

By Pam Danziger, Unity Marketing



- While the emerging luxury markets with their rapid growth, like China, make the news, the U.S. luxury market remains the world's largest many times over.
- The Federal Reserve Bulletin puts the total number of millionaire households at 11.53 million.
  - That means the U.S. has <u>eleven times</u> more millionaires than China, which the Shanghia-based Hurun Research Institute placed at 1 million in its recently released <u>Hurun</u> <u>Wealth Report.</u>
- The size of the U.S. luxury market, which reached €62,5 billion in 2013, is nearly 3.5 times larger than the next largest market, Japan.
  - This according to estimates reported by Bain/Altagamma in their 2013 Luxury Worldwide Market Study.

## Millionaires

More than 400,000 200,000-400,000

#### Top five cities:

New York: 285,354 Los Angeles: 175,948 Chicago: 117,343 San Francisco<sup>1</sup>: 110,828 Philadelphia: 99,585

Individuals with net worth greater than \$1 million are considered millionaires. <sup>1</sup>Includes surrounding area.



THE U.S. CONSUMER MARKET FOR LUXURY IS THE WORLD'S LARGEST

The United States is without doubt the most important market for luxury goods and services.

It used to be, like the song said, 'if you can make it there, you can make it anywhere,' but not anymore.

American affluents have discovered a brand new way to express and live luxury. It isn't like it used to be back in the glory days before the great recession.







# Affluent = Top 20% Income Households

80%

Incomes starts just above \$100k



20%

- Total Affluents = 27.6 million households with average income \$221.0k
- HENRY High Earners Not Rich Yet ~ 24.3 million
   \$100,000-\$249,999
- + \$250,000 and above are 'Ultra-affluent'  $\sim 3.3$  million
  - Their average income \$411,160
- 11.53 million HNW households (\$1 million assets or more, according to the Federal Reserve Bulletin)

Number Affluent Households by Income	Total Number	Share Affluent	Avg. Income
households)			
\$100,000-\$149,999	15,266	55%	\$124,52]
\$150,000-\$174,999	4,175	15%	\$161,932
\$175,000-\$199,999	2,288	8%	\$186,996
\$200,000-\$249,999	2,600	9%	\$220,400
Ultras \$250,000+	3,313	12%	\$411,160
Total	27,642	100%	\$221,003

Source: U.S. Census

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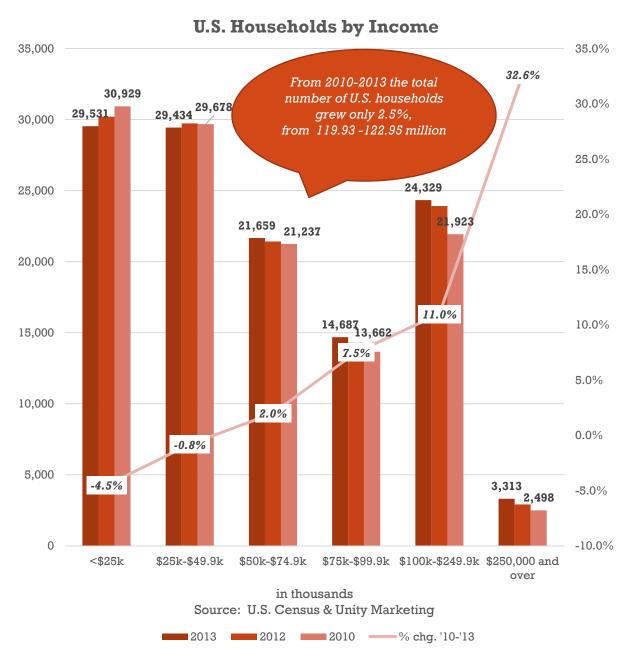
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## NEARLY 30 MILLION AFFLUENT HOUSEHOLDS

Affluents include: HENRYs (High Earners Not Rich Yet), Ultra-Affluents & Rich (HNW & UHNW)







THE AFFLUENT SECTOR IS WHERE THE REAL GROWTH IS

From 2010-2013 the number of U.S. household grew by 2.5%. But the number of households at the top of the income pyramid, the ultraaffluents, grew ten times as fast. Even the HENRYs grew four times faster than the average.

