

2026 Costco Virtual Event

Costco's growth paradox



Costco's success raises a difficult question: Are most retailers and brands creating complexity instead of competitive advantage?

Kantar's 2026 Costco Virtual Event explores why Costco's commitment to simplicity and consistency continues to drive outsized results and what this commitment reveals about the growing complexity across the retail industry.

You'll leave this event with:

- A deeper understanding of the power of Costco's philosophy in today's retail environment, examining how the company differentiates itself from competitors and the risks it faces as the retail environment evolves
- A blueprint to maximize your presence at Costco by understanding member needs and value drivers, enabling you to better position your brand, whether you are entering a new category or growing share as an established player
- A better grasp of Costco's future growth opportunities, including where to invest within the business and what Costco expects from its suppliers to drive success in the next era of retail

Virtual Event

Listen live or consume later

Live:

Day 1 | 9:00 AM-12:30 PM PT / Noon-3:30 PM ET

Day 2 | 9:00 AM-12:15 PM PT / Noon-3:15 PM ET

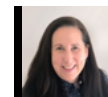
Registration

Register today by emailing events@kantarc consulting.com or visiting our [event website](#).

Presenters



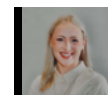
Anna Brennan
Principal Analyst,
Retail Insights



Karen Kelso
Vice President,
Retail Insights



Rachel Dalton
Head of Retail Insights,
Americas



Taylre Stumpf
Lead Analyst,
Retail Insights



Gina Logan
Associate Director,
Category Insights



Erica Smith
Associate Research Manager,
Shopper Insights

Day 1: Oct. 14**Understanding Costco's advantage**

9:00-9:10 AM PT | Noon-12:10 PM ET

Welcome and introduction

9:10-10:15 AM PT | 12:10-1:15 PM ET

Costco and the power of simplicity*Anna Brennan, Principal Analyst, Retail Insights**Karen Kelso, Vice President, Retail Insights*

- Why is limited assortment still one of Costco's greatest competitive advantages?
- How does Costco decide what not to do?
- What does this philosophy mean for suppliers seeking long-term success at Costco?

10:15-10:45 AM PT | 1:15-1:45 PM ET

Defining value at Costco*Anna Brennan, Principal Analyst, Retail Insights*

- What does value mean to Costco members and where do they trade up and trade down?
- How does Costco's value proposition differ from Walmart's EDLP model and Target's affordable premium positioning?
- How does Costco create value across fresh, food, nonfood, services, and membership?

10:45-11:00 AM PT | 1:45-2:00 PM ET

BREAK

11:00-11:30 AM PT | 2:00-2:30 PM ET

The Costco report card*Anna Brennan, Principal Analyst, Retail Insights*

- Is Costco keeping its promises to its members?
- How is Costco evolving to meet the needs of a changing member base amid ongoing economic pressures?
- Which elements of Costco's formula are truly unique, and which are competitors replicating?

11:30 AM-12:15 PM PT | 2:30-3:15 PM ET

Retail Roundtable: Who is Costco's true competitor?*Anna Brennan, Principal Analyst, Retail Insights**Karen Kelso, Vice President, Retail Insights**Taylre Stumpf, Lead Analyst, Retail Insights**Rachel Dalton, Head of Retail Insights, Americas*

- Is Costco truly competing with Sam's Club and BJ's, or with Amazon, Walmart, and other ecosystems?
- How will digital expectations reshape member loyalty?
- Is Costco's biggest challenge external competition or maintaining relevance with the next generation of members?

12:15-12:30 PM PT | 3:15-3:30 PM ET

Day 1 recap

Day2: Oct. 15

Solving for tomorrow

9:00-9:10 AM PT | Noon-12:10 PM ET

Welcome and introduction

9:10-9:40 AM PT | 12:10-12:40 PM ET

Battling for the next generation of Costco members

Erica Smith, Associate Research Manager, Shopper Insights

- Which demographics are fueling growth?
- What barriers exist among younger and more digital shoppers?
- What role do memberships, private brands, convenience, and digital capabilities play in winning future shoppers?

9:40-10:10 AM CT | 12:40-1:10 PM ET

Building an irreplaceable brand at Costco

Anna Brennan, Principal Analyst, Retail Insights
Gina Logan, Associate Director, Category Insights

- Which grocery categories represent Costco's next wave of growth, and what does that mean for suppliers?
- How can brands remain indispensable as Costco evolves and grocery becomes an even larger driver of growth and member loyalty?
- Why does Kirkland Signature win in some categories but not in others, and where is it gaining the most ground as Costco expands its grocery footprint?

10:10-10:45 AM PT | 1:10-1:45 PM ET

Rethinking the Costco treasure hunt

Anna Brennan, Principal Analyst, Retail Insights

- What happens when Costco's treasure hunt moves to TikTok?
- How can brands better leverage Costco's highly engaged member community to drive awareness, advocacy, and trial?
- How will digital engagement shape the next phase of Costco's membership growth?

10:45-11:00 AM PT | 1:45-2:00 PM ET

BREAK

11:00-11:30 AM PT | 2:00-2:30 PM ET

Doing more with less at Costco

Anna Brennan, Principal Analyst, Retail Insights

- Do you really need more technology and tools to grow at Costco?
- How can you stand out during crowded holidays and promotional seasons with limited marketing and advertising?
- If you get only one SKU at Costco, how do you make it your best one?

11:30 AM-Noon PT | 2:30-3:00 PM ET

Costco's next growth engines

Anna Brennan, Principal Analyst, Retail Insights

- Which levers — membership, services, fresh, premium, international expansion, digital — offer the greatest growth opportunity over the next five years?
- Which supplier capabilities will matter most as Costco enters its next phase of growth?
- What investments should suppliers make today to align with Costco's long-term priorities?

12:00-12:15 PM PT | 3:00-3:15 PM ET

Day 2 recap