

Commercial Excellence Academy

by  Asbiverse Group

Optimizing Route to Shopper® Capability for Winning in Retail

www.commercialexcellence.academy

Route to Shopper®

A Strategic Framework for
Integrated Shopper-based Value
Creation in the Salty Snacks
Industry

Route to Shopper® Framework for Salty Snacks

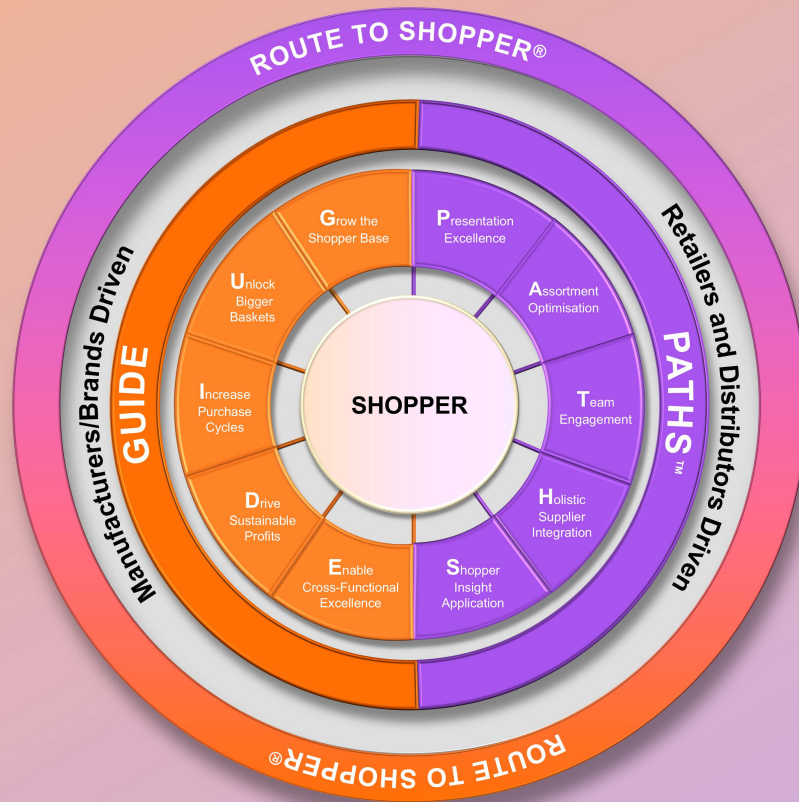
Reinventing Salty Snacks through Strategic Shopper-based Value Creation

A Commercial Excellence Academy Strategic Framework

Table of Contents

Strategic Context	2
The Salty Snacks Challenge Landscape	3
The Route to Shopper® Imperative	4
GUIDE – PATHS™: The Integrated Shopper-led Framework	4
The Guide Framework: Manufacturer Strategic Direction.....	4
The Paths Framework: Retail Execution Excellence.....	8
Mission-based Capability Applications	11
Mission 1: "Quick Craving Satisfaction"	11
Mission 2: "Social Sharing Experience"	12
Mission 3: "Better-for-you Snacking"	12
Mission 4: "On-the-go Convenience"	13
Building Sustainable Competitive Advantage	14
The AI-enabled Future of Route to Shopper®	15
From Insight to Action: Your Capability Journey	15
Assess Your Current Capability Maturity.....	15
Your Route to Shopper® Implementation Roadmap.....	15
Unlocking Your Salty Snacks Potential	16
Connect with our team to begin your Route to Shopper® journey	16
Contact	17

The Route to Shopper® Framework incorporating GUIDE – PATHS™ for Salty Snacks Industry



Strategic Context

What does it really take to win a shopper’s consideration in a world of endless options?

In the salty snacks marketplace, the gap between **short-term sales tactics** and **sustainable category value creation** has never been wider.

While most commercial teams focus on traditional levers:

- Price promotions and trade spending
- Basic visibility and merchandising
- SKU proliferation without strategic intent
- Reactive competitive responses

Forward-thinking organizations are building capabilities that connect shopper missions with structured commercial excellence.

