Starbucks Tripleshot™

A Full Funnel Retail Media Activation

How Starbucks Tripleshot™ used Salling Group Media to turn exposure into engagement, trial and sales.

+27.49%
SALES LIFT VS LAST YEAR

7,784
NEW-TO-BRAND CUSTOMERS

2.50
RETURN ON AD SPEND (ROAS)



salling group

A case by Salling Group Media, in partnership with Arla Foods and Starbucks® Chilled Coffee

> This case really showed us how powerful retail media can be as a tool for market penetration and long-term customer value.
> It demonstrates that retail media is not just about short-term activation, but can play a meaningful role in a broader marketing strategy.

Emil Dyrmose Hansen
Retail Media Specialist
Arla/Starbucks® Chilled Coffee



Table of content

04 Executive summary
08 Background & challenge
10 Strategic objective
12 The connected solution
14 Phase logic
16 Awareness and visibility proof
18 Engagement and trial proof
20 Sales and acquisition proof
24 Efficiency and future value
26 Brand perspective
28 What this proves for brands
30 Let's talk
31 Appendix

Executive summary



Retail media designed to do more than reach. Starbucks® Chilled Coffee needed more than visibility in a crowded and promotion driven category. It needed a scalable way to recruit new buyers and prove business impact. Salling Group Media built a connected activation across store screens, apps, CRM and gamification. The setup was built to move consumers from awareness to action inside one retail environment.

Watch the full Starbucks® Chilled Coffee campaign here

Five proof points from the campaign

01. The campaign drove clear incremental sales growth

Starbucks Tripleshot™ achieved a +27.49% sales lift vs. last year, measured against conservative and comparable historical reference periods. This indicates that performance exceeded baseline and was not explained by seasonality alone.

02. Retail media delivered immediate, measurable revenue

For every DKK 1,000 invested in Salling Group Media activation, the campaign generated DKK 2,500 in direct revenue, resulting in a ROAS of 2.50 during the campaign period.

03. New customers were acquired efficiently with strong future value

The campaign acquired 7,784 new customers at a CAC of DKK 23.12. With an estimated CLV (12 months) of DKK 105.41, each new customer is expected to generate approximately 4.6× their acquisition cost within Salling Group stores alone.

04. Gamification converted exposure into active trial at scale

The Spin & Vind activation generated 149,090 total game plays from 68,304 unique players, supported by 7,103 redeemed prizes. This demonstrates that retail media can drive active participation and product trial, not just passive exposure.

05. Brand visibility was scaled cost-efficiently at the point of purchase

The campaign delivered 1,178,550 potential in-store reach based on footfall proxy and delivered 6,318,008 viewable in-store impressions at a vCPM of DKK 31.1, proving that Salling Group Media can deliver large-scale branding at a competitive cost within the retail environment.



The result was strong evidence of incremental sales growth against conservative comparable baselines, efficient customer acquisition and active participation at scale. The campaign also proved a broader point. Retail media can do more than build awareness. It can drive engagement, trial and sales in one measurable setup.

1,100,000+

UNIQUE SHOPPERS REACHED IN SALLING GROUP STORES

7,784

NEW-TO-BRAND CUSTOMERS
bought Starbucks Tripleshot™ for the first time in Salling Group stores.

150,000+

APP INTERACTIONS
- More than 500 hours of active brand interactions in the campaign period

+27.49%

SALES LIFT VS LAST YEAR

2.50

RETURN ON AD SPEND (ROAS)

Background & challenge



Three connected challenges shaped the brief.

01.

A promotion driven category where growth depends on trial

The ready to drink iced coffee category is highly competitive and heavily promotion driven. Multiple brands compete for attention at the point of purchase, where decisions are often made quickly, with low consideration and high price sensitivity. In that kind of environment, visibility alone rarely drives sustained growth. Growth comes when new consumers try the product, not when brands simply win short term attention.

02.

A need to recruit new customers at scale

Starbucks Tripleshot™ was already a strong and well established product in the category. The next growth layer was therefore not about basic awareness, but about converting familiarity into first time purchase at scale. Physical sampling remains relevant, but it does not offer the scale, precision or measurement needed to systematically drive and document new customer acquisition. Arla needed a setup that could activate relevant consumers, stimulate trial and convert engagement into measurable sales.

03.

A strategic proof point for Salling Group Media

For Salling Group Media, the ambition was bigger than one campaign. The task was to show that retail media can do more than deliver reach and impressions. It had to prove that Salling Group Media can operate as a full funnel media solution, capable of building awareness, activating consumers through digital interaction and driving trial and purchase within one connected retail environment.