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- Affluents are:
  - Managers/Executives & Professionals
  - Best informed consumers (government policies, global affairs, economy)
- Financial security is primary concern



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AFFLUENTS WORK AT IT & DON'T WANT TO LOSE IT

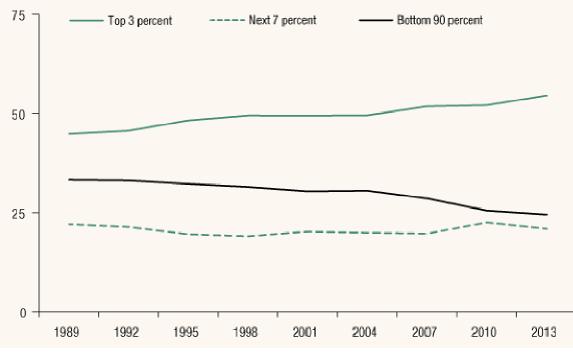
People don't get affluent by accident





So more correctly, we should say that the "Richest are getting richer, while the merely rich (i.e. next 7%) are holding."

### Wealth shares by wealth percentile, 1989-2013 surveys



Source: Federal Reserve Bulletin, September 2014

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### THE RICH ARE GETTING RICHER

It's conventional wisdom that 'the rich are getting richer,' and the latest <u>Federal Reserve</u> <u>Bulletin</u> (September 2014, vol. 100, no. 4) shows that the share of total income of the top 3% of Americans grew to 30.5% in 2013 from 27.7% in 2010.

Further the top 3% saw their wealth share rise from 44.8% in 1989 to 51.8% in 2007 and 54.4% in 2013.

However, the story is somewhat different for the next 7%, who by all measures are wealthier than 90% of the rest of the nation.

To qualify for the next 7% a household has to have net worth of \$941,700 in 2013. Their share of wealth has hovered between 19 to 22% over the past 25 years, and registered 20.9% in 2013.

That makes virtually everyone in the top 10% of U.S. households a millionaire, but even among millionaires, the wealth is heavily concentrated among those 3% at the very top.





- Brands need to communicate
  - Less Aspiration
  - More Inspiration









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## WHO ARE LUXURY CUSTOMERS?

Affluents know who they are and don't need to buy a status symbol to give them confidence or prestige





### HENRYs live small,

### while Ultra-affluents go into hiding



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### AFFLUENCE IS A "TALE OF TWO CITIES"

#### HENRYs are...

Saving money

Trading down to less premium brands

### Ultra-affluents are...

Confident about financial status, but...

Inconspicuous consumption rules







### Today people with \$250,000 income feel middle-class, and certainly not luxury class

### WHO IS MIDDLE-CLASS, AFFLUENT, WEALTHY TODAY?

The affluent are the top 20 percent of U.S. households based on income and starts at about \$100,000

- Top 2 percent starts at about \$250,000
- Top 1 percent starts at about \$380,00

### Question is:

- Who is wealthy?
- Who is rich?
- Who feels wealth?
  - Who feels rich?





- People don't become affluent by chance; they have to work for it. So affluence is, by definition, a lifestyle choice.
- And for many, especially Millennial generation consumers, the pursuit of affluence may hold few tangible rewards.
  - A recent qualitative study of Millennials on the road to affluence found they placed high priority on free time, vacations, and work/balance lifestyles – factors that could well dampen their earning potential as they pursue careers.
  - Further, they know that reserving time to pursue family, hobbies and other activities will demand trade offs, which they seem perfectly willing to accept.
  - They ask, "When is enough enough?" and have found that they can do with less material things in order to have more of what they really value – time with family and friends and to pursue personal interests.
- The challenge for luxury marketers in the future is not only that their customers' income could decline, rather than rise, but also that they may simply decide that paying high prices for luxury brands is not a priority.

## FOR LUXURY BRANDS THERE IS A REAL DANGER:

THAT YOUNG PEOPLE WILL OPT-OUT OF PURSUING HIGH-INCOMES







# LUXURY TRENDS 2015 AND BEYOND

Five key trends that are shaping the affluent consumer market



- 1) Affluent Austerity
- 2) Luxury's Got a Brand New Style
- 3) Luxury Brands Need a New Story
- 4) Ultra-affluents Are Shopping like HENRYs
- 5) Millennials on Road to Affluence Will Gain Traction ~2020

### UNITY MARKETING TAKES LIFESTYLE APPROACH

We study affluents across 21 different categories of highend goods and services

We examine affluents as they shop across 18 different types of shopping experiences

We study trends in affluents' lifestyles.