The Salty Snacks Challenge Landscape

Market Realities

- **High impulse, low loyalty:** 65% of purchases made without prior planning
- **Promotion addiction:** Category with one of the highest promotional intensities
- **Format fragmentation:** 70+ pack sizes across price points
- **Channel complexity:** From traditional Mom ‘n’ Pops to specialized quick-commerce
- **Wellness vs. indulgence:** Simultaneous growth at both category ends
- **Occasion dilution:** Unclear mission connection in merchandising and marketing

Shopper Missions

Mission	Shopper Need	Current Gap
Instant Gratification	"I need a quick salty fix right now"	Undifferentiated impulse displays
Social Sharing	"I need something for our group gathering"	Limited premium sharing formats
On-The-Go Sustenance	"I need a snack for travel or lunchbox"	Poor positioning as meal substitute
Mindful Indulgence	"I want better-for-me satisfaction"	Unclear better-for-you messaging
Local Experience	"I want authentic regional flavours"	Inconsistent regional variant distribution
Night-time Entertainment	"I need something for movie/gaming night"	Weak occasion-based merchandising

The Route to Shopper® Imperative

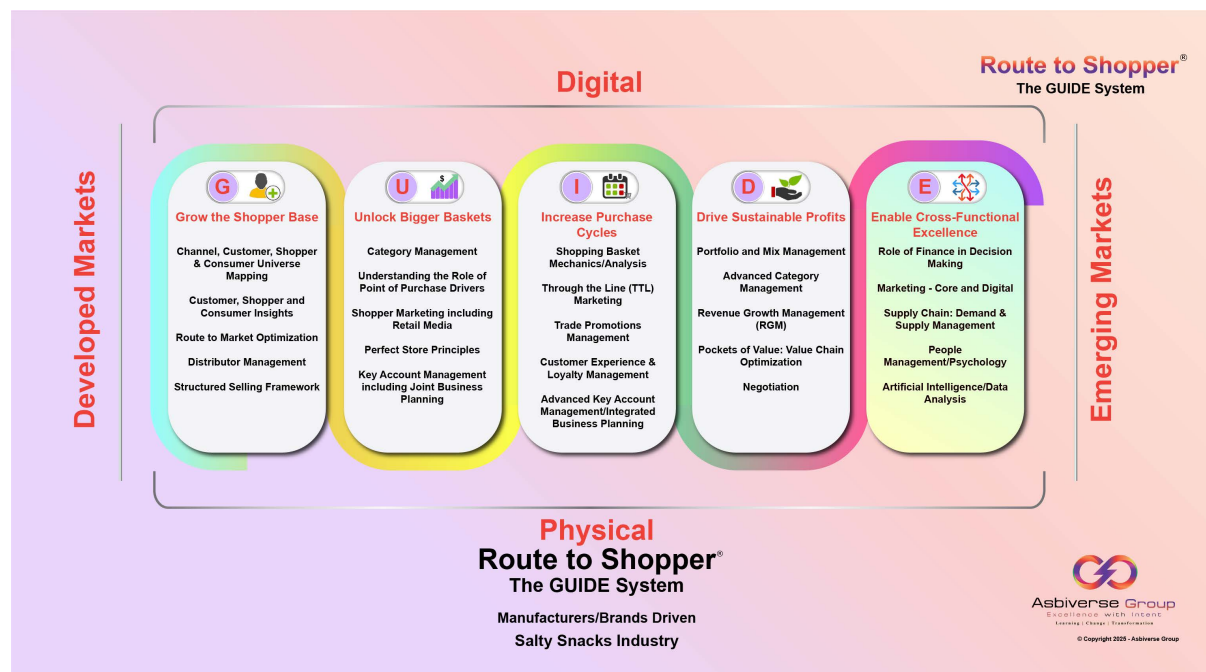
The **Route to Shopper®** Framework provides the structured capability system needed to transform transactional approaches into sustainable growth engines.

