Mango Category Shrink: Retail Grocery Channel

November 2019
Objectives & Methodology

Objectives:
- To understand current mango category shrink in the retail grocery channel
- To determine the main causes of shrink at retail and what programs have been successful at reducing shrink
- To use the findings to create best practices and to decrease shrink at retail

Methodology:
- Phase 1: Data Collection
  - CP collected data from March 2017 to March 2019 for fresh, whole mangos from a cross section of retailers/divisions
  - Analyzed retailer shipment (mangos into the store) and sales (mangos out of the store) data
  - Aggregated the data and then calculated an average shrink rate for the mango category
- Phase 2: Qualitative interviews
  - Retailer interviews focused on where the most shrink occurs, top causes of mango shrink, programs retailers have used
Key Findings

- There is a disconnect between retailers’ perception and actual shrink
  - Shrink averaged 21%, higher than the 15% average reported by retailers

- Retailers have bigger issues with shrink with yellow mangos than with red
  - Staff and consumers think the wrinkled appearance means the mango is bad

- Shrink is most likely to occur at the display or at check-out
  - Plus, staff may not be following best practices for temperature and rotating

- Only one participating retailer has a shrink management program
  - Has been successful in decreasing shrink

Source: National Mango Board, Mango Shrink Study, August 2019
Participating retailers have an aggregate shrink of 21.1% for the mango category

Retailers believe mango shrink to be about 15% on average

- At an average price of $0.86 per unit, a one-point drop in shrink would result in an additional $3.7M in mango sales nationally
- A decrease in mango shrink from 21.1% to 15% would result in an additional $22.4M in mango sales nationally

Source: National Mango Board, Mango Shrink Study, August 2019
Mango Category Shrink

- Mango shrink varies significantly throughout the year, without any clear seasonality
- Retailers noted higher shrink is often due to the variety carried and over-supply
  - “It can be 24%-28% for yellow mangos, because of the shriveling, and also getting the forecast wrong.”

Source: National Mango Board, Mango Shrink Study, August 2019
Retailers’ Definition of Shrink

- Retailers generally define shrink as only what is “thrown away”
- Only items that do not go through the register are considered shrink

15%

Self-reported category shrink ranged from 7% to 21%

Tracking varies:
- Two at category level
- Two at item level
- One by color
- One does not track

Most retailers do not set goals for mango shrink
- One of the six retailers has a target shrink number
- Two retailers do not have a target, but try to keep produce shrink below 10%
- Two retailers track produce shrink, but do not have a target

Source: National Mango Board, Mango Shrink Study, August 2019
Where and Why Shrink Occurs

Shrink is most likely to occur at the floor display or at check out.

- At the display, ripeness and consistency are a concern:
  - “Often the product hasn’t been handled right. It’s not at the right ripeness level. We don’t have a mechanism for ripening. As long as it’s sweet and not too soft, we sell it. There is no consistency with mangos. Mangos make up 2% of tropical sales and that’s how much attention they get.”
  - “Mainly the yellow mangos and the shriveling. Associates and consumers think they are bad.”

- At check-out, mis-rings are an issue:
  - “At checkout, mis-rings. If the item is not identified, it could be a 16-year-old cashier trying to identify the product.”

Source: National Mango Board, Mango Shrink Study, August 2019
Retailers said the wrinkled appearance of the Honey mangos’ skin contributes to higher shrink:

“Yellow mangos have higher shrink. They are smaller, and when they start to ripen, the skin shrivels. Associates think shriveling is bad and throw them away. Sometimes when they arrive in store, they are green. They don’t turn yellow until they shrivel. People just don’t know.”

Retailers believe red mangos have the lowest shrink, due to more frequent promotions:

“Red, they are in the mix all the time. They are carried all the time, and we promote them quite often.”
## Current In-store Practices

<table>
<thead>
<tr>
<th>3x-7x</th>
<th>Maybe?</th>
<th>Room Temp</th>
<th>Tropicals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order mangos three to seven times/week</td>
<td>May be storing mangos in refrigeration</td>
<td>Mango displays are at room temp</td>
<td>Generally display mangos with other tropics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Displays</th>
<th>5.8SF</th>
<th>2-3</th>
<th>Daily</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixtures vary: RPC’s, boxes and bulk</td>
<td>Display size ranges from 18 x 24 inches to 2 x 6 feet</td>
<td>Stack displays two to three mangos high</td>
<td>Rotate mangos on display at least once</td>
</tr>
</tbody>
</table>

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