Valuable & actionable insights come from both a vertical (within product category or sector) and horizontal (across categories) view





### **Overview Key Financial Indicators**

Do you feel that you are better off, equal to, or less well off now financially compared to three months ago? (Top Box)

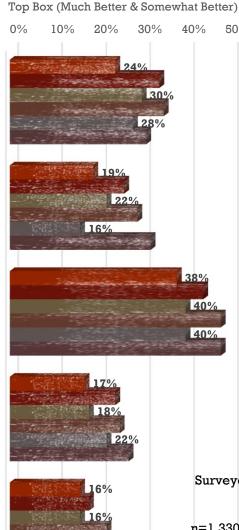
Do you think the country as a whole is better off, equal to, or less well off now financially compared to three months ago? (Top Box)

To what degree do you feel you will be better or worse off financially twelve months from now compared to today? (Top Box)

Compared to twelve months ago are you spending more on luxury now, spending the same or spending less on luxury now than twelve months ago? (Top Box)

In the coming twelve months, do you expect to spend more than, the same as, or less on luxury compared to the previous twelve months? (Top Box)

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20%

Surveyed conducted Oct. 9-15, 2014

• 4014 (LCI=46.4)

**3Q14** (LCI=58.7)

= 2014 (LCI=49.4)

■ 1Q14 (LCI=65.0)

■ 4Q13 (LCI=56.0)

■ 3Q13 (LCI=67.3)

n=1,330 surveyed Avg. Income \$259.0k Avg. Age. 47.9 years

50%

## 1) AFFLUENT AUSTERITY

Today affluent consumers with plenty of cash on hand are being more selective, more pragmatic, more demanding and much more careful about what luxuries they buy and how much they spend.

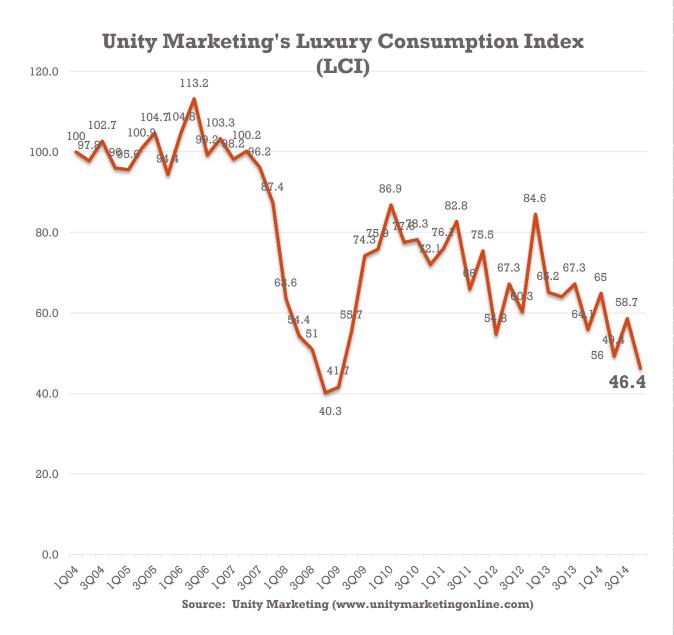
Affluents at the top of the nation's income pyramid are spooked about the economy. The result: They are trading down to less premium brands, as well as forgoing extra expenditures and indulgences.

While the upper-income consumers have largely recovered from the recession and have a good handle on their financial status, they are still holding back when it comes to spending.

Simplicity, back-to-basics, retreat & downscaling is the mood.







LCI REVEALS AFFLUENT CONSUMER CONFIDENCE

LCI measures affluent consumer confidence and is directly linked to purchases and spending.

It's Unity Marketing's forwardlooking indicator that has proven highly reliable for planning purposes. We were out two-to-three quarters ahead of the recession giving warning of challenges ahead.

In 4Q2014 the LCI stands at 46.4 points, just 6.1 points above its lowest point at the end of 2008.