Why Traditional Approaches Fall Short:

- **Siloed Brand vs. Sales Planning:** Disconnected consumer marketing vs. shopper activation
- **Reactive Trade Investment:** Responding to competitor promotions without strategic intent
- **Channel-limited Thinking:** Treating modern trade, general trade, and e-commerce in isolation
- **Unstructured Innovation:** Launching flavours and formats without clear mission alignment
- **Inconsistent Execution:** Lacking systematic approaches to market presence

GUIDE – PATHS™: The Integrated Shopper-led Framework

The Guide Framework: Manufacturer Strategic Direction



G: Grow the Shopper Base

Strategic Question: How do we expand beyond current users by connecting with underserved missions?

Capability Requirements:

- **Mission-mapping Methodology:** Identifying underserved consumption occasions
- **Consumer-Shopper Bridge Analysis:** Understanding how preferences translate to purchase
- **Demographic Penetration Planning:** Systematically targeting life-stage segments
- **Occasion-based Messaging:** Creating communication specifically addressing usage moments

Salty Snacks Application:

- Map "snacking occasions" against current portfolio to identify white spaces
- Develop demographic-specific strategies (e.g., teens, young professionals, family providers)
- Create mission-specific communications across channels
- Implement systematic trial generation programs in untapped segments

U: Unlock Bigger Baskets

Strategic Question: How do we increase spend per trip through structured basket-building approaches?

Capability Requirements:

- **Cross-category Affinity Mapping:** Identifying natural product combinations
- **Pack Architecture Strategy:** Developing clear role for each format and size
- **Secondary Placement System:** Creating systematic approach to additional visibility
- **Bundle Design Methodology:** Engineering value-adding combinations

Salty Snacks Application:

- Develop structured "snack solution" platforms (movie night, office break, travel pack)
- Create systematic pairing strategies with beverages, dips, and complementary categories
- Implement tiered pack architecture by channel and shopper mission
- Design systematic multi-buy mechanics encouraging variety exploration

I: Increase Purchase Cycles

Strategic Question: How do we transform occasional indulgence into habitual purchase?

Capability Requirements:

- **Consumption Anchoring Methodology:** Creating regular usage occasions
- **Replenishment Trigger System:** Developing prompts for restock
- **Loyalty Mechanism Design:** Building structured approaches to repeat purchase
- **Stockpiling Strategy:** Encouraging pantry loading for future consumption

Salty Snacks Application:

- Transform "Anytime Snacking" into specific daypart anchoring strategies
- Develop systematic approach to driving higher household inventory levels
- Create structured digital reminder systems for replenishment
- Implement loyalty mechanisms rewarding consumption frequency, not just volume

D: Drive Sustainable Profits

Strategic Question: How do we create category value beyond price competition?

Capability Requirements:

- **Price Pack Architecture:** Developing coherent sizing and pricing strategy
- **Premiumization Methodology:** Creating systematic approach to value enhancement
- **Promotion Optimization System:** Moving beyond discount to value
- **Channel Profitability Analysis:** Understanding true economic contribution

Salty Snacks Application:

- Implement tiered innovation strategy across value, mainstream and premium segments
- Create structured approach to health-forward offerings with margin enhancement
- Develop specialty formats and limited editions commanding price premiums
- Implement channel-specific profitability optimization programs

E: Enable Cross-functional Excellence

Strategic Question: How do we align organizational capabilities around shopper-centric execution?

Capability Requirements:

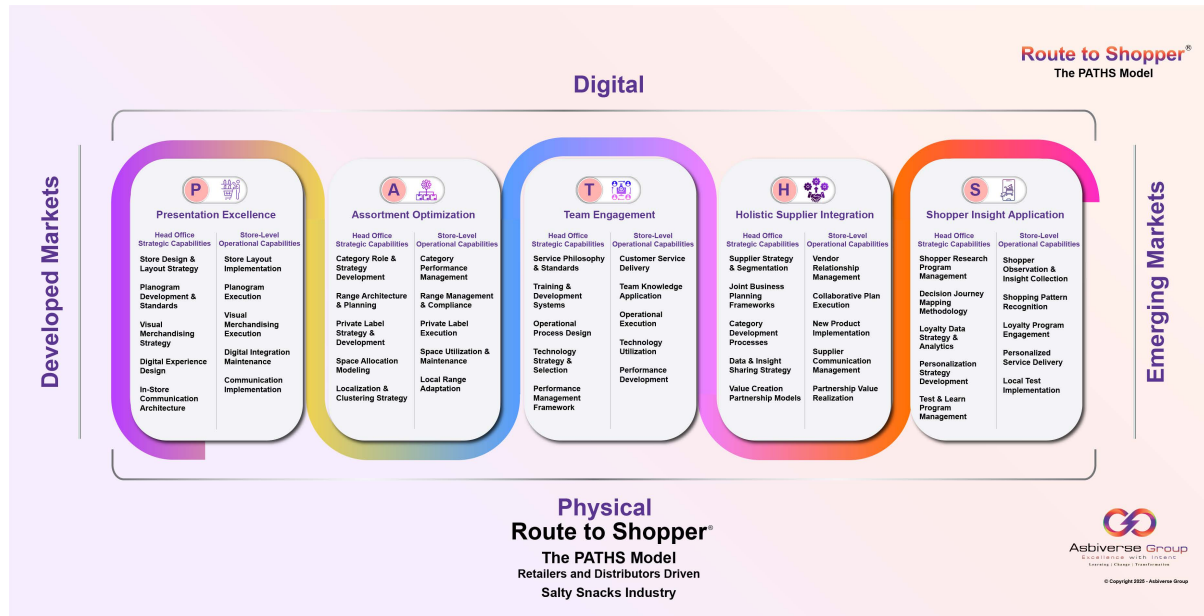
- **Shopper-led Innovation Process:** Embedding mission understanding in NPD
- **Cross-functional Planning System:** Creating unified commercial approaches
- **Capability Development Framework:** Building systematic skill enhancement
- **Financial-commercial Alignment:** Creating shared investment understanding

Salty Snacks Application:

- Implement shopper mission validation in stage-gate innovation processes
- Create unified commercial calendar aligning marketing, sales and supply chain
- Develop joint retailer-supplier capability building programs

- Build integrated financial planning systems connected to shopper metrics

The Paths Framework: Retail Execution Excellence



P: Presentation Excellence

Strategic Question: How do we create distinctive, mission-aligned visibility that drives conversion?

Capability Requirements:

- **Mission-based Merchandising Methodology:** Organizing products by usage occasion
- **Sensory Appeal Optimization:** Creating appetite appeal through presentation
- **Navigation Enhancement System:** Developing intuitive shopping flows
- **Digital-Physical Integration:** Connecting online and offline presentation

Salty Snacks Application:

- Implement occasion-based merchandising blocks (quick snacks, sharing packs, health options)
- Create systematic approach to impulse triggers at high-traffic locations
- Develop digital shelf presentation optimization for e-commerce
- Implement cross-category "solution displays" for specific occasions

A: Assortment Optimization

Strategic Question: How do we create the ideal portfolio balancing shopper choice with operational efficiency?

Capability Requirements:

- **Range Architecture Methodology:** Developing structured assortment roles
- **Localization Framework:** Creating systematic approach to regional adaptation
- **Newness Management System:** Building structured approach to innovation flow
- **Format Strategy Development:** Aligning pack formats with channel dynamics

Salty Snacks Application:

- Create channel-specific assortment strategies balancing core and innovation
- Develop region-specific flavour and format guidelines reflecting local preferences
- Implement tiered pack size strategy optimized by outlet format and shopping mission
- Create systematic approach to discontinued SKU management and replacement

T: Team Engagement

Strategic Question: How do we enable frontline teams to deliver shopper-centric execution?

Capability Requirements:

- **Field Force Capability Development:** Building systematic coaching approaches
- **Mission-based Selling Methodology:** Creating structured customer engagement
- **Performance Management System:** Developing metrics aligned with strategy
- **Knowledge Management Framework:** Creating accessible insights for frontline

Salty Snacks Application:

- Build specialized capability programs for merchandisers and demonstrators
- Create structured selling approaches for different trade channels
- Implement performance metrics reflecting category role beyond pure volume
- Develop systematic knowledge-sharing on shopper insights for field teams

H: Holistic Supplier Integration

Strategic Question: How do we leverage manufacturer partnerships to create mutual advantage?

