

What Do HENRYs Want?

Reaching the Most Important Affluent Demographic:
High-Earners-Not-Rich-Yet



Pamela N. Danziger

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Third Edition

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DEDICATION

For Genevieve, Cory, Brady, Garrett and Jordan

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What Do HENRYs Want?

Reaching the Most Important Affluent Demographic High-Earners-Not-Rich-Yet

The *New York Times* recently published a story about **Shinola**, famous for its ‘Made in Detroit’ watches, bicycles and leather goods. It profiled how the company kick started a renaissance of growth and prosperity in Detroit.

Reporter Alex Williams wrote:

As recently as a few years ago, when Mr. Kartsotis started his company [Shinola] known for its “Built in Detroit” watches, bicycles and leather goods, these blocks were on the fringe of an infamous skid row, the city was sliding toward bankruptcy, and the words “luxury” and “Detroit” were rarely paired outside the executive suites of Cadillac.

Things are changing. The blocks surrounding Shinola’s hangar like retail outpost are now brimming with Brooklynesque designer housewares shops, selvage-jeans boutiques and farm-to-table restaurants, to the point that the upper Cass Corridor has become “the luxury retail mecca of Midtown Detroit,” as Curbed Detroit put it, “basically Shinola City.”

Shinola Can Thank HENRYs for its Success

Obviously Kartsotis and the Shinola brand have tapped into a new consumer market craving luxury in a brand new style. Not elitist or exclusive luxury, but an expression of luxury that is relevant to the younger generation’s eclectic and inclusive lifestyles. They want brands that are vibrant, individualistic and that reflect their core values.

That customer is HENRY (high-earners-not-rich-yet). The HENRYs are young, highly-educated professionals, engineers, artisans, designers, managers, and entrepreneurs on the road to affluence. Young HENRYs don't want their grandma's luxury brands, but their own — like Shinola.

The HENRYs Are an Emerging Demographic that Every Business in America Needs to Understand

Today American businesses are stuck in a slow-growth mode, desperate to find new opportunities and new customers with both an appetite for their goods and services and a budget to afford them. They need to meet the HENRYs. HENRYs are the new consumer segment that holds the key to the American consumer economy's future.

The HENRYs are the mass affluent who think of themselves as 'middle class,' but with household incomes \$100k-\$249.9k, they are doing better than nearly 80% of all U.S. households. Yet they remain below the ultra-affluent income levels of the top 2-3%, on which the luxury brands traditionally focus.

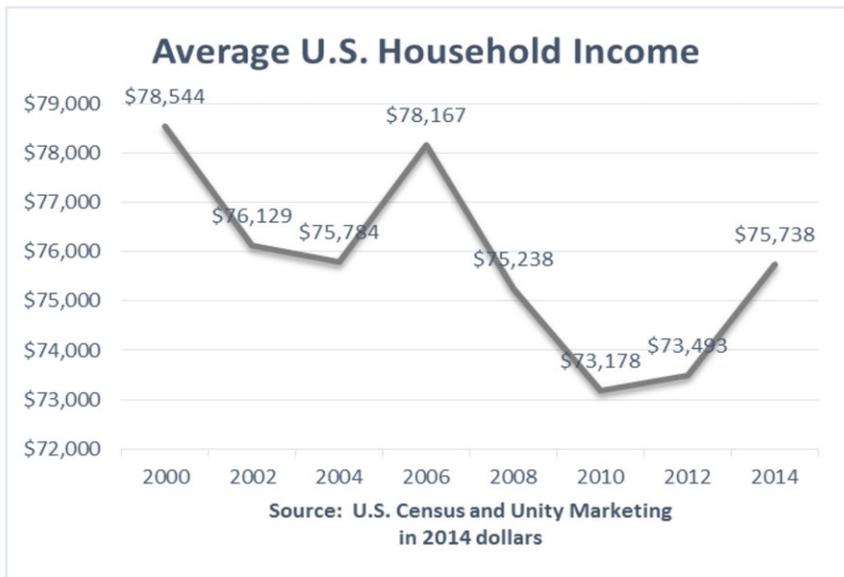
There are about 27 million American HENRY households, less than 20% of the nation's 125 million households. Yet they control nearly 40% of total U.S. consumer spending. With the traditional middle-class market shrinking, HENRYs are a growing, dynamic customer segment with discretion to spend.

