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# Testing a Model of Factors Influencing the Sales Development of Fast-Moving Consumer Goods at Kalleh Company: A Shopper Marketing Approach

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## ABSTRACT

This study aims to examine and test a model of factors influencing the sales development of fast-moving consumer goods (FMCG) at Kalleh Company through a shopper marketing approach. The research is applied in terms of purpose and descriptive-survey in terms of data collection methodology. A quantitative approach was employed to collect data, using a researcher-developed standardized questionnaire. The statistical population comprises all promoters of Kalleh Company operating in chain stores nationwide. A chain-store promoter is defined as an individual responsible for promoting and advertising products or services within a chain retail outlet. Given the geographical dispersion of the population, a stratified geographical sampling method was adopted. The population size was approximately 253 individuals, and based on Cochran's formula, a sample of 153 participants was selected. The composite reliability and reliability of each construct were calculated, with results confirming the reliability of the measurement instrument. Additionally, both convergent and discriminant validity assessments indicated that the questionnaire possesses adequate validity. Structural equation modeling was applied to analyze the data, using SmartPLS 4 software. The findings revealed five main themes: (1)shopper behavior and cognition, (2)point-of-purchase marketing strategies, (3)brand sales strategy, (4)brand and marketing communications, and (5)supply chain and distribution management. Among these, shopper behavior and cognition emerged as the most influential factor, followed by point-of-purchase marketing strategies, brand sales strategy, brand and marketing communications, and supply chain and distribution management as the fifth-ranked factor in terms of priority and impact.

**KEYWORDS:** Shopper marketing, fast-moving consumer goods (FMCG), Kalleh Company, supply chain and distribution management

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## 1. Introduction

Shopper marketing encompasses the planning and execution of all marketing activities that influence the shopper throughout the purchase journey—and beyond—from initial need recognition through purchase, consumption, repurchase, and even word-of-mouth recommendation. Shopper marketing approaches are growing at an extraordinary pace among both manufacturers and retailers, with an increasingly substantial share of marketing budgets now allocated to shopper-centric initiatives (Venkatesh & Shankar, 2014). Manufacturers can leverage high-quality shopper marketing data to develop strategic programs that yield a clear understanding of consumer preferences and behaviors. Experts emphasize that effective shopper marketing is becoming increasingly critical for achieving market success (Hendraswari & Harintanti, 2023). In-store marketing tactics—such as point-of-purchase displays, shelf placement, and product visibility—are key components of shopper marketing that have the potential to significantly influence shopper behavior and drive revenue for both retailers and manufacturers (Matyushovych & Stankevych, 2022).

Practitioners require a comprehensive understanding of the characteristics that define shopper marketing and the specific tactics that generate profitable store traffic. Particularly for managers, it is essential to understand how their efforts across various shopper marketing tools directly shape in-store purchase behaviors (Kammer, Amaeshi, & Park, 2014). Shopper marketing factors capture attention, facilitate brand evaluation, and ultimately influence decision-making at the point of purchase (Chandon, Wansink, & Laurent, 2009). Identifying critical touchpoints—so-called “moments of truth”—along the customer journey that exert the greatest impact on key customer outcomes is therefore vital (Lemon & Verhoef, 2016). According to the Path to Purchase Institute (2017), the primary reasons for implementing in-store activities, in order of importance, are: driving short-term sales, launching new products, brand building, and activating promotional messaging. In-store shopper marketing includes actions such as store layout, category management strategies, visual merchandising, and aisle design—all of which significantly affect in-store product sales (Ailawadi, Neslin, & Gedenk, 2009). The concept of shopper marketing, which has gained prominence in global retail literature over the past decade, refers specifically to the strategic deployment of various in-store tools to shape shopper behavior.

Fast-moving consumer goods (FMCG), also referred to as consumer packaged goods (CPG), encompass commercial products manufactured at high volume and low cost, designed to sell quickly. These products often have short shelf lives or are highly sensitive to production and expiration dates from the consumer’s perspective. Broadly defined, FMCGs are characterized by high turnover rates and relatively low price points compared to other product categories (Kotler & Keller, 2008).

Grocery stores are rich in sensory stimuli. Consumers encounter colorful product displays, end-cap snack promotions, and floor-based advertisements. Some shoppers use these in-store cues as reminders of items they intended to purchase, while others enter the store with specific purchase intentions but end up buying unplanned items due to rapid exposure to in-store stimuli. Moreover, these in-store cues can uncover latent needs, trigger forgotten requirements, and ultimately lead to in-store decision-making and unplanned purchases (Inman, Winer, & Ferraro, 2009). The dairy industry, for instance, is expanding rapidly—akin to mushrooms sprouting after rain—posing both opportunities and challenges for product sales. Within this dynamic sector, companies regularly deploy diverse promotional activities to retain their customer base. To gain a competitive edge, firms continuously integrate novel tools into their marketing strategies (Consalvo, 2021; Duan & Blanquart, 2018).