Strategic objective

Built to prove that retail media can drive more than reach.

The campaign was designed to test whether Salling Group Media could deliver measurable business impact across the full funnel. The ambition was clear: create large scale visibility, active participation, trial, new customer acquisition and sales inside one connected retail environment. For Starbucks® Chilled Coffee, the goal was simple. Recruit new buyers at scale. For Salling Group Media, the goal was broader. Prove that retail media can support accountable brand activation, not just reach campaigns.

What success needed to prove

01. Retail media can scale trial
02. Retail media can activate new customers
03. Retail media can connect exposure to purchase
04. Retail media can deliver documented commercial outcomes



The connected solution

One ecosystem. Multiple touchpoints.
One commercial logic.



The activation combined Gamification Ads, In-App & Push Ads, Online Leaflet Ads, Sponsored Newsletter and In-store Digital Screen Ads. “Spin & Vind” was not there to entertain for the sake of it. It was there to turn attention into participation and trial intent.

Each touchpoint had a clear role. The job was to move people from noticing, to interacting, to redeeming, to purchasing. No single channel did the work alone. The result came from how the touchpoints worked together.

From exposure to interaction to purchase inside one connected retail environment.



Highlighted KPI’s
- Viewable Impressions
- Online Exposure Volume
- Targeted Contacts (Delivered)

Media Channels
- In-store Digital Screen Ads
- Sponsored Newsletter
- In-App & Push Ads
- Online Leaflet Ads

Highlighted KPI’s
- Total Played Games
- Total Unique Players
- Prizes Redeemed

Media Channels
- Gamification Ads

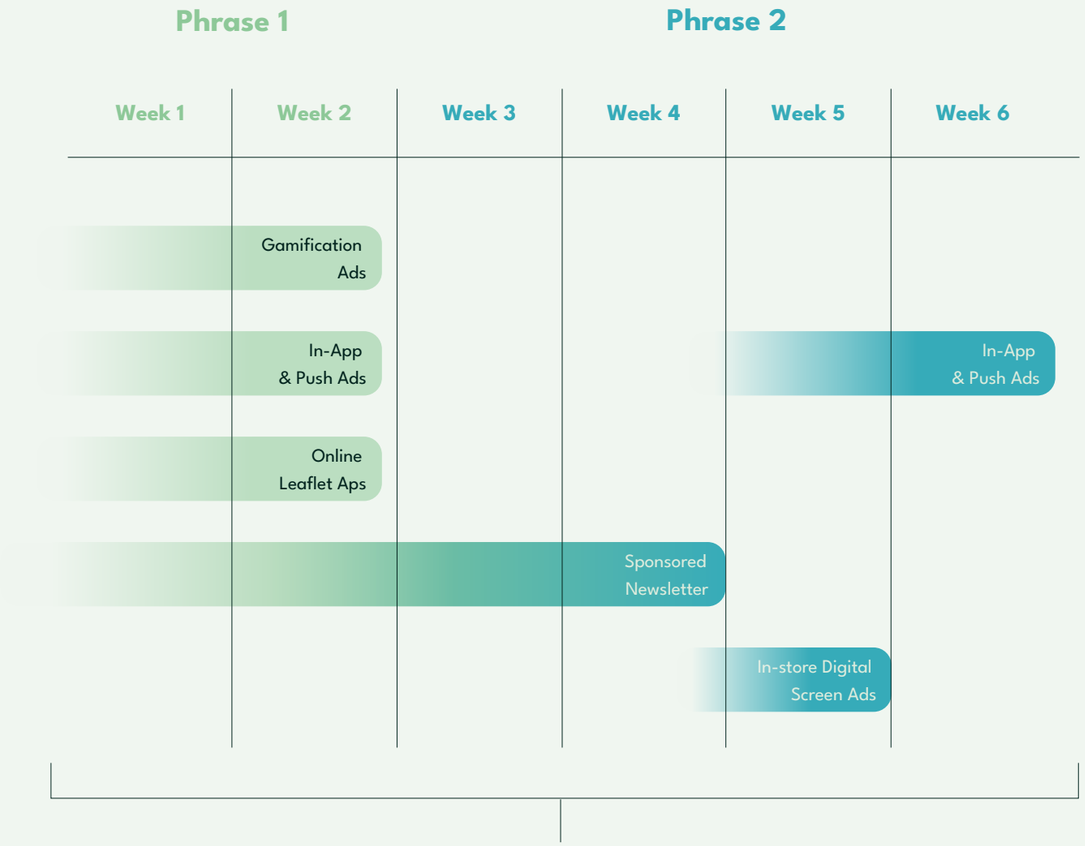
Highlighted KPI’s
- Total Sales (DKK)
- Sales Lift vs Last Year %
- New-to-brand Customers

Media Channels
- Retargeting

Highlighted KPI’s
- Return on Ad Spend (ROAS)
- Customer Acquisition Cost (CAC)
- Customer Lifetime Value (CLV, 12 months)

Phase logic

Phase 1 created participation.
Phase 2 drove purchase.