HENRYs, especially the younger HENRYs, are the new target customer for mass-market brands and the future for luxury brands, as most people start on the road to affluence as HENRYs. But it's going to take ten or more years before the highest earning members of the young HENRY segment start to reach ultra-affluent levels of income. So between now and the middle of the next decade, HENRYs will offer the best growth prospects for brands, high-end, low-end or in the middle.

Why HENRYs Matter to All Marketers (High-Earners-Not-Rich-Yet)

Consumers remain extremely cautious about spending – with good reason, as the average U.S. household’s income is currently \$75,738, well below where we started the century (\$78,544 in 2014 dollars), according to the latest Census reports.

The sad reality of the current consumer economy is that the American middle class has lost much of its spending power, leaving brands that have traditionally targeted this customer – think **Macy’s, JC Penney, Gap, Target, Walmart, Sears** -- to search out new consumer segments that offer better growth possibilities.



If the middle-income customer is scarce, the logical place for marketers to look for growth is one step up the income ladder: the affluent consumer group, which is defined as the top 20% of U.S. households based on income (starting at around \$100,000.)

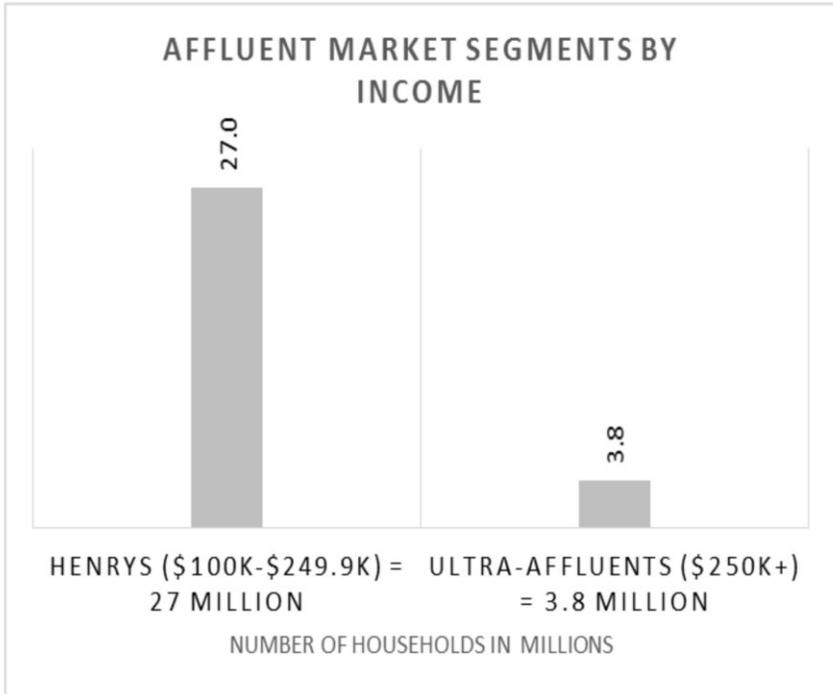
The affluent consumer segment numbers some 30 million households, out of a total 125 million U.S. households. In almost any

spending category, the affluent top 20% account for some 40-50% of total consumer spending, according to the Bureau of Labor Statistics Consumer Expenditure Survey. That means the spending power of an affluent household is twice as big as the average middle-class one. They are the “heavy lifting” customer across the entire retailing landscape.

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Of course, all affluent households aren't created equal in spending power, with the ultra-affluents, who correspond to the top 2-3% of households by income (or roughly 3.8 million households with incomes starting at about \$250,000), endowed with much more discretionary income and wealth. The problem is that even these extremely high-spending ultra-affluent consumers can't single-handedly lift the \$13 trillion consumer economy.

But between the ultras and the middle income consumer segments is an often overlooked group that, quoting Rodney Dangerfield, “gets no respect” – the lower income, mass affluents or HENRYs (High Earners Not Rich Yet). These are the new mass-market affluents with incomes \$100,000 to \$249,999, and they number 27 million households.