Overall, a significant proportion of purchase decisions are made at the point of sale—within the store itself. Consequently, influencing shoppers at this critical juncture has become a strategic priority for both retailers and manufacturers (Bialkova, van Trijp, & Gracia, 2020).

While quantitative studies have begun to explore models of factors influencing the sales development of fast-moving consumer goods, empirical research specifically examining the impact of shopper marketing on FMCG performance—particularly within the context of Kalleh Company—remains limited. Although shopper marketing has been integrated into marketing management processes since its inception, there is a notable gap in the literature regarding validated models that identify and test the key drivers of FMCG sales growth through a shopper marketing lens. To address this gap, the present study investigates the primary and secondary factors affecting the sales development of fast-moving consumer goods at Kalleh Company using a shopper marketing approach. Given the growing strategic importance of shopper marketing and the increasing emphasis by firms on leveraging in-store insights to achieve competitive advantage and organizational success, this research aims to test a comprehensive model of the factors influencing FMCG sales development at Kalleh Company through the framework of shopper marketing.

## 2. Theoretical Foundations and Literature Review

### Shopper Marketing

Shopper marketing (or shopper marketing) is a marketing approach that focuses on consumer (shopper) behavior and decision-making at the point of purchase. This strategy aims to influence shoppers at the precise moment they are making purchase decisions—whether in a physical or online retail environment. Unlike traditional marketing, which emphasizes brand awareness and loyalty, shopper marketing prioritizes the shopping experience, in-store (or in-context) interactions, and the conversion of visitors into actual buyers. As Shankar (2014) defines it, shopper marketing is “a field of marketing that centers on the customer experience and the shopper journey within the store.” It encompasses the entire consumer path to purchase—from

initial product exposure and attention to evaluation and final purchase—and is distinct from retail marketing, which primarily focuses on attracting customers into the store.

**Point of Purchase (PoP)**

The purchase decision is a cognitive process guiding consumers from need recognition through alternative evaluation to the selection of a specific product or brand and subsequent purchasing behavior. Given that customers are the "sovereigns" of the market, their expectations, needs, and behaviors are paramount and critically influence store productivity (Consalvo, 2021; Duan & Blanquart, 2018). The point of purchase refers to the physical or digital location where marketers and retailers plan and execute promotional activities around consumer goods. It typically involves attractive product displays or promotional messaging designed to capture attention and drive immediate purchase decisions. As Bialkova et al. (2020) note, customer persuasion to buy a product predominantly occurs at the point of purchase.

**Fast-Moving Consumer Goods (FMCG)**

Fast-moving consumer goods (FMCG), also known as consumer packaged goods (CPG), refer to products that sell quickly at relatively low cost and high volume. These goods are typically non-durable, rapidly consumed, and include items such as packaged foods, beverages, personal care products, household cleaners, over-the-counter medications, and certain disposable electronics. The defining characteristics of FMCG are high inventory turnover and short shelf life, driven by consistent consumer demand and daily usage. Profitability in this category is generally achieved through high sales volume rather than high per-unit margins.

**Empirical Studies on Shopper Marketing and FMCG**

Kantawong, Sriswasdi, and Chaiyakij (2024) investigated factors influencing the attractiveness of online fashion shopping among university students in Thailand through a shopper marketing lens. Their study identified functional value, personal innovativeness, usefulness of online reviews, and fashion trends as independent variables. Data were collected via 318 survey questionnaires from students at a large private university in Pathum Thani Province. Most respondents were female, around 20 years old, and spent between 10,000–20,000 THB monthly. Participants expressed strong interest in purchasing fashion items (e.g., shirts, shoes, trousers) online. Using descriptive statistics and multiple regression analysis, the study found that only the usefulness of online reviews and personal innovativeness significantly and positively influenced shopping attractiveness ($p < 0.01$).

Duarte and Cristina (2023) examined the impact of point-of-purchase (PoP) advertising on shoppers and brands through an experimental study in small retail stores. Their primary objective was to understand how shopper marketing and visual brand advertising at PoP influence shopper behavior and the retailer–manufacturer relationship, particularly in small retail settings. Globally, the study confirmed that visual brand advertising at PoP serves as a strategic tool for manufacturers to add value to their retailer relationships and jointly increase sales. However,

only initial visual brand displays at PoP significantly affected certain dimensions of the shopping experience—specifically, brand awareness and unplanned purchases.

Hendraswari and Harintanti (2023) analyzed the application of design principles in point-of-purchase (POP) displays to attract consumer attention in retail spaces. They emphasized that increasing product sales is a core objective in retail, which depends not only on product quality but also on packaging and visual merchandising strategies. Effective