

How a global personal care manufacturer optimized its portfolio in Asia to gain market share



01

Background

02

Challenges

03

Tested strategies

04

Results

05

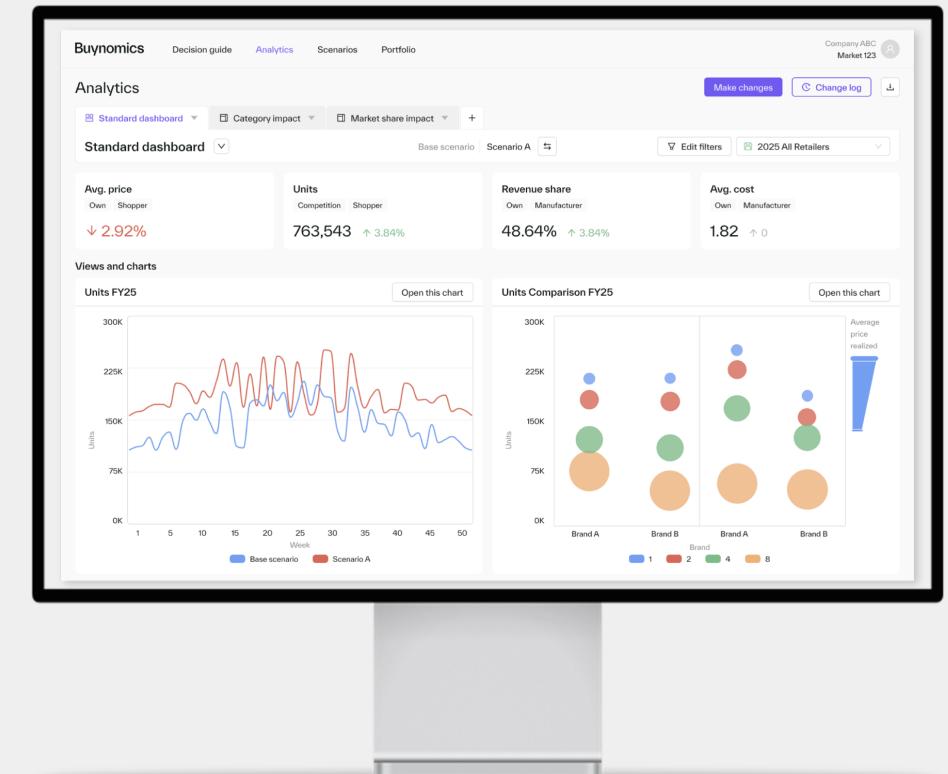
About Buynomics

01. Background

This global home and personal care manufacturer has a diversified portfolio across home care, beauty and wellbeing, personal care, and nutrition. The company operates in multiple regions and channels, including modern trade, traditional trade, e-commerce, and out-of-home.

Within its Home Care division, the laundry team set out to optimize the liquid detergent portfolio in Southeast Asia to better match shifting consumer budgets and competitive dynamics.

The objectives were to restore a clear price–value ladder, improve and accelerate conversion from powders to liquids.



02. Challenges

Market share lost

The price index of the premium liquid exceeded the intended gap versus the mainstream offer, weakening its price-value proposition.

1

Imbalanced portfolio

The portfolio was skewed toward large packs with high out-of-pocket prices, which are less attractive during a downturn.

2

Unclear price positioning

The manufacturer lacked clarity on the optimal price positioning for the liquid category across bottles and pouches.

3

In 2024, the laundry market underwent a shift: premium liquids declined, while mainstream and economy tiers gained share.

An imbalanced portfolio and unclear price positioning caused the manufacturer to start losing market share.

The team needed a clear action plan for the liquids portfolio – to convert powder users, trade up lower-tier liquid users, and restore the premium mix.

03. Tested strategies overview

Premium liquids segment optimization

Strategies Tested:

Using the Buynomics software, the manufacturer tested a total of 50 different strategies to identify the most effective ones across the entire product portfolio. The following were presented as the top options:

1. Reduced the price by 6% for the 3.6L bottle
2. Reduced the price by 12% for the 1.8L bottle
3. Reduced the size and price of the 3.9L bottle
4. Reduce the product sizes by 100 ml
5. Introduced two new sizes: 2.5L and 2.6L

Results:

After further evaluation of all five strategies, the manufacturer decided to proceed with four of them, resulting in the portfolio adjustments needed to regain market share in the premium liquids category.



The manufacturer decided not to pursue the scenario involving a 6% price reduction on its 3.6L laundry detergent (strategy 1), as the expected impact was minimal and margin-dilutive.

03. Tested strategies deep-dive

New product development

Strategy Tested:

The manufacturer introduced two new liquid detergent SKUs in the 2.5L and 2.6L size range, each priced at 145,000 VND with the 25% availability target.



Results:

Launching a new medium-sized bottle would improve affordability and attract new liquid buyers, which would give a competitive advantage. The forecasted impact on the portfolio:

- +4% **volume increase** in total portfolio
- +7% **revenue increase** in total portfolio
- +9% **volume increase** in the liquid segment
- +13% **revenue increase** in the liquid segment
- 3% **volume and revenue decline** in the powder segment

03. Tested strategies deep-dive

Reducing the product size

Strategy Tested:

The original portfolio consisted of 1.8L, 2.8L, 3.6L, and 4.1L bottles.

The manufacturer decided to reduce the 2.8L, 3.6L, and 4.1L sizes by 100 ml while maintaining the existing price points.



Results:

This strategy contributed to establishing the optimal price per gram and per pack for liquid bottles. The forecasted impact on the portfolio:

+1% volume increase for total portfolio
+1% revenue increase for the total portfolio

+2% volume increase for the liquid segment
+2% revenue increase for the liquid segment

-0.5% volume and revenue decline in the powder segment

04. Results

A total of 50 scenarios were tested to identify the optimal outcome. Ultimately, four scenarios were approved by leadership with high confidence, using Buyconomics as an indicator of expected impact.

Using Buyconomics' Virtual Shoppers AI, the manufacturer gained a deeper understanding of shopper switching behavior.

These insights were instrumental in determining the ideal price per gram and per pack for both bottles and pouches, addressing affordability challenges while attracting new liquid buyers.

85%

**Accuracy by
Buyconomics'
software***

Up to 9%
**forecasted revenue
increase for total
portfolio**

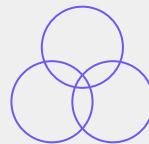
05. About Buynomics

Buynomics is the leading Revenue Growth Management (RGM) platform for holistic optimization across all revenue levers.

By integrating multiple data sources with cutting-edge AI, it empowers RGM teams in enterprise organizations to make faster, more profitable, data-driven, and customer-focused decisions.

[Learn More](#)

Holistic approach



Portfolio optimization considering the effects of all product portfolio changes.

Speed to insight



Large number of scenarios simulated and compared in minutes, reducing the time spent on forecasting by 70-90%.

Predictive accuracy



Best in class predictive accuracy of up to 95%¹ of expected market behavior.

1: Depending on data quality and completeness

Profitability



Up to 2-4% higher gross profits through a better offering.



Unilever



DANONE



HARRY'S

FERRERO