The HENRYs are doing better than nearly 80% of all U.S. households. What's more, HENRYs comprise nearly 90% of the affluent consumer market. And while many luxury marketers battle fiercely for the ultra-affluent market, they neglect the HENRYs. This is a huge missed opportunity.

Meet the HENRYs: The New Middle-Market Customer and Gatekeepers to the Emerging Luxury Market

The middle class isn't the middle class any longer, now that the bottom has fallen out of the discretionary spending power of the middle-income customers. If a brand traditionally targeted the middle-class, middle-income consumer, then the HENRYs are the new target customer. However, they are poorly understood by those who traditionally sell to the masses.

**HENRYs are the most
important new
demographic consumer
segment in today's post-
recession economy and
the key to marketing and
retailing success**

What's more, HENRYs are important to luxury brands because most everyone who reaches ultra-affluent income levels starts out as a HENRY. And shopping habits learned while people are living as HENRYs often carry over into their later stages of life. HENRYs, because they are smart and exceedingly effective shoppers, have learned how to live a lifestyle several rungs up the income ladder simply by making smart choices when they shop.

HENRYs are the most important new demographic consumer segment in today's post-recession economy and the key to marketing and retailing success. They are the new middle-class customer for

mass marketers and the gatekeepers for the future luxury consumer market.

If retailers and marketers aim to draw more HENRY affluents, with their significantly greater spending power over middle-income consumers, they need to combine strategies borrowed from high-end brands, along with more mass-market tactics to send a clear message that these high-potential customers are understood, respected and catered to.

Specifically, mass-marketing strategies must focus on value, so that the HENRYs see they get a greater return on their spending investment. Meanwhile, the luxury-focused strategies are directed to delivering high quality goods and services, including careful attention to superior materials and workmanship, and making customers feel pride of ownership for the items bought, as well as pride of belonging to the cadre of shoppers that are smart and in the know. That is the strategy that Shinola has so successfully used.

While the purchases of the upper class (mansions, yachts, etc.) may garner far more media attention, their small population translates into a smaller, significantly more nuanced market. However, there is a much larger market merely one notch down – upper-middle class (i.e. the HENRYs) rather than the true upper class (the ultras, the high-net-worth and ultra-high-net-worth wealthy). These are households with both means and aspirations for an affluent lifestyle; however, achieving that often requires sacrifices in overall household consumption.

Branding in New Luxury Style for HENRYs

For HENRYs, particularly the young affluents who will become the next generation of luxury consumers, making money, getting promoted, or becoming a partner is all well and good, but the traditional accomplishments are not the only prize they are after. Rather, it's the accomplishment of achieving a personal goal and digging deep to succeed at something truly remarkable, like completing an Ironman triathlon or doctoral dissertation.

These smart, accomplished young people know that just about anybody can make a lot of money, if that is what one aims for. But HENRYs measure their success in ways more personally meaningful than just financial success. That's why for many HENRYs luxury-brand watches have lost much of their status symbol cachet, since owning one mainly communicates financial status, i.e. how much money one makes and spends. Rather, HENRYs are looking for brands that communicate something more meaningful than just their net worth.

For young HENRY affluents, there is a distinct generational component to their chosen status symbols. They reject their parent's or grandparent's status symbols, in favor of symbols that communicate to their peers to which 'tribe' they belong.

So HENRYs' status symbols are less about traditional high-end luxury brands and more about brands that really express one's values and identity. Think a **Mini Cooper**, rather than a **Mercedes**; or a **Filson** messenger bag, rather than one by **Louis Vuitton**; or a **Shinola** Runwell watch, instead of a **Rolex**.

That said, the **TAG Heuer** watch brand, after an unsuccessful attempt by corporate parent LVMH to move the brand upmarket to compete in the luxury price range of \$5,000-\$10,000, has recently reversed course, and brought the core of the product line back to a more affordable \$1,000-\$5,000 price point with new positioning aimed at the spirit and mindset of the HENRYs.