This provides a look over the horizon to predict affluents' future propensity to buy.

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## YOUR CHALLENGE:

# HOW TO TRANSLATE CONSUMER AUSTERITY INTO BUSINESS



# PROSPERITY

Affluents mood of austerity is an early warning of trouble brewing for marketers at all pricing levels, since the affluents are the 'heavy-lifters' in the consumer economy.

- How can you position your brand, your company despite the headwinds?
- How can your brand get back-to-basics, all the while delivering superb quality and value?
- Stay up-to-date on the latest trends in the affluent consumer mindset with Unity Marketing's Affluent Consumer Tracking Study.



### Old Style



### New Style



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## 2) LUXURY'S GOT A BRAND NEW STYLE

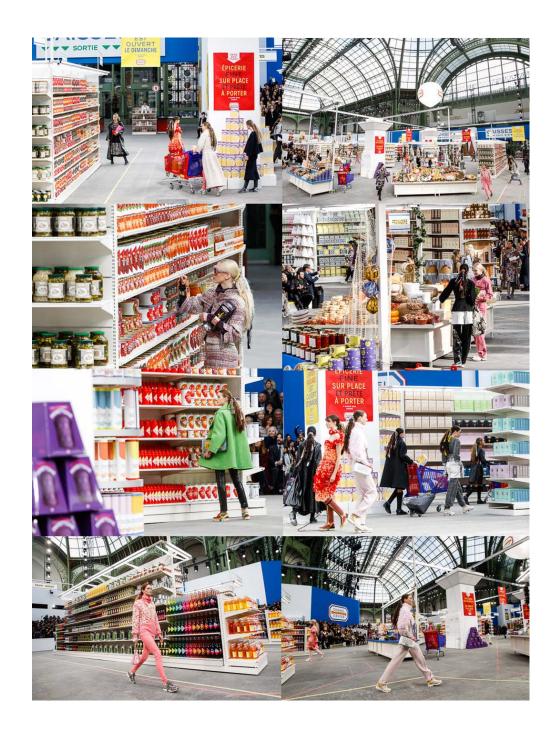
There is a new kind of conspicuous consumption today required in a political environment that is demonizing income inequality and the excesses of the 1%.

Rather than conspicuous consumption and status symbols that proclaim one's wealth, the affluent are embracing brands that give them bragging rights to how smart a shopper he or she is.

For example, this past season's 'It' coat embraced by the wealthy wasn't one from a tony Madison Avenue furrier, like Broadway Joe's, but the Uniqlo Ultra-Lite Down Jacket which sold for less than \$70. This jacket is cool and chic in an anti-status, smartshopper way.







### KARL LAGERFELD KNOWS LUXURY'S GOT A NEW STYLE

Chanel showed its latest fashions in the Grand Palais in Paris set up like a supermarket.

All the models wore Chanel, but were dressed in sneakers.

What could be less 'luxury?'





## **OLD & NEW LUXURY BRANDS**

### **Old Luxury Brands**







Mercedes-Benz



### **New Luxury Brands**







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Apple

# HOW DOES YOUR BRAND REFLECT THE NEW STYLE OF LUXURY?

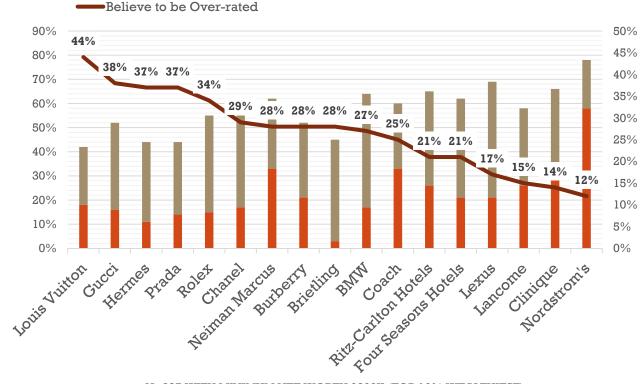


- Where does your brand fit into the new style of luxury?
- How do the competitors' brands compare?
- Is there an essential new style of luxury message that your brand needs to communicate?
- Gain new insights and discover the implications of luxury's brand new style in Unity Marketing's trend report, Luxury's Got a Brand New Style: How to Position Your Brand to the New Affluent Consumer Psychology



