RAVA

ANONYMIZED CASE STUDY

Market Execution Performance Report

A commercial performance review of in-store execution against sales, across the Beer category in Modern Trade.

CATEGORY	CHANNEL
Beer	Hypermarket, supermarket, hard discounter

SCOPE	REFERENCE PERIOD
Field audit, 84 stores, 6 weeks, seven retailers	Q1 to Q2 2026

Brands and retailers are anonymized. Figures are drawn from the underlying field audit and available sales data.

THE CHALLENGE

The sales leader was not the execution leader.

A category where commercial performance and in-store reality had drifted apart. Strong sales were masking weak execution, and the gap between the two was hiding real, recoverable growth. The question was direct: where does execution deviate from sales, and what is that gap worth?

WHAT WE MEASURED

One execution score, three transparent pillars.

Every metric is defined explicitly, with stated weightings, so the analysis is replicable and comparable over time. All inputs are normalised to a zero to one hundred scale. Above 70 is treated as high execution, below 45 as underperforming.

40%

Shelf Share

Brand facings against total category facings, by gondola, per store.

35%

SKU Availability

Stores where each SKU is present against total audited stores.

25%

Placement Share

Brand secondary placements against total category placements.

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Execution Score = (Shelf Share × 0.40) + (Availability × 0.35) + (Placement
Share × 0.25)
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MARKET RANKING

Sales versus execution, brand by brand.

The distance between a brand's sales rank and its execution rank is the central indicator. It shows where commercial performance and in-store reality diverge, and where focused action is warranted.

BRAND	SALES RANK	SALES SHARE	EXEC SCORE	EXEC RANK	Δ RANK	PROFILE
Brand A	1	28.4%	68	3	+2	High sales, mid execution
Brand B	2	21.7%	74	2	0	High sales, high execution
Brand C	3	15.2%	79	1	-2	High execution, mid sales
Brand D	4	12.1%	61	4	0	Mid sales, mid execution
Brand E	5	9.8%	42	7	+2	High sales, low execution
Brand F	6	6.9%	55	5	-1	Mid execution, low sales
Brand G	7	3.8%	38	8	+1	Low sales, low execution
Brand H	8	2.1%	51	6	-2	Mid execution, low sales

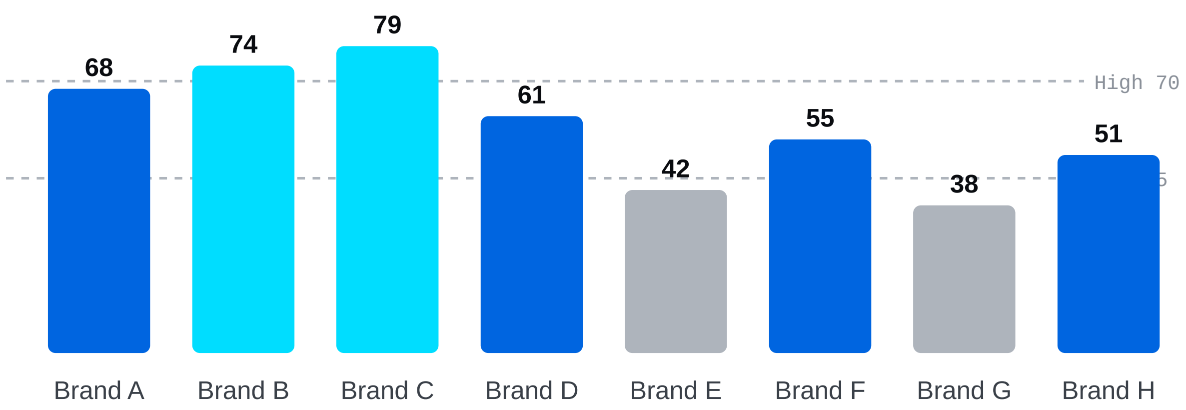
> A positive Δ rank means the brand sells better than it executes, growth is unlocked if execution improves. A negative Δ rank means execution is ahead of sales, a conversion opportunity. Brand E ranks fifth in sales yet falls below the critical 45 execution line.