Even at \$2,000, a TAG Heuer watch is still quite luxurious, but the new branding tagline, “Don’t Crack Under Pressure,” and its alignment with youth-skewing celebrity icons, like Super-Bowl champ Tom Brady, super-model Cara Delevingne, and tennis star Maria Sharapova, are intended to resonate with HENRYs. TAG Heuer also recognizes that today’s HENRY women, as well as men, appreciate the high-performance promise that is a foundation of the brand.

In looking to the brand’s future, it has just introduced the Connected smartwatch to compete with Apple, priced at a very competitive \$1,500, designed and built with Intel and Google under the Android Wear operating system. Yet at the same time, TAG hasn’t abandoned its legendary past and continues to offer its classic Steve McQueen line, in honor of a man who having never grown old, remains an icon for young HENRYs.

**Getting to the “why” of
the brand is where the
future of the luxury
market will be built**

In a recent talk at the *Hackers on the Runway* conference in Paris organized by TheFamily, marketer-extraordinaire Seth Godin asked “Is Digital the End of Luxury Brands?” Rather, the question should be “Is the Digital Generation, i.e. young HENRYs, the End of Luxury Brands?”

The key challenge for luxury brands and the young HENRYs is not about how they connect – internet marketing tactics – but how to create new and compelling reasons why their brands are meaningful and important to this digitally-empowered generation.

Getting to the “why” of the brand is where the future of the luxury market will be built. New branding strategies are what’s needed, not just creative programming or digital-marketing tricks. It is all about tailoring the brand message to the unique psychology of younger consumers on the road to affluence.

Today, luxury brands telling stories of exclusivity, status, indulgence and over-the-top extravagance repel more than they attract. New narratives are required that maintain the elevation of the brand above the masses, yet connect with the unique consumer psychology of the next-generation luxury customer, which is democratic, not elitist.

Those new luxury stories that will resonate with the zeitgeist of today’s young HENRYs and the next luxury generation include many thematic narratives. Here are some ideas:

- **Performance Luxury**

Luxury can’t just exist as a product concept anymore, it has to deliver an experience that is meaningful to young HENRYs. It has to perform. Performance luxury is exemplified by brands like **Canada Goose**, a brand that has been around since 1957 as the ‘performance’ brand for lumber jacks and polar adventurers. But Canada Goose shed its macho image on the cover of *Sports Illustrated* with supermodel Kate Upton wearing little more than a \$595 Chilliwack Bomber jacket on a ship in Antarctic waters.

Canada Goose has well deserved credentials providing outer wear to battle the worst that a North American winter can throw at you, but it’s become a hot brand in demand through clever marketing, being a sustaining sponsor of the Sundance Festival in Park City, Utah, where a Canada Goose coat is both functional and stylish.

Some fashion pundits suggest that the sudden popularity of the Canada Goose brand, enhanced by a reported \$250 million cash infusion from Bain Capital, will turn the tide on the brand. But the brand is popular not because of the celebrities that wear it, but the

fact that it does its job really well – that is, keeping you warm when the weather turns extraordinarily cold.

As long as Canada Goose performs for the customer, which the company guarantees by a commitment to Canadian manufacturing and enduring quality, it will not lose its new luxury style luster.

- **Create-Your-Own Luxury**

While Boomers were once known as the “Me-Generation,” young HENRYs have taken it to a whole new level. They are a generation raised on self-expression about everything, including their own skin, which has become a canvas for personal expression and creativity in the form of tattoos. The emotional drive for self-expression in home furnishings that adapt to all different room sizes and life stages is what **Lovesac’s** Sactionals furniture concept provides.

Lovesac is a brand better known for its iconic beanbag chair. Today, Lovesac offers a uniquely customizable and innovative take on conventional upholstered furniture. Its Sactionals are described as a cross between “upholstery and Legos™.” Sactionals consist of two basic upholstered pieces that can be combined in any configuration imaginable — no tools necessary — to create customized seating configurations from a compact loveseat for a studio apartment to a conversational arrangement to fill a super-sized great room.