### Luxury Brands & How They Rate

Owned or experienced past 5 years - Familiar with or have knowledge of



N=327 WITH MINIMUM NET WORTH \$800K (TOP 10% WEALTHIEST)

AVG. INCOME \$295,000; AVG. NET WORTH \$3.1 MILLION; AVG. PRIMARY RESIDENCE \$1.3 MILLION SOURCE: AMERICAN AFFLUENCE RESEARCH CENTER ANALYSIS BY UNITY MARKETING

Luxury brands need to tell a 'new story' to the affluent, one that matters to them and makes them notice. And it isn't the kind of brand messaging we see from brands like LV, Gucci, Hermes, Rolex focused on status and featuring young, beautiful, thin people.

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## 3) LUXURY BRANDS NEED A NEW STORY

The wealthy generally don't view many luxury brands positively. Rather many wealthy believe luxury brands are overrated, brands like Louis Vuitton, Gucci, Hermes, Prada, Rolex, according to a survey done by American Affluence Research Center and analysis conducted by Unity Marketing.

Through regression analysis, we found that about 70-80% of the wealthy consumer's rating is tied to experience (i.e. owned or experienced in past 5 years) and knowledge with the specific brand (i.e. familiar with of have knowledge of).

Further, looking at each multiple in the analysis that drives the rating (i.e. personal experience/ownership alone and just knowledge of the brand like you'd get through marketing communication), there isn't much difference between the two.

The take away very simply is that marketing communication aimed at educating the affluent about the luxury brand is very likely to create a positive feeling or halo around the brand which may well lead to trial and usage, i.e. buying. In a nutshell, the more familiar the wealthy target customer is with a specific brand, the more likely they are not to view them as overrated, and thus not worth buying.





- In July, Hermes reported a slowdown of sales in its fiscal second quarter 2014.
- In the same month, LVMH reported first-half year sales were below expectations.
- Kering, owner of the heritage Gucci brand, reported a 2.4% decline in the brand's sale in the second quarter 2014.
  - The only bright spot for Kering was their Saint Laurent brand which posted 29% growth in 2Q14. Here's why...



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### LUXURY BRANDS KEEP SINGING THE 'SAME OLD SONG'

Recently, cracks have begun to show in the "same old story" that serves as the traditional luxury marketing platform.

For years, for decades, and in some cases for centuries, luxury brands have been doing the same old song and dance for their current and prospective customers.

The luxury story, which describes how brands are positioned and marketed, goes like this: Exclusivity, design excellence, exceptional workmanship, top-quality materials, and aspiration for brands that one aspires to own and to show off. Things are changing.





## HEDI SLIMANE IS TELLING A NEW STORY ABOUT AN OLD BRAND . Increasingly, young affluents under aged

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## SAINT LAURENT



- Increasingly, young affluents under aged 45 years and that means catering to GenXer and Millennials. Millennials were born from about 1980-2000 with the leading edge of the cohort (34 years) and approaching early middle age and their peak income years.
- Moneyed Millennials are looking to brands and shopping experiences that capture their unique mood and spirit. That is what makes the efforts of the newly-reimagined Saint Laurent brand, under the direction of GenXer Hedi Slimane, worth studying.
- By dropping the Yves from the brand name, but keeping Saint Laurent Paris, it connects to the brand's past, but looks forward to the future.
- Further, the Saint Laurent reinvention has an American twist. Slimane moved his design studio from Paris to LA and opened a new flagship store on Rodeo Drive. While some of the Saint Laurent fashions feature glitz and glam, there is a minimalist, back-to-basics aesthetic, especially among the menswear designs, that connects with the current mood.
- Slimane is honoring the YSL-edge, but telling a new story reinterpreted for today's hipsters. Saint Laurent was rewarded for its bold moves by a 29% growth in sales growth in the second quarter 2014, while Kering sister brand Gucci declined.