13 coordinated media insertions

The campaign ran as a six-week, 2-phased retail media a ctivation with 13 coordinated media insertions across five channels within Salling Group Media's ecosystem.

The sequencing matters because it explains why the results hold together. In the first phase, gamification created active participation and incentive pull. In the second, the product message and conversion opportunity were reinforced inside the retail environment.

That gave the campaign a stronger route from exposure to action than a flat media burst would have. First, it built momentum. Then it converted that momentum into commercial outcome.

Phase 1 - Engagement and trial intent
Phase 2 - Redemption and purchase



Awareness and visibility proof

Visibility was built where buying decisions happen.



The store activation delivered **6,318,008 viewable screen impressions**, **1,778,447 Online Exposure Volume** and an estimated **1,178,550 potential in-store reach** based on footfall proxy. These are not attention metrics, and they should not be presented as such. But they do show substantial visibility in the retail context where trial and purchase decisions are made.

The point is simple. The campaign built meaningful brand presence close to the moment of purchase.

1,178,550

POTENTIAL IN-STORE REACH (FOOTFALL PROXY)

6,318,008

VIEWABLE IMPRESSIONS

1,778,447

ONLINE EXPOSURE VOLUME

Engagement and trial proof

Participation showed that attention turned into trial.

The “Spin & Vind” setup generated 149,090 total game plays from 68,304 unique players, supported by 7,103 redeemed prizes. That is the strongest mid funnel proof in the case.

It shows that the campaign moved beyond passive exposure and created measurable interaction tied to trial. The point is not that the mechanic was fun.

The point is that it turned attention into action.

149,090 total plays
68,304 unique players
7,103 redeemed prizes



Sales and acquisition proof

During the campaign period, Starbucks Tripleshot™ delivered **+27.49% sales** lift against conservative comparable baselines, **DKK 377,707.31** in total sales, and **23,147 units sold**. It also acquired **7,784 new customers** inside Salling Group's ecosystem.



Watch the full Starbucks® Chilled Coffee campaign here

This is the most important proof in the case.
It shows that the activation was not only visible and engaging. It also moved commercial results. The wording still matters.
This is strong evidence of incremental growth, not a perfect causal experiment.



7,784

NEW-TO-BRAND CUSTOMERS

+27.49%

SALES LIFT VS LAST YEAR

377,707.31 DKK

IN SALES EX VAT

Method note:
Sales lift is presented as strong evidence of incremental growth against conservative comparable baselines.

Efficiency and future value

The campaign delivered both short term return and strong projected customer value.

For every DKK 1 invested in media, the campaign generated DKK 2.50 in revenue during the campaign period. New customers were acquired at a CAC of DKK 23.12, while the estimated 12 month CLV was DKK 105.41 based on historical cohort behaviour in Salling Group stores.

That matters because the campaign did not just drive immediate sales. It also acquired customers whose expected value is significantly higher than the cost of acquiring them. Put simply, for every DKK 1 spent acquiring a new customer, the campaign is expected to generate DKK 4.6 in value within Salling Group stores alone over 12 months.

The CLV figure should still be read correctly. It is an estimate based on historical cohorts and reflects value inside Salling Group stores only.

4.6X

CAC TO CLV

For every DKK 1 spent acquiring a new customer, the campaign is expected to generate DKK 4.6 in value within Salling Group stores alone over 12 months

2.50

RETURN ON AD SPEND

DKK 23.12

CUSTOMER ACQUISITION COST

DKK 105.41

ESTIMATED 12 MONTH CUSTOMER LIFETIME VALUE

Brand perspective

The real learning was the data foundation.

The most valuable learning on the brand side was the role of the data foundation. Scoping the dataset correctly from the start created a clear red thread across the activation and made it possible to track the outcomes that actually mattered throughout the campaign.

That is what made the setup strategically valuable. It gave Arla a stronger way to understand trial, acquisition and longer term value than traditional sampling could provide at this scale.

> More than **1.1 million** shoppers reached. Almost **8,000** new customers.