Capability Requirements:

- **Joint Business Planning Methodology:** Creating structured collaboration approaches
- **Supplier Segmentation Framework:** Developing tiered partnership models
- **Value Co-creation System:** Building joint innovation platforms
- **Data Sharing Protocols:** Enabling appropriate transparency

Salty Snacks Application:

- Create systematic approaches to seasonal campaigns with key suppliers
- Implement structured hierarchy of supplier partnerships by strategic importance
- Develop collaborative category development initiatives
- Build data-sharing systems providing appropriate manufacturer access

S: Shopper Insight Application

Strategic Question: How do we translate understanding into action across the organization?

Capability Requirements:

- **Decision Journey Mapping:** Developing detailed path-to-purchase understanding

- **Trigger Point Identification:** Mapping key moments influencing behaviour
- **Segmentation Strategy:** Creating actionable shopper groups
- **Insight-to-action Framework:** Building systematic implementation approaches

Salty Snacks Application:

- Create detailed shopper decision trees for the category by segment
- Develop channel-specific trigger point strategies (impulse vs. planned)
- Implement segment-specific marketing approaches (youth, family, premium)
- Build test-and-learn capability for rapid insight validation

Mission-based Capability Applications

Mission 1: "Quick Craving Satisfaction"

Shopper Context: Immediate gratification, often unplanned, typically individual consumption

GUIDE Focus:

- **Grow:** Target impulse locations with single-serve sizes and bold packaging
- **Unlock:** Create secondary placements near complementary impulse categories
- **Increase:** Develop systematic communication linking specific dayparts to snack moments
- **Drive:** Implement premium single-serve options with distinctive sensory experience
- **Enable:** Align marketing and sales around impulse opportunity mapping

PATHS Activation:

- **Presentation:** Create disruptive visibility at high-traffic impulse locations
- **Assortment:** Optimize range architecture for quick-decision categories
- **Team:** Equip store teams with rapid setup protocols for impulse displays

- **Holistic:** Coordinate with suppliers on vibrant, attention-grabbing POS
- **Shopper:** Apply behavioural economics principles to impulse purchase triggers

Mission 2: "Social Sharing Experience"

Shopper Context: Planned purchase for group consumption, higher involvement decision-making

GUIDE Focus:

- **Grow:** Develop multi-serve formats specifically designed for sharing occasions
- **Unlock:** Create systematic cross-category bundling with beverages and dips
- **Increase:** Build occasion-specific content linking products to social gatherings
- **Drive:** Launch premium sharing formats commanding higher price-per-gram
- **Enable:** Coordinate seasonal campaigns across marketing, sales and digital

PATHS Activation:

- **Presentation:** Create dedicated "Entertainment Zone" merchandising areas
- **Assortment:** Curate occasion-specific variety packs and premium options
- **Team:** Train staff on suggesting complementary items for gatherings
- **Holistic:** Develop joint occasion-based promotions with complementary brands
- **Shopper:** Apply ethnographic research to understand social consumption dynamics

Mission 3: "Better-for-you Snacking"

Shopper Context: Deliberate, health-conscious choice, higher information needs, less price sensitivity

GUIDE Focus:

- **Grow:** Target health-conscious segments with clear nutrition messaging
- **Unlock:** Create systematic approach to wellness-oriented cross-category connections
- **Increase:** Develop content demonstrating everyday better-for-you snacking moments
- **Drive:** Build portfolio of premium-priced, portion-controlled or functional options
- **Enable:** Coordinate claims, packaging, and merchandising for consistent messaging

PATHS Activation:

- **Presentation:** Create dedicated wellness-focused merchandising blocks
- **Assortment:** Develop curated better-for-you range with clear navigation cues
- **Team:** Equip staff with nutrition knowledge for informed recommendations
- **Holistic:** Collaborate with suppliers on educational content and sampling
- **Shopper:** Apply decision journey mapping to wellness-seeking behaviour

Mission 4: "On-the-go Convenience"

Shopper Context: Mobility-focused purchase, often routine, balance of value and portability

GUIDE Focus:

- **Grow:** Target travel and commuting occasions with portable formats
- **Unlock:** Develop systematic placement strategy in travel-relevant locations
- **Increase:** Create content positioning on-the-go options as daily essentials
- **Drive:** Implement convenience-plus options with enhanced packaging functionality
- **Enable:** Coordinate between packaging, marketing and sales for format optimization