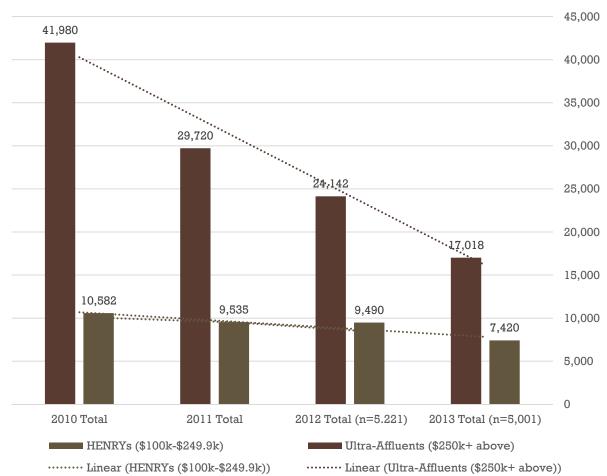
# IS YOUR BRAND STUCK SINGING THE SAME OLD SONG?



New times, new customers, new cultural perspectives require marketers to sing a song that fit the times.

- What song is your brand singing?
- Is it right for the times, the culture, the target customer?
- Are your competitors singing better songs?
- Unity Marketing offers customized studies of how your brand ranks with the affluent consumers. We can help you discover whether the song you are singing about your brand is making the right impression.





### Luxury Spending by Income Segment

4) ULTRA-AFFLUENTS ARE SHOPPING MORE LIKE HENRYS

Since 2012 Unity Marketing found the spending gap between Ultras & HENRYs narrowing

- Typically the Ultraaffluents spend 3-to-4 times more than HENRYs. In 2012 and ever since, the gap narrowed to about two-times as much and that has remained the same.
- As a result, Ultras are starting to spend more like HENRYs.
- Ultra-affluents are cutting back on their purchases of heritage luxury brands, in favor of purchases of more premium brands, like Coach, Michael Kors, Ralph Lauren, Tiffany....

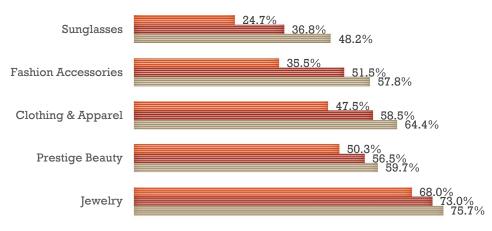
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#### NET ANY LUXURY BRAND PURCHASE BY ULTRA-AFFLUENTS

■4Q13 ■2012 ■2011

 $0.0\% \ 10.0\% \ 20.0\% \ 30.0\% \ 40.0\% \ 50.0\% \ 60.0\% \ 70.0\% \ 80.0\%$ 



- Ultra-Affluents are cutting way back on luxury name brand purchases from 2011 and 2012 levels.
- This calls on luxury brands to make more of an effort to connect with those customers who have the highest potential to spend, but who are now turning away from these high-end brands.

### ULTRA-AFFLUENTS ARE BUYING FEWER LUXURY BRANDS

There are fewer differences noted in how the ultra-affluents and lower-income HENRYs shop and spend.

This calls on luxury brands to think in new ways about their best customers and what is most meaningful to them

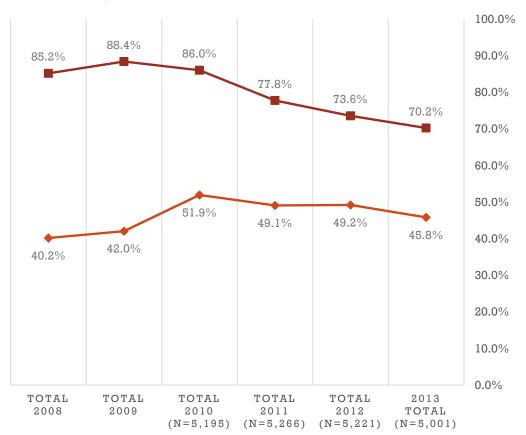




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Luxury Department Stores — Mass/Discount Department Stores (Net Any) (Net Any)



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ULTRA-AFFLUENTS SHOP FAR MORE OFTEN AT TARGET THAN NEIMAN MARCUS

The idea that ultra-affluents want to spend as much money as they can is ludicrous. They shop for value and when they can get good-enough brands at reasonable prices, they will opt for that.

They don't need prestige of shopping at Neiman Marcus, Saks 5<sup>th</sup> Avenue or other 'tony' stores.

They shop across all levels of stores, but with mass and discount retailers, like Macy's, Target, Costco, getting their patronage.