> What surprised us most was how decisive the data foundation became. Getting the dataset scoped correctly from the start created a clear red thread across the activation and made it possible to track the outcomes that actually mattered.



Emil Dyrmose Hansen
Retail Media Specialist
Arla/Starbucks® Chilled Coffee

What this proves for brands

A stronger model for brands that need more than reach.



Anders Spicker
Head of Retail Media

This case shows what retail media looks like when it is built to drive more than reach. For brands that need more than visibility, especially brands focused on trial, penetration and measurable conversion, the activation demonstrates a stronger model: one ecosystem, connected touchpoints, clear data discipline and proof tied to business impact.

The takeaway is not the novelty of one game mechanic. It is the model behind it. Retail media can combine scale, engagement and measurable impact in a way that is easier to document and optimise over time.

What this proves

01 Retail media can support trial and new customer activation, not just awareness.

02 Retail media can connect exposure, interaction and purchase inside one ecosystem.

03 Retail media can provide stronger accountability when data and objectives are aligned from the start.





Let’s talk

Let’s define the right retail media setup for your brand.

This case shows what retail media can do when it is built to connect visibility, engagement, trial and growth inside one ecosystem. The next conversation is not about copying Starbucks. It is about finding the right activation model, proof framework and commercial objective for your category.

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Appendix

Methodology, KPI definitions, calculations and supporting campaign detail.

All results presented in this case are based on first-party retail, media and loyalty data from Salling Group Media and Salling Group's retail infrastructure. The appendix provides the underlying methodology, KPI definitions, attribution logic, data limitations and supporting campaign detail behind the main case story.



APPENDIX A1:

Data sources and methodology

The campaign performance is based on six primary data sources aligned with the activated media formats:

01. Bilka Plus App and føtex Plus App

Used for gamification metrics including Total Played Games, Total Unique Players and Prizes Redeemed, as well as In-App and Push Ads delivery metrics.

02. Salling Group Media impression and exposure models

Used for In-store Digital Screen Ads, including Viewable Impressions, Frequency and Footfall-based reach proxies.

03. Salling Group Online Analytics

Used for Online Leaflet Ads metrics, including Total Views, Average Time Spent and Clicks.

04. Salling Group CRM and Email systems

Used for Sponsored Newsletter delivery, open rates and click metrics.

05. Salling Group Sales and Receipt Data

Used for Total Sales, Units Sold and Sales Lift vs Last Year across banners.

06. Salling Group Shopper and Transaction Data

Used to identify New Customers and estimate CLV based on historical cohort behaviour within Salling Group stores.

APPENDIX A2:

Key data limitations

The following limitations should be considered when interpreting the campaign results:

01. Exposure does not equal attention

Metrics such as Viewable Impressions, Online Exposure Volume and Targeted Contacts measure the opportunity to see or receive a message, not verified attention or recall.

02. Footfall is a population proxy, not ad exposure

Potential In-store Reach and Footfall metrics are based on receipt-level store traffic and indicate exposure potential, not confirmed ad views.

03. Limited cross-channel and cross-retailer deduplication

Unique users cannot be fully deduplicated across apps, CRM channels and retailers. KPIs therefore focus on volume, intensity and participation rather than unified unique reach.

04. Sales attribution is observational, not fully causal

Sales uplift and new customer metrics are benchmarked against relevant historical references, but results may still be influenced by seasonality, pricing, distribution and concurrent activity.

05. CLV reflects value within Salling Group stores only

CLV is an estimate based on historical Starbucks customer cohorts within Salling Group stores and does not represent total customer lifetime value across all retailers, channels or occasions.

APPENDIX A3:

Campaign level KPI overview

The main case story is built around campaign-level KPIs documenting awareness, engagement, sales and efficiency across the full activation. The overview below shows the approved campaign-level metrics used to evaluate the case at total campaign level.