PATHS Activation:

- **Presentation:** Create grab-and-go merchandising near entrances/exits and checkouts
- **Assortment:** Optimize portable formats and travel-friendly packaging
- **Team:** Train staff on quick-serve approaches for busy on-the-go shoppers
- **Holistic:** Coordinate with suppliers on high-visibility travel season promotions
- **Shopper:** Apply mobility pattern analysis to optimize format and placement

Building Sustainable Competitive Advantage

Beyond Tactical Execution

The **Route to Shopper®** Framework transforms salty snacks from a promotion-driven category into a strategic growth driver by:

Replacing Isolated Tactics with Integrated Systems

- From: Disconnected promotional activities
- To: Coherent mission-based capabilities

Shifting from Product Focus to Occasion Design

- From: Features and formats in isolation
- To: Complete solutions for specific occasions

Moving from Price-led to Value-led Competition

- From: Discounting as primary driver
- To: Differentiated experience worth paying for

Evolving from Reactive to Strategic Planning

- From: Responding to competitor moves
- To: Proactive occasion-based roadmaps

Transforming from Execution Variability to Systematic Excellence

- From: Inconsistent implementation
- To: Capability-driven reliable delivery

The AI-enabled Future of Route to Shopper®

Route to Shopper® provides the capability framework for leveraging emerging technologies:

- **Mission-based Personalization Engine:** Tailoring recommendations to specific shopper needs
- **Dynamic Assortment Optimization:** Using AI to continuously refine store-specific ranges
- **Predictive Replenishment Systems:** Anticipating consumption patterns and triggering restock
- **Image Recognition Compliance Tracking:** Ensuring systematic execution across touchpoints
- **Sentiment Analysis for Flavour Innovation:** Mining social data for emerging preference trends
- **Behavioural Clustering for Targeted Marketing:** Creating precision-targeted communication
- **Dynamic Pricing Optimization:** Balancing value perception with margin objectives

From Insight to Action: Your Capability Journey

Assess Your Current Capability Maturity

Capability Area	Basic	Intermediate	Advanced
Shopper Mission Understanding	Generic consumer profiles	Shopper segmentation	Mission-based journey mapping
Category Growth Strategy	Volume-focused planning	Penetration and frequency	Occasion-based value creation
Pack Architecture Development	Ad-hoc size proliferation	Structured size hierarchy	Mission-based format strategy
Trade Investment Approach	Reactive promotions	Planned promotional calendar	Mission-based value enhancement
Perfect Store Implementation	Basic visibility standards	Systematic execution	Occasion-based experience design

Your Route to Shopper® Implementation Roadmap

Phase 1: Foundation Building (Months 1-3)

- Develop comprehensive shopper mission mapping
- Create occasion-based category segmentation
- Establish performance baseline and metrics
- Build cross-functional alignment on mission strategy

Phase 2: Capability Development (Months 4-6)

- Implement systematic capability building by function
- Create mission-based execution playbooks
- Develop data infrastructure for monitoring and evaluation
- Establish test-and-learn protocols for continuous refinement

Phase 3: Scaled Implementation (Months 7-12)

- Deploy mission-based activation across channels
- Implement systematic partner collaboration approaches
- Launch structured knowledge management systems
- Create continuous improvement feedback loops

Unlocking Your Salty Snacks Potential

The Commercial Excellence Academy invites you to transform your salty snacks business through:

- **Structured Capability Assessment:** Evaluating your current state against best practice
- **Mission-based Strategy Development:** Creating integrated approaches to specific occasions
- **Cross-functional Capability Building:** Aligning teams around unified shopper understanding
- **Implementation System Design:** Building repeatable excellence in execution
- **Performance Measurement Framework:** Creating metrics that matter for sustainable growth

Connect with our team to begin your **Route to Shopper®** journey

The difference between tactical execution and strategic excellence is not what you know; it's what you can systematically deliver through structured capability.

Contact

To begin a strategic dialogue on implementing the **Route to Shopper®** Framework in your organization, please contact:

Strategic Partnerships Team

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