EXECUTION SCORE

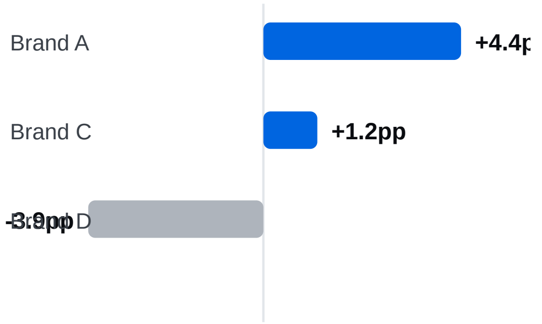
Aggregate execution ranking by brand.

The execution score combines shelf share, availability and placement using the stated weights. Two brands fall below the critical 45 line, even where sales are strong.

EXECUTION SCORE BY BRAND, 0 TO 100

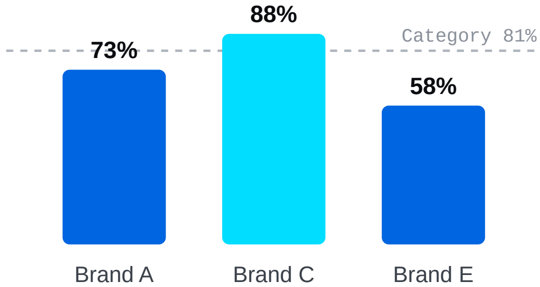


SALES TO SHELF GAP, PERCENTAGE POINTS



Positive, sells beyond its space, a case for more shelf. Negative, space ahead of sales.

AVAILABILITY VS 81% CATEGORY LINE



The sales leader sits below the category line, availability caps its upside.

RETAILER HEATMAP

Execution performance by channel.

Key execution indicators brought together by retailer, anonymized. More intense cells indicate stronger scores, zero to one hundred.

	Hyper A	Hyper B	Hyper C	Discounter A	Super A	Discounter B	Discounter C
Shelf share	72	78	68	60	52	41	43
Availability	80	84	79	66	61	44	46
Placement	64	66	62	55	49	38	40
Execution	70	74	67	58	50	40	42
Sales perf.	77	82	71	63	57	45	47

> Two hard-discounter chains score below 45 across every indicator. They are the greatest opportunity for improvement and, at the same time, the largest sales upside from stronger execution.

WHAT WE FOUND

Five findings that reframed the category.

1st vs 3rd

SALES RANK VS EXECUTION RANK

The **sales leader ranked first in sales but only third in execution**. The gap points to clear growth if execution is brought in line with commercial strength.

62%

AVAILABILITY, TOP SKU

Availability was the main bottleneck. Three of the top five SKUs by sales sat below 65% availability, against an 81% category average.

14% / 28%

SHELF VS PLACEMENT SHARE

A smaller brand **bought visibility through secondary placements**, 14% of shelf but 28% of secondary placements.

< 45

EXECUTION SCORE, OUT OF 100

Two hard-discounter chains were the **largest untapped opportunity**, below 45 across every indicator.

+18%

SALES ABOVE SHELF PREDICTION

Growth depended on execution quality. Brands above 70 delivered, on average, 18% more sales than shelf share alone would predict.

THE ACTION PLAN

Findings translated into commercial moves.

Fix availability on the two high-velocity SKUs

Concentrated in the weakest supermarket and hard-discounter formats. Confirm listing against on-shelf presence, target availability above 75% within 30 days.

Negotiate additional shelf for the under-represented sales leader

Its shelf share ran below its own average in the weakest chains, against a positive sales-to-shelf gap.

Activate secondary placements in hypermarkets

The sales leader was under-present on endcaps and displays despite leading sales, the fastest estimated return.

Review conversion for the high-visibility brand

Strong placement share was not converting to sales, pointing to price, assortment or point-of-sale communication.

The golden rule. No insight is sufficient on its own. Only its execution in the field matters. The full store panel is re-audited against this baseline, so the impact on sales is confirmed rather than assumed.