ACTIVITY NAME	BRAND CHANNEL	CAMPAIGN WEEK	CHANNEL	KPI	METRIC
"Starbucks® Chilled Coffee Gamification ""Spin & Win"""	føtex	Week 24	Gamification Ads	Total Played Games	78,230
				Total Unique Players	36,318
			In-App & Push Ads	Targeted Contacts	353,510
			Online Leaflet Ads	Total Views	300,161
				Average Time Spent (sec)	5
				Clicks	6,549
			Sponsored Newsletter	Targeted Contacts	342,507
				Open Rate (OR%)	54.2
				Total Clicks	1,090
	Bilka	Week 25	Gamification Ads	Total Played Games	70,860
				Total Unique Players	31,986
			In-App & Push Ads	Targeted Contacts	393,968
			Online Leaflet Ads	Total Views	232,197
				Average Time Spent (sec)	5
				Clicks	4,910
			Sponsored Newsletter	Targeted Contacts	390,620
				Open Rate (OR%)	52.1
				Total Clicks	1,354
"Starbucks® Chilled Coffee Product/Promo ""Tripleshot Espresso"""	Netto	Week 26	Sponsored Newsletter	Targeted Contacts	691,302
				Open Rate (OR%)	61.5
				Total Clicks	38,410
		Week 27	Sponsored Newsletter	Targeted Contacts	689,908
				Open Rate (OR%)	59.3
				Total Clicks	20,281
	føtex	Week 28	In-App & Push Ads	Targeted Contacts	363,656
			In-store Digital Screen Ads	Viewable Impressions	6,318,008
				Frequency	1.98
				Footfall	1,178,550
	Bilka	Week 29	In-App & Push Ads	Targeted Contacts	400,743

APPENDIX A4:

Campaign level KPI dictionary

Each campaign-level KPI is documented with a definition, formula, actual calculation, attribution window, data source and stated limitation. This appendix section ensures transparency around how each headline metric in the case has been constructed and interpreted.

CATEGORY	KPI	FORMULA	ACTUAL CALCULATION	DESCRIPTION OF METRIC	WHY RELEVANT	ATTRIBUTION WINDOW	DATA SOURCE	DATA LIMITATIONS
Awareness	Potential In-store Reach (Footfall Proxy)	Footfall	Store receipts during campaign	Estimated number of unique shoppers potentially exposed to in-store screens. Used as a population proxy rather than a true exposure metric.	The only deduplicated population metric for in-store exposure	Campaign period	Salling Group Store Data	Footfall ≠ guaranteed ad exposure; proxy metric only
Awareness	Viewable Impressions (In-store Screens)	SGM screen-level impression model	Calculated via validated viewability model	The total number of times individuals had an 'opportunity to see' the ad on a branding screen.	Core reach metric for in-store media exposure.	Campaign period	Salling Group Store Data	Does not guarantee human attention; counted per screen, not per shopper.
Awareness	Online Exposure Volume	SUM(Leaflet Views) + SUM(Newsletter Opens)	Calculated via Salling Group, Email/CRM system.	Total number of digital exposure events delivered across owned online formats, including leaflet views and newsletter opens.	Shows total online reach volume and scale of digital exposure without inflating unique reach.	Campaign period	Salling Group, Email/ CRM system.	"No deduplication; users may appear across channels. Newsletter opens are affected by email client privacy settings and may overestimate true exposure."
Awareness	Targeted Contacts (Delivered)	SUM(InApp_ Push_Contacts) + SUM(Newsletter_ Delivered_Contacts)	"SUM(353,510 + 393,968 + 363,656 + 400,743) + SUM(342,507 + 390,620 + 691,302 + 689,908)"	Total users who received push, in-app, or newsletter send-outs	Indicates the total volume of delivered exposure opportunities across CRM-driven formats.	Send-out window	SGM CRM Systems	Not guaranteed views; duplicates across sends
Engagement	Total Played Games	SUM(Played_Games_ All_Weeks)	78,230 + 70,860	Total number of game interactions across all users	Measures depth of engagement and repeat interaction during the gamification	Campaign period	Bilka/Føtex Plus App	Includes multiple plays per user; not deduplicated across users
Engagement	Total Unique Players	SUM(Unique_ Players_All_Weeks)	36,318 + 31,986	Number of individual users who played the game at least once	Strongest indicator of real user participation in the gamification	Campaign period	Bilka/Føtex Plus App	Cannot be deduplicated across retailers; one user may appear in both apps
Engagement	Game Frequency	Played Games ÷ Unique Players	149,090 ÷ 68,304	Average number of games played per unique user	High frequency indicates strong incentive pull and repeated interaction, not unique reach.	Campaign period	Calculated metric	Unique users are not deduplicated across retailers; high frequency may reflect strong incentive structure

APPENDIX A4 (continued)