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# DO YOU UNDERSTAND THE AFFLUENT SHOPPER?



Every six-months Unity Marketing examines the shopping behaviors of the affluent shoppers – the top 20% of U.S. households that account for more than 40% of all retail spending. These are the most empowered and important shoppers for any retailer, whether they compete at the high-end, discount/low-end or mid-market.

Unity Marketing's report *How Affluents Shop: The who, what, where and why about affluent shoppers* delivers insights every retailer needs to understand this most important customer segment. Report includes an Executive Summary which provides a quick review of the key trends in the latest study and a Detailed Analysis Report giving you all-access to data about where affluent's shopped, what they bought, how much they spent and what motivated their most recent shopping experience.



- Millennials are poised to become the biggest spending generation in history
  - As a generation, the Millennials are at least as large, if not larger, than the Baby Boom generation, who are Millennials' parents born from 1946-1964.
  - Over the next two decades the Boomers will move into retirement with dramatic change in consumption patterns, and Millennials will become the leading force in the consumer market. And among the Millennials the most important target for marketers, especially those at the high-end or luxury edge, will be the affluent.

#### Luxury consumers are of more value to marketers when they are younger than when older

- While affluence comes with middle age, the younger middle-agers (35-44 year olds) are more valuable to marketers than the older middle-agers (45-54 years). Over the past eleven years of Unity Marketing's tracking of affluent consumer spending, younger affluents consistently spend one-and-one-half to two times more than older affluents on high-end/luxury goods and services.
- With the Millennial generation poised to assume the reins in the luxury market, marketers that aim to cross over to the new luxury generation need to understand these Millennials on the road to affluence.
- 2026-2029 will be the peak years to capture their market share based upon population demographcis
  - Marketers need to get started now planning for the inevitable transition from one dominant generation (i.e. Baby Boomers and GenXers) to another (Millennials). That transition will start around 2018-2020 and begin to take hold in 2026-2029, given the projections of the U.S. population. To assume that Millennials will respond the same way to the same brands and to the same marketing and branding propositions as the older generations is ridiculous.
  - The Millennials, once they come into affluence, will be as different from the generations that went before as the Boomers were from their Depression/World War II era parents' generation. Millennials are going to create a whole new definition and expression of luxury.

5) MILLENNIALS' INFLUENCE IN THE LUXURY MARKET WILL BEGIN TO BE FELT BY 2020 AND BEYOND

Affluence comes with middle age, as the period from 35-54 years is when people's incomes peak.

The Millennials, the leading edge of which is 34 years in 2014, is just beginning to enter this peak income and earnings period.







### CATCH THE WAVE TO THE NEXT LUXURY BOOM

The years 2026-2029 are the prime years for marketers to get their act on for affluent Millennials. It will be the period when the share of young affluents (35-44 years) will be at their zenith over older-affluents (over 45 years).

Marketers need to be planning today to make the huge generational shift that will come starting about 2020 as the Millennials start to gain dominance in the consumer market

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The appetite grows by eating. (François Rabelais)

The more experience & familiarity millennials on the road to affluence had about luxury and luxury brands, the more appealing luxury was. THE MORE MILLENNIALS KNOW ABOUT LUXURY, THE MORE THEY WANT IT

Communicating luxury brand values <u>in the right</u> <u>way</u> to millennials on the road to affluence will create desire for such brands.

Key is to find the right song, the right story.







# IS YOUR BRAND POSITIONED FOR THE MILLENNIALS?

Millennials on the road to affluence are going to start to be felt in the luxury market beginning about 2020, with the pace picking up by 2026-2029.

Now is the time to start thinking about how your brand is positioned for the millennials and their unique and special needs and desires for luxury.

- The most important thing to recognize is that the millennials are not going to want their parent's
  or their grandparent's luxury. They will want luxury on their own terms and delivered in their
  own ways.
- Unity Marketing's new study, *Millennials on the Road to Affluence* will help you get ready to market to this new luxury generation.



### PUTTING THE LUXE BACK IN LUXURY

Ultra-affluents don't feel like they belong to the luxury class anymore. Thus they are trading down to less luxurious brands toward premium brands.

This creates new opportunities in the premium space, as well as challenges for those that continue to strive for the pinnacle of luxury.

