

Maximising promotional efficiency and ROI with shopper evidence

Executive summary

A hygiene products manufacturer was experiencing poor performance from promotional campaigns at a major French hypermarket retailer. The retailer required promotions to focus on one SKU at a time, but this approach was creating weak sales uplift and leaving unsold stock at the end of each campaign.

Shopper Intelligence helped the manufacturer demonstrate that the one SKU rule was detrimental to shoppers, the retailer and the manufacturer. The evidence supported a move from single SKU offers to full range promotional offers, improving campaign efficiency, reducing remaining inventory and easing the relationship between retailer and supplier.

Full range offer scope changed from one SKU to the range	ROI up campaign efficiency and profitability improved	Stock down remaining inventory reduced after promotion
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At a glance

Market	France
Category	HBC department category
Client type	FMCG hygiene products manufacturer
Retail context	Major hypermarket retailer
Business issue	Poor promotional efficiency, weak uplift and remaining stock damaging profitability
Shopper Intelligence role	Understanding shopper behaviour and assessing retailer promotional performance
Main commercial result	Offer scope changed from one SKU to the full range, improving efficiency and reducing remaining inventory
Reported outcome	Increased performance and profitability of promotional campaigns, with an improved retailer supplier relationship

The business context

A major French hypermarket retailer had a general promotional rule: only one SKU within a range should be promoted at a time. For the supplier, this created a repeated commercial problem. Promotional campaigns run under this rule delivered poor sales and market share uplift, while leaving high levels of unsold stock at the end of each activity.

After each promotion, the remaining stock became a source of tension. The retailer asked the supplier to take back unsold products, while the supplier argued that the problem came from the promotional arrangements imposed by the retailer. The issue appeared specific to this retailer, because other retailers allowed the supplier to promote the full range and achieve stronger ROI.

The Challenge

The commercial challenge was to convince the retailer to review its one SKU promotional policy. The supplier needed to avoid a simple argument of belief against belief and instead bring objective shopper data to the conversation.

The key question was whether a single SKU promotion matched how shoppers actually bought the category, or whether a full range offer would better reflect shopper behaviour and deliver a stronger result for all parties.

What Shopper Intelligence proved

1. Shoppers prioritised format and type over the promoted SKU

Shopper Intelligence data showed there was limited substitutability within the range. Shoppers were more likely to change brand than change the format or product type they wanted. If the promotion did not apply to the type or size they needed, they were unlikely to buy more simply because one SKU was on offer.

2. The retailer was underperforming on promotional satisfaction

The supplier also shared an assessment of the retailer's promotional performance as perceived by shoppers. The retailer performed poorly compared with the category Best in Class, helping show that the issue was not only a supplier concern but also a shopper experience and retailer performance issue.

3. Full range promotional offers better matched shopper expectations

The evidence showed that a full range promotional mechanic was more relevant for this category than a one size fits all rule. A single SKU promotion restricted shopper choice, while a range level offer gave shoppers more chance to find the product type or format they intended to buy.

How the insight was used

The supplier used Shopper Intelligence evidence to introduce more flexibility into the retailer conversation. The recommendation was not that one SKU promotions were always wrong, but that this rule did not match shopper expectations in this specific category.

The retailer accepted a different approach for the next promotional campaign as a test, allowing the supplier to promote the full range rather than only one SKU.

The Result

Promoting the full range achieved much stronger efficiency and profitability for the supplier. It also solved the issue of unsold products, helping create a more constructive relationship between retailer and supplier.

- The supplier moved from single SKU offers to full range promotional activity.
- Promotional efficiency and profitability improved.
- Remaining inventory was reduced, removing a major source of post campaign tension.
- The retailer eventually moved away from its one size fits all promotional rule for this category.

Client perspective

“By comparing their performance, as perceived by their customers, with that of the Best in Class in the category, we convinced the retailer to abandon a long-held belief and instead communicate our promotional offers as applying to all products in our range, rather than just one. This very simple demonstration, based on objective and quantified shopper data, has radically increased the effectiveness and profitability of our promotional investment within the retailer. Shopper Intelligence data is very powerful, valued and accepted by retailers because - unlike panel data - suppliers cannot rig the figures to always show only the positive side.”

Trade Marketing Manager

The takeaway

This case shows how Shopper Intelligence can help businesses challenge generic assumptions and optimise commercial decisions by understanding shoppers at category and retailer level.

It also shows how a focused shopper insight can unlock a practical commercial win. In this example, two shopper metrics helped the supplier improve sales uplift, reduce waste from unsold products and move the retailer relationship from tension towards a more mutually beneficial approach.

Want to understand what is really driving shopper behaviour in your category?

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