CATEGORY	KPI	FORMULA	ACTUAL CALCULATION	DESCRIPTION OF METRIC	WHY RELEVANT	ATTRIBUTION WINDOW	DATA SOURCE	DATA LIMITATIONS
Engagement	Prizes Redeemed	Count of unique receipts containing redeemed Starbucks voucher offer IDs	Data from Loyalty Data	Total number of prizes redeemed in the gamification experience	Measures completion rate and depth of engagement with the incentive mechanic	Campaign period	Bilka/Føtex Plus App	Redemptions are receipt-based; one user may redeem multiple prizes across transactions.
Engagement	Newsletter Clicks	SUM(Newsletter_ Clicks_All_Weeks)	1,090 + 1,354 + 38,410 + 20,281	Total number of clicks on links in all sponsored newsletters	Measures mid-funnel intent and movement from expo-sure to action	14 days after each send	Salling Group Email/ CRM system	Multiple clicks per user possible; does not track post-click behaviour
Engagement	Leaflet Clicks	SUM(Leaflet Clicks)	6,549 + 4,910	Total number of clicks on CTAs in the online leaflet	Measures movement from leaflet exposure to action	Campaign period	Salling Group Online Analytics	Clicks ≠ conversions; tracking varies by device and retailer
Sales	Total Sales (DKK)	Total Starbucks revenue during campaign period	Total sales of Starbucks Tripple Espresso No Sugar added 300 ML Bilka: 13/06-26/06 = 21,573.71 føtex: 06/06-19/06 = 69,589.6 Netto: 19/06-26/06 = 286,544	Total Starbucks Tripleshot Es-presso revenue ex VAT in Salling Group stores during the campaign period	Primary business KPI showing overall sales impact	Campaign period	Salling Group Sales Data	Sales influenced by other factors beyond media; includes all purchases, not only incremental
Sales	Sales Lift vs Last Year (%)	((Weekly_ Campaign_Sales – Weekly_LastYear_ Sales) ÷ LastYear_ Sales) × 100	Bilka: (40.880-31.804) /31.804*100 Føtex: (122.759-80.980) 80.980/*100 Netto: (286.544-240.347) /240.347*100	Percentage change in Starbucks sales during the campaign period compared to a relevant historical reference period (like-for-like).	Provides contextual performance comparison, accounting for seasonal patterns and promotional effects across banners.	Campaign period vs. historical reference period.	Salling Group Sales Data	“Year-over-year comparison does not fully isolate campaign-driven impact and may be influenced by external market factors and concurrent promotions. For Bilka and Netto, sales are compared LFL against the exact same period last year. For føtex, a direct YOY comparison was not methodologically valid due to a strong newspaper promotion in weeks 24–25, 2024. Instead, sales are benchmarked against a comparable earlier period with similar in-store consultant promotion and price level (2024: DKK 15 / 2025: DKK 16), ensuring a more conservative and comparable baseline.”

APPENDIX A4 (continued)

CATEGORY	KPI	FORMULA	ACTUAL CALCULATION	DESCRIPTION OF METRIC	WHY RELEVANT	ATTRIBUTION WINDOW	DATA SOURCE	DATA LIMITATIONS
Sales	New Customers	SUM(New_Bilka_Customer)+-SUM(New_føtex_customer)+-SUM(New_net-to_customer) Number of Plus-members who have not previous-ly purchased the product but have purchased it during the period	2,646 + 5,138	Number of customers who purchased or won Starbucks for the first time in Salling Group during the campaign	Measures penetration growth and the campaign's ability to attract new buyers	Campaign period	Salling Group Shopper Data	Based on ID accuracy; some customers may be misclassified due to limited purchase history
Sales	Units Sold	SUM(Units_sold_Bilka + Units_sold_føtex)	6,497 + 16,650	Total number of Starbucks units sold during the campaign	Shows demand volume and the campaign's ability to drive product uptake	Campaign period	Salling Group Sales Data	None
Efficiency	ROAS	Revenue ÷ Total Ad Spend	377,707.31/180,000	Revenue return for every 1 DKK invested in media	Measures immediate financial efficiency of the campaign investment	Campaign period	Salling Group Sales Data	Sales are influenced by external factors; ROAS does not isolate campaign-attributed revenue
Efficiency	CAC	Total Ad Spend ex VAT ÷ New_Customers	180,000/7,784	Average media cost required to acquire one new Starbucks customer	Measures cost efficiency of acquiring new buyers during the campaign	Campaign period	Calculated metric (SG Sales + Shopper Data)	Assumes all new customers are cam-paign-influenced; actual CAC may vary
Efficiency	CLV (12 months)	Weighted average customer purchase frequency × average basket value ex VAT × 12 months (based on historical cohort analysis within Salling Group)	4.80(frekvens) *21.96(avg. basket) See appx.	Estimated 12-month customer lifetime value based on observed purchase behaviour from historical Starbucks customer cohorts within Salling Group stores only.	Measures the expected medium-term revenue contribution generated by newly acquired customers inside Salling Group's retail ecosystem, supporting evaluation of campaign efficiency beyond short-term sales uplift.	12 months	Salling Group Sales Data	"CLV is an estimate based on observed behaviour from eight historical 12-month customer cohorts within Salling Group. Assumes future customers will exhibit similar purchase frequency and basket size as historical cohorts. The metric reflects only value generated in Salling Group stores and does not represent total Starbucks customer lifetime value across other retailers, channels or consumption contexts. Does not account for potential changes in price levels, assortment, competitive dynamics or long-term churn beyond the 12-month window."