Unity Marketing can help brands identify new opportunities for marketers targeting the affluent with insights and research that cuts across all aspects of their lifestyle.





# UNDERSTAND THE AFFLUENT CONSUMER & THEIR LUXURY PREFERENCES



Unity Marketing's Luxury Report: The Ultimate Six-Year Guide to the U.S. Affluent Consumer Market, provides a comprehensive look at the American affluent consumer market, what they buy how much they spend, the brands they favor, and what luxury means to them. This report will give marketers detailed statistics about the affluent consumer and their luxury lifestyle across 21 different categories of luxury goods and services.

By understanding how your customers have changed over the past six years, you will gain insights into how your brand and the song you are singing to entice these customers must change for the next six years.



- Affluent Consumer Tracking Study
  - Two full-on waves
    - Spring Product & Services Track
    - Fall Shopper Track
  - Two mini-waves with custom tracking
    - Overview of product/services & shopping behavior
    - LCI predictions
    - Client-specified custom studies
      - More in-depth brand studies
      - Investigate category specific attitudes and motivations
- Millionaires Market Monitor
  - Partnership with American Affluence Research Center, a study of millionaires (net worth of \$1 million or more) about their consumer attitudes and motivations
  - Fills a gap in millionaire consumer insights
  - Wealth & affluence are different
- Millennials on the Road to Affluence
  - New study with important implications for every brand that wants to continue to do business after 2020

## UNITY MARKETING'S 2015 RESEARCH INITIATIVES

To deliver more actionable insights to marketers about the best potential customers in the U.S. consumer market today – the affluent top 20%.





# UNITY MARKETING CAN HELP MARKETERS GROW THEIR BUSINESSES



Today's consumer marketers face an increasingly competitive environment with many business and marketing challenges.

Unity Marketing leads with research to help businesses gain insights into their core customers and their best target customers – the affluent who have discretionary income to spend.



1/6/2015

- Qualitative expertise
  - Focus groups, IDIs
  - Expert, influential & channel partner studies
- Quantitative expertise
  - Survey design
  - Data analysis including statistical data analysis
  - Analyzing survey results for key take aways
- Marketing & branding consulting
  - How to use research to create more powerful brands and more compelling marketing



UNITY MARKETING LEADS WITH RESEARCH

Boutique marketing research and consulting firm

We specialize in business insights into mind of affluent consumer





- Greater access to new AFFLUENT consumer SAMPLES
- In-depth data about HIGH-END & LUXURY customers
- Understanding of BRAND USAGE & AWARENESS
- Key COMPETITOR BRAND usage & awareness
- Purchase & usage TRACKING STUDIES
- CUSTOMER SURVEYS and studies to identify new opportunities

## DOES YOUR COMPANY NEED MORE DATA?

Unity Marketing can provide more data about the affluent consumers, combining both qualitative and quantitative research strategies





- UNDERSTAND your best prospective CUSTOMERS' needs and desires
- Get the COMPETITIVE EDGE
- Develop more effective MARKETING STRATEGIES
- RESEARCH your market
- SHARE customer KNOWLEGDE & INSIGHTS
- Evaluate NEW PRODUCTS
- Find best CHANNELS OF DISTRIBUTION
- Track TRENDS in the market

#### The challenge:

Provide insight that integrates demographics, attitudes and behavior and turn raw data (numbers or statements) into meaningful, actionable information

## DO YOU NEED HELP TO USE DATA MORE EFFECTIVELY?

Unity Marketing can help you use the research data you have on hand to greater effect to drive growth for your business.

We consult with companies of all sizes, from small to midsized to large multi-nationals.

We support retailers, manufacturers and marketers in both B2C and B2B marketing strategies.







In addition to this trend report, Pam Danziger and the Unity Marketing team offer a range of tools and resources to help marketers and retailers identify their best customers and channel partners and how to reach them most effectively with targeted marketing strategies and tactics. UNITY MARKETING CAN HELP YOU FIND YOUR BEST TARGET CUSTOMERS & MARKET MORE SUCCESSFULLY TO THEM

Unity's research-based approach can help marketers and retailers find new opportunities for growth in their businesses.

Email <u>Pam188@ptd.net</u> or call 717.336.1600 to discuss your marketing challenges.

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