With a starting price over \$2,000 for a basic loveseat configuration, Sactionals are quite pricey for many young couples starting out, but the add-on flexibility that allows the furniture to grow and change as the couple’s needs change is the ultimate in luxury. Sactional furniture expresses an upscale performance vibe that delivers a personal experience in both design and function.

- **Collectible Luxury**

Tapping into an individual's collecting instincts is the ultimate way to build brand loyalty. Lots of brands have exploited collecting, but few have been able to sustain it over decades as the tastes of new generations of consumers have evolved.

That's why the **Vera Bradley** brand of colorful, provincial print handbags, fashion accessories and luggage is worthy of note. The company has been able to ride the fashion waves from its original "Grandma's" carryall for quilting and knitting projects to a fashionable young woman's cross-body bag for today. It's done so by continuously reinventing its product line around the distinct stages of a woman's life, from school-girl totes and backpacks, to college coed dorm accessories including linens, day planners and lap desks, to diaper bags for young mothers, sports sacks for the athlete and gym rats, luggage for the empty-nesting world traveler, and handbags and computer totes for the mobile professional.

Vera Bradley's homespun 'luxury' is in stark contrast to the elitist luxury of **Louis Vuitton** or **Gucci**. Quite reasonably priced, most of these bags are cloth, after all, but an avid collector can amass a collection worth many thousands of dollars. An essential element of luxury in a woman's Vera Bradley collection is the experiences that each bag represents. A VB bag then becomes a memento of the feelings she had when she bought it and what experiences she enjoyed carrying that bag.

Vera Bradley is also a social brand, being so distinctive and recognizable, that anyone carrying VB is no stranger, just a "friend you haven't met yet."

Many people wrongly think that collecting isn't for the next generation, but they are wrong. It's just a new kind of collecting, one focused on collecting experiences and feelings that make memories, not just amassing a bunch of things to display on a shelf.

- **Value Luxury**

Ultimately the most compelling luxury narrative for young HENRYs is value. These younger consumers are, as a rule, intent on maximizing their return on investment when it comes to the products and services they buy. They diligently research purchases, tapping into their social networks to find the right combination of quality, service and price. They aren't afraid to pay a premium, if they find the right match.

Which is why there is a bright future for bespoke footwear for young HENRYs as they grow in their careers. Unlike Boomers who wore \$10 Keds or \$25 Chucks in their youth, the Boomers' GenXer and Millennial children grew up in \$100 Air Jordan's. As a result, their sneaker wardrobes, specially crafted for each and every kind of sport and athletic endeavor, were a major capital investment.

Young HENRYs are a perfect fit for bespoke shoe brands which offer hand-crafted shoes like **Berluti** and **Tod's**, both brands expanding to the U.S. They are also customers of disruptive brands like **handmadebrogues.com** which offer made-to-measure shoes at around \$200-\$300. This is affordable luxury compared to the \$675+ to step into a pair of custom-made Tod's Gommino Club driving shoes or \$1,990+ Berluti Oxfords.

**For HENRYs luxury is a
state of mind, not a price
point or a brand**

For HENRYs, luxury is a state of mind, not a price point or brand. The luxury stories crafted for HENRYs must go well beyond stated

status, privilege, and exclusivity, all values linked to the 1% who are not their role models.

HENRYs demand luxury that speaks to their unique values, namely:

- Luxury that is inclusive, yet individualized (e.g. Lovesac Sactionals or handmadebrogues.com);
- Luxury that is self-expressive, not self-absorbed or narcissistic (e.g. TAG Heuer);
- Luxury that is democratic and not elitist and reserved only for the 1% (e.g. Shinola);
- Luxury that is authentic and made for them, not some reality television star (e.g. Canada Goose); and
- Luxury that delivers unique and meaningful experiences (e.g. Vera Bradley).

Case Study: How Suitsupply Has HENRYs' Needs Covered Today & Tomorrow

Upwardly-mobile HENRY men are just the kind of customers that haberdasher **Suitsupply** cultivates: highly-educated professionals who need to dress for success in their management, law, finance, and consulting careers, but who don't want - or yet have - a lot of cash to spend.