APPENDIX A5:

Sales comparison and baseline logic

Sales uplift is presented as strong evidence of incremental growth against conservative comparable baselines. For Bilka and Netto, sales are compared like for like against the exact same period last year. For føtex, a direct year-on-year comparison was not methodologically valid due to a strong newspaper promotion in weeks 24 to 25 in 2024. Instead, sales were benchmarked against a comparable earlier period with similar in-store consultant promotion and price level, creating a more conservative and comparable baseline.



CATEGORY	Sales
KPI	Sales Lift vs Last Year (%)
FORMULA	((Weekly_Campaign_Sales – Weekly_LastYear_Sales) ÷ LastYear_Sales) × 100
ACTUAL CALCULATION	Bilka: (40.880-31.804)/31.804*100 Føtex: (122.759-80.980) 80.980/*100 Netto: (286.544-240.347)/240.347*100
DESCRIPTION OF METRIC	Percentage change in Starbucks sales during the campaign period compared to a relevant historical reference period (like-for-like).
WHY RELEVANT	Provides contextual performance comparison, accounting for seasonal patterns and promotional effects across banners.
ATTRIBUTION WINDOW	Campaign period vs. historical reference period.
DATA SOURCE	Salling Group Sales Data
DATA LIMITATIONS	Year-over-year comparison does not fully isolate campaign-driven impact and may be influenced by external market factors and concurrent promotions. For Bilka and Netto, sales are compared LFL against the exact same period last year. For føtex, a direct YOY comparison was not methodologically valid due to a strong newspaper promotion in weeks 24–25, 2024. Instead, sales are benchmarked against a comparable earlier period with similar in-store consultant promotion and price level (2024: DKK 15 / 2025: DKK 16), ensuring a more conservative and comparable baseline.

APPENDIX A6:

Channel level performance

The channel-level table below documents the contribution of each activated format across campaign weeks and retail banners. It is included to show how the campaign was distributed across gamification, in-app and push, online leaflet, newsletter and in-store digital screens.

CHANNEL	FUNNEL	CATEGORY	KPI	METRIC
Campaign	Upper	Awareness	Potential In-store Reach (Footfall Proxy)	1,178,550
Campaign	Upper	Awareness	Viewable Impressions (In-store Screens)	6,318,008
Campaign	Upper	Awareness	Online Exposure Volume	1,778,447
Campaign	Upper	Awareness	Targeted Contacts (Delivered)	3,626,214
Campaign	Mid	Engagement	Total Played Games	149,090
Campaign	Mid	Engagement	Total Unique Players	68,304
Campaign	Mid	Engagement	Game Frequency	2.18
Campaign	Mid	Engagement	Prizes Redeemed	7,103
Campaign	Mid	Engagement	Newsletter Clicks	61,135
Campaign	Mid	Engagement	Leaflet Clicks	11,459
Campaign	Lower	Sales	Total Sales (DKK)	377,707.31
Campaign	Lower	Sales	Sales Lift vs Last Year (%)	27.49%
Campaign	Lower	Sales	New Customers	7,784
Campaign	Lower	Sales	Units Sold	23,147
Campaign	Investment	Efficiency	ROAS	2.50
Campaign	Investment	Efficiency	CAC	23.12
Campaign	Investment	Efficiency	CLV (12 months)	105.41

APPENDIX A7:

Channel level KPI dictionary

Channel-level KPIs are included here to explain how each media format was measured and what each metric can and cannot be used to document. Definitions, attribution windows and limitations vary by channel and should be interpreted within that context.

