



**Euromonitor  
International**

# Competitor Strategies in Home and Garden

November 2023

Table of Contents

## INTRODUCTION

Scope

Executive summary

## COMPETITIVE ENVIRONMENT OVERVIEW

Companies at a glance

Top 10 companies concentrated in developed markets, but attempting to grow beyond them  
Home furnishings (and retail) favour organic growth; DIY brands show legacy of acquisitions  
Home improvement category leaders have a strong presence in the home and garden top 10  
Home and garden is highly fragmented at the category level, visible in specialised strength  
Asia is visibly consolidating but this is so far at a national rather than continental level  
Granularity of growth: This continues as an abnormally turbulent period for scale of change

## STRATEGIES

Examining strategies being deployed in home and garden

### STRATEGIES: SUSTAINABILITY PRIORITIES

Sustainability gains strategic momentum, with circularity and second-hand both rising  
The second-hand market is growing, partly due to a glut in supply from social shifts  
Second-hand and marketplaces are intrinsically linked in the formal part of this market  
Probing what sustainability means to leading companies in DIY and gardening  
Circularity has been a weaker aspect of the narrative, but that is changing  
Prioritising sustainable and eco-friendly packaging in consumer choices  
Biodegradable end-of-life solutions are emerging, and not just within predictable categories  
Utilisation of energy: Environmental issues motivate sustainability strategies  
Utilisation of energy: Consumers' consumption preferences  
INGKA's solar and wind strategy is an early example of investing to meet 2030 goals  
The cost of energy has also been driving home improvement demand, mainly in Europe  
The rise of energy-saving innovations is not limited just to products that use energy

### STRATEGIES: CHASING NEW DIYERS

Efforts to nurture the home improvement market size increasingly focus on new DIYer appeal  
As a barometer for DIY activity, tools and hardware shows more DIYers still active in 2022  
Most strategic plans are starting to include new DIYer inspiration, mentoring and retention  
Tools are increasingly targeted at degrees of DIY skill, with easy-to-use entry device thinking  
Flooring was the first project type specifically trying to attract new pandemic DIYers  
"Did I buy enough" anxiety meets with an AI solution ideal for flooring, tiling and paint apps  
The bathroom and plumbing space is the latest to see efforts to recruit DIYers  
Studying communications appealing to new bathroom DIYers, target demographics leap out  
Gardening has seen widespread efforts to bring children into the grow-your-own trend  
DIYer recruitment action is visible in retail efforts to create more approachable "chat" points  
Retailers are growing their own DIFM (do-it-for-me) support structures as a strategic defence  
Since 2021, DIWM (do-it-with-me) exploded, with most retailers at least testing workshops  
There are examples from most regions; Bunnings strongly adapted for Australian DIY novices  
Store design moves to support multiple types of shopping journey based on sophistication  
More novel and advanced DIWM concepts are taking the teaching moment into the home  
In product support for novice DIYers is spreading in good (but under-exploited) directions

### STRATEGIES: COST OF LIVING – TRADING UP OR DOWN TO CUT RISKS

Macroeconomic movements put pressure on spend and change what "value" means  
Heavy renovations were the big-ticket projects that suffered most in terms of demand  
Competitive price discounting is active, even with inflationary pressure remaining on costs  
Consumers turn to reduced cost solutions, with durability as a basic "must have" at all prices

Premium private label and durability upgrades are the winners in this shopping scenario  
An example from home paint of how a premium private label position is being developed  
Supply strategy is back to being top of mind to cope with unstable costs and risks

## STRATEGIES : DIGITAL EXPERIENCES

Emerging markets had a big e-commerce fulfilment job to catch-up, but catching up they are  
Most industry contacts focus on the need to engage digital audiences  
Digital: Delivering a positive digital experience  
Digital strategies: Home and garden in the digital age  
Beyond the box: Packaging innovations needed when delivery creates tough new challenges  
Compact store formats end up as the main beneficiary of online sales experience investment  
Generative AI is getting into home design as the “what is next” after basic augmented reality  
The human element in digital retail means personalisation, interaction and livestreaming  
The marketplace era has begun, and now brands adapt to cope with this new development

## KEY TAKEAWAYS

Key takeaways

## APPENDIX

Projected company sales: FAQs (1)

Projected company sales: FAQs (2)

## About Euromonitor International

Euromonitor International is an independent market intelligence provider. Data, insight and analysis stem from in-the-field research spanning 210 national markets.

Content ranges from the in-depth and country-specific, to key strategic themes with a global range and significance. Products cover a comprehensive range of insights and market data, but can be broadly categorised as:

- **Strategy Briefings:** Global or regional in scope, and focussing on the most important themes shaping consumer demand, the key markets, competitive environment and future outlook across a range of industries.
- **Company Profiles:** Analysis dedicated to the world's most significant companies, with detailed insight into their activities, focus of operations, their competitors, their geographic presence and performance.
- **Country Reports:** For an in-depth understanding of specific countries, whether by industry, economic metrics or consumer trends and lifestyles. These reports cover current trends, consumer demand, market potential and future prospects, with country-specific local insight and comprehensive data, unavailable elsewhere.

For more information on this report, further enquiries can be directed via this link [www.euromonitor.com/competitor-strategies-in-home-and-garden/report](http://www.euromonitor.com/competitor-strategies-in-home-and-garden/report).