Suitsupply sells high-quality, well-designed men's suits at affordable, even reasonable prices, with off-the-rack suits starting under \$500 and made-to-measure up to \$2,000. Suitsupply is an international retailer with 15 US stores, including a store-in-store at Bloomingdale's 59th Street flagship, and six more slated to open soon, including another Bloomingdale's shop in Beverly Hills.

Besides attractively priced business clothes, Suitsupply provides exceptional service, which includes highly-trained sales associates that take the guesswork out of the equation by fitting a customer into the suit that works best for him; and on-site tailors who do basic alterations while one waits - all for the thrill of immediate gratification.

But it's not just the clothes and shopping experience that sets Suitsupply apart. Suitsupply's marketing strategy makes it an important retailer. Suitsupply is a retailing concept that is designed to grow and evolve with its core customer base. And partnering with Bloomingdale's offers Suitsupply a platform to expand the brand even more broadly.

Suitsupply knows its customer - young, ambitious professional men - and his needs today, but is positioned to meet those needs in the future, as he advances in his profession and his ability to trade up. It's the affordable front door to a bespoke haberdashery experience that today's young and less affluent HENRY customers will ultimately grow into.

Suitsupply looks to be a sustainable brand with a powerful target market - young men with ambition and incomes destined to rise year-over-year with a need for professional suiting and appreciation for high levels of service. The brand has ticked off all the most important boxes to succeed.

- ✓ **Identifying the customer:** Young professional HENRYs who need professional suiting.
- ✓ **Defining what he needs:** Fine quality suiting at reasonable prices today with offerings that can grow with his ability to pay in the future.
- ✓ **Being where he is:** Suitsupply has stores in most major U.S. metropolitan areas where he works. With its new Bloomingdale's partnership, it can reach an even wider customer base. And Suitsupply has an online store for the customer who can't visit one of its locations or who has already done so and knows exactly what he needs next.
- ✓ **Delivering a WOW factor that will hook him and keep him coming back:** Service levels that exceed what he would expect and probably has ever experienced. By providing instant alterations, Suitsupply builds a level of trust and loyalty that will bring him back again and again.

Marketing to HENRYs: How Marketers Do It Right

Marketing successfully to HENRYs takes new strategies, but some brands already understand the skills involved. Here are some tips to maximize sales by attracting a more affluent audience to boost sales and generate growth:

- 1) **Be vigilant about service** – Nobody likes to go “slumming” at retail, but some customers are more willing to forgo services in favor of cheap merchandise, or they simply haven’t experienced better. HENRYs, on the other, may have tasted the high life at retail and know and appreciate high levels of service, including well-maintained merchandise, intelligent displays, and service personnel who know how to make the customers feel welcome.

It is this high level of service that **Costco** does so well, all the while offering sizeable and meaningful discounts on premium merchandise. Yes, Costco does little in the way of signage, but every time one steps into a Costco store, the merchandise is well maintained and well organized.

Further, the service personnel are just delighted to be there and to have you join them in the store. Their cheerful attitude is contagious and powerfully attracts high-potential HENRY customers who can refuse to do business with retailers that populate their stores with surly, unfriendly or unhelpful staffers.

Too many marketers make the mistake of thinking that retail is a product business, when in fact it is a people business. Today, customers can find good products virtually anywhere, and now, anytime, thanks to the internet. People go to the store to have an experience and be treated well by other people; it’s an incredibly important part of the package.

At the other end of the spectrum is luxury retailer **Nordstrom**, renowned for customer service. Nordstrom succeeds by hitting all the right notes for both the ultra-

affluent and HENRY customers, combining high fashion merchandise across a wide range of price points with attention to the customer's needs that are second to none. As a result, Nordstrom consistently ranks number one among luxury retailers in Unity Marketing's Affluent Consumer Tracking Study (ACTS) for both the ultra-affluent and the mass-affluent HENRY shoppers.

- 2) **Showcase quality and workmanship by telling inspiring brand stories** – Luxury marketers are experts about weaving stories around their brands to distinguish their high-priced goods from the ordinary, mass market offerings. To appeal to HENRYs, marketers must copy strategies from the luxe-branding playbook to set their products apart and above the mass. It can work for just about any product, even the lowly flip-flop.