CHANNEL	KPI	DESCRIPTION OF METRIC	WHY RELEVANT	FUNNEL ROLE	ATTRIBUTION WINDOW FOR METRIC	DATA SOURCE FOR ACCURATE DATA	DATA LIMITATIONS
Gamification Ads	Total Played Games	Total number of game plays across all users.	Indicates depth of engagement and repeat interaction.	Mid, Engagement	Same period as the gamification activity.	Bilka Plus App + føtex Plus App.	Counts all plays (incl. repeats); not comparable to unique players.
	Total Unique Players	Number of individual users who played the game at least once.	Shows how many real users engaged with the activity.	Mid, Engagement	Same period as the gamification activity.	Bilka Plus App + føtex Plus App.	"Unique" based on app user IDs; cannot be deduped across brands/ channels.
In-App & Push Ads	Targeted Contacts	Total number of users who received the In-App or Push message.	Measures the potential reach and upper-funnel exposure delivered by the activation.	Upper, Awareness	Same period as the In-App/ Push send-out.	Bilka Plus App + føtex Plus App.	Reflects sent messages, not guaranteed views; duplicates possible across multiple send-outs.
Online Leaflet Ads	Total Views	Total number of times the leaflet was opened.	Shows top-funnel exposure to the product message.	Upper, Awareness	Same period as leaflet availability.	Salling Group, Online analytics.	Counts opens, not guaranteed full reading; repeat views included.
	Average Time Spent (sec)	Average number of seconds users spent viewing the leaflet.	Indicates content engagement and message consumption depth.	Mid, Engagement	Same period as leaflet availability.	Salling Group, Online analytics.	Time tracking may vary by device; includes inactive open tabs.
	Clicks	Total number of clicks from the leaflet to product or game CTA.	Measures mid-funnel engagement and intent to act.	Mid, Engagement	Same period as leaflet availability.	Salling Group, Online analytics.	Clicks ≠ conversions; tracking may not capture all redirections.
Sponsored Newsletter	Targeted Contacts	Number of subscribers who received the newsletter.	Measures the actual reach of the newsletter send-out.	Upper, Awareness	Send date of each newsletter.	Salling Group, Email/CRM system.	Includes inactive or low-engagement users.
	Open Rate (OR%)	Percentage of recipients who opened the newsletter.	Indicates relevance and message pull.	Mid, Engagement	14 days after send.	Salling Group, Email/CRM system.	Apple Mail Privacy may inflate opens.
	Total Clicks	Total number of clicks on links in the newsletter.	Measures active engagement and interest in the campaign.	Mid, Engagement	Within 14 days after send.	Salling Group, Email/CRM system.	Does not show post-click behaviour; multiple clicks per user possible.
In-store Digital Screen Ads	Viewable Impressions	The total number of times individuals had an 'opportunity to see' the ad on a branding screen.	Core reach metric for in-store media exposure.	Upper, Awareness	Campaign period for screen activity.	Salling Group Store Data	Does not guarantee human attention; counted per screen, not per shopper.
	Frequency	The average number of times a customer is an impression, and thereby exposed to the ad.	Shows message reinforcement level in-store.	Upper, Awareness	Campaign period for screen activity.	Salling Group Store Data	Estimated based studies, not user-based.
	Footfall	Total number of receipts from the store.	Provides shopper volume context for impressions and exposure potential.	Upper, Awareness	Campaign period for screen activity.	Salling Group Store Data	Measures store traffic, not ad views; varies by location and time.

APPENDIX A8:

CLV methodology

The CLV is calculated as a weighted average across eight consecutive 12-month customer cohorts to reduce volatility and ensure a conservative, data-backed estimate.



The 12-month CLV is calculated as a weighted average across eight consecutive 12-month customer cohorts to reduce volatility and ensure a conservative, data-backed estimate. It is based on observed purchase frequency and average basket value for Starbucks customers inside Salling Group stores. The resulting 12-month estimate is DKK 105.41.

COHORT	STARTDAY	ENDDAY	NETSALES	RECEIPTS	LOYALTYCUST	FREKVENS	AVGBASKET	CLV
CoHort 1	202406	202505	223.09	10,107	2,485	4.07	22.07	89.77
CoHort 2	202407	202506	236.456	8,337	2,157	3.87	28.36	109.62
CoHort 3	202408	202507	238.529	11,455	2,962	3.87	20.82	80.53
CoHort 4	202409	202508	102.87	5,105	993	5.14	20.15	103.59
CoHort 5	202410	202509	138.34	6,683	1,251	5.34	20.7	110.58
CoHort 6	202411	202510	84.689	3,948	699	5.65	21.45	121.16
CoHort 7	202412	202511	133.706	6,846	1,287	5.32	19.53	103.89
CoHort 8	202501	202512	84.873	4,108	797	5.15	20.66	106.49
TOTAL			**1.242.552**	**56.589**		**4,80**	**21.96**	**105,41**