, such as Penguin and Kit Kat; Everyday Treats such as McVitie's Chocolate Digestives and Jacobs's Mikado; and Everyday Biscuits, such as McVitie's Rich Tea and Digestives. Together, these three segments account for 75 per cent of sales and should take up most of the space on your fixture.
- Some big sellers may require

two facings to keep them in stock. Allocating the correct amount of space to products means you are more likely to keep them in stock and have an even rate of run-down on products. This means you will reduce lost sales and keep products fresh, avoiding wastage and shelf-life issues. It is better and more profitable to keep the best sellers in stock with extra facings than to provide a bigger, fragmented range of products that your customers may not want. Again, the balance of keeping the key lines in stock and offering the best sellers in each of the segments is the key to success. Chart 5 is a sample of a three-bay planogram.

**PUTTING SHOPPERS FIRST**

The principles of category management

are very important in today's increasingly competitive environment. Putting consumers and shoppers at the centre of your store will increase sales, profit and customer loyalty. By showing you the three easy steps to success in laying out the perfect biscuit fixture, it is clear that a focus on range and merchandising is not the exclusive domain of the larger multiples - the benefits can also be enjoyed by independent stores.

The biscuit category is proving to be resilient during the recession and is therefore more important

than ever to your grocery sales. So start today on creating the perfect biscuit fixture and maximise the opportunity!

If you have any more questions on this article or need any help, United Biscuits has a new dedicated Sales Development Team calling on over 600 symbol stores every month who would be glad to provide category insight and planogram support. Alternatively, you can access insight and biscuit planograms by logging onto [www.spcl.co.uk](http://www.spcl.co.uk) and following the link to UB.



CHART 4