Havaianas uses clever story-telling and trendy design, along with colorful foot beds and slim thong bands to differentiate the product above the generic. They have transformed Havaianas into a luxury flip-flop, yet still highly affordable with prices starting at \$16.

But what really sets the brand apart is its attention catching in-store displays featured in its high end retailing partners' stores, like Saks Fifth Avenue and Bloomingdale's, and its clever use of pop-up shops to create an experience for new customers. The pop-up shops offer customers a chance to create their own flop-flop with design elements including Swarovski crystals to deliver the ultimate luxury flip-flop experience for only \$200.

- 3) **Play to a smart shopper** – Besides income, another demographic that sets HENRYs above the middle income customers is higher levels of education. Overall just about one-third of U.S. households are headed by someone with a college education, but it's double for HENRYs, about two-thirds of whom have a college degree or better.

Further, they hold management and executive level jobs which often includes budgetary responsibility. They don't leave their business smarts at the office when they go home at night. They are careful money managers, trained to evaluate various purchasing options, and experts at making tradeoffs to achieve the optimum return on investment.

As mentioned, HENRYs don't go in for status-symbol buying, specifically spending more than they can afford (i.e. a **Rolux** watch) to make a social statement. In recent focus groups, a young HENRY lawyer shared that his status-symbol watch was his **Timex** Ironman Triathlon, which sends a message of who he is (an athlete) and what he values (practical, down to earth items), rather than extravagance and traditional luxury.

In HENRY circles, bragging rights come from getting a good deal, as well as being in the know about smart purchases. The Japan-based global clothing retailer **Uniqlo** has nailed that “smart shopper” cachet. One of its more widely recognized offerings, the \$70 Ultra-Light Down Jacket which comes with its own carry pouch, is cool and chic in an anti-status, smart shopper way – a new kind of conscientious consumption in a cultural environment that is demonizing income inequality and the excesses of the 1%.

- 4) **Hit the premium pricing “sweet spot” between mass and class** – HENRYs, when given a choice between the good, better, or best of the best in any product or service category, pick the middle ground. They want something above the standard issue, but not something super exclusive and high priced. The best value by far can be found in the premium level, above the mass-market price, but below the luxury level.

Parachute is a bed linens brand that makes the most of its premium pricing, combined with all the quality features and values of luxury linens. The brand offers high perceived value

in its bed linens made with the same high-class Italian cotton as the luxe and super-luxe brands, yet priced for much less than what one might expect to pay for the ‘name’ brands. As a result, Parachute offers the same ultra-luxe sleep quality as **Sferra** or **Frette**, but costs a fraction of the price of those brands, with packages starting at \$299 for king-sized set.

Case Study: How ALEX AND ANI Combines Mass & Class Marketing to Capture HENRYs

ALEX AND ANI may be best known for its series of expandable wire bangle bracelets, each with a small charm attached. Not only can these bracelets (and the companion necklaces and earrings) be adjusted to each wearer, they are made for collecting.

The bracelets are ideal for today's "stacking" trend, such that a wearer can choose multiple bracelets, each with a charm and beading that is significant to the person, with designs for both him and her. Sample charms include a variety of shapes and symbolic icons that encompass spiritual, religious, travel, and hobby themes, as well as licensed themes including sports team logos, sorority letters, and others.

Each bracelet is highly affordable, starting around \$28, meaning the wearer can buy one for pocket change. But the concept is aimed at collecting, so a woman's stacked collection adorning her arm can total several thousands of dollars, bought in \$28 increments. The collectability of **ALEX AND ANI** is a hook that guarantees a continued flow of sales for the brand.

The idea of create-your-own jewelry is not new. Many customers still love the customizable bracelets from **PANDORA**. But **ALEX AND ANI** have taken this concept a step further by offering a product that is virtually limitless in its expansion possibilities. While **PANDORA**-style bracelets are restricted to the circumference of the wearer's wrist, the **ALEX AND ANI** bracelets are designed to be laddered up the wearer's arms, as many or as few as he or she likes – for **ALEX AND ANI**, unlike **PANDORA**, offers designs for men.

The formula is working for **ALEX AND ANI**. The company has experienced meteoric growth, with sales skyrocketing from \$4.5 million in 2010 to a reported \$350 million in fiscal year 2014. And a December 2014 investment by British-based Lion Capital LLP put

the valuation of the brand at \$1 billion. The company was ranked by *INC* magazine as #53 among the 500 fastest growing companies in 2014.

Its jewelry boasts made-in-America credentials and is crafted from environmentally-sustainable materials. The company claims its products are infused with “positive energy,” so these items incorporate the element of experience that has been so successful for luxury brands. ALEX AND ANI bracelets turn a memorable experience into a concrete and fashionable jewelry-statement piece instantly.

Take the Next Steps to Connect with HENRYs

Understanding the HENRYs is critically important and will become more so in the coming years for marketers that target customers at ALL pricing levels: down market, up market and everywhere in between. Prepare to meet this underserved but highly-motivated consumer segment by taking the following steps:

- 1) **Dig deeper into the HENRYs:** Unity Marketing's newly updated 120-page trend report, entitled *Meet the HENRYs: Positioning for the Mindset of the High-Earners-Not-Rich-Yet Mass Affluent Customers* delves deeply into the HENRY demographic, providing detailed information about who these consumers are, what is important to them, and why they will be more important in the future, plus many more case studies of brands that treat HENRYs right.
- 2) **Develop a system to keep up-to-date:** Unity Marketing's *Affluent Consumer Tracking Service* includes twice-yearly research that examines an affluent population that averages 66% HENRY demographic. Reports alternate between consumer behavior, as measured across 21 product categories, and shopper behavior, explaining the motivations behind why people buy.
- 3) **Get customized research:** Need to go into greater depth? Contact Unity Marketing to learn how we can help your company assess your opportunities and prepare to meet the HENRYs head-on. Visit Unity Marketing's website, www.unitymarketingonline.com, or call 717.336.1600 to learn more about how we can help you tap the marketing potential of the HENRYs through our research reports and consulting services.

ABOUT THE AUTHOR

Speaker, author, and market researcher, Pamela N. Danziger is internationally recognized for her expertise on the world's most influential consumers: the American Affluent. Her latest book, *Shops that POP! 7 Steps to Extraordinary Retail Success*, reveals the secrets to crafting a retail shopping experience that's irresistible to high-value shoppers, like the HENRYs.

As founder of Unity Marketing in 1992, Pam leads with research to provide brands with actionable insights into the minds of their most profitable customers. She is frequently called on to share new insights with audiences and business leaders all over the world.

Pam received the Global Luxury Award for top luxury industry achievers from *Harper's Bazaar*. She was named to *Luxury Daily's* Luxury Women to Watch in 2013. She is a member of Jim Blasingame: The Small Business Advocate's Brain Trust and a contributing columnist to *The Robin Report*.

She is the author of five books including *Putting the Luxe Back in Luxury: How New Consumer Values are Redefining the Way We Market Luxury* (Paramount Market Publishing, 2011); *Let Them Eat Cake: Marketing Luxury to the Masses - as Well as the Classes* (Chicago: Dearborn Trade Publishing, 2005) and *Why People Buy Things They Don't Need: Understanding and Predicting Consumer Behavior* (Chicago: Dearborn Trade Publishing, 2004).

Among her many television appearances and interviews, she has appeared on *NBC's Today Show*, *CBS News Sunday Morning*, *CNN*, *Fox News*, *NPR's Marketplace*, and *CNN In the Money* and was featured in the CNBC special "The Costco Craze: Inside the Warehouse Giant." She is frequently called upon by the *Wall Street Journal*, *New York Times*, *Forbes*, *USA Today*, *Associated Press*, *Los Angeles Times*, *Chicago Tribune*, *Women's Wear Daily* and other business and consumer publications for commentary and analysis.

Pam gives brand marketers “All Access” to the mind of the affluent consumer. She uses qualitative and quantitative market research to learn about their brand preferences, shopping habits, and attitudes about their lifestyles, then turns these insights into actionable strategies for marketers to use to reach these high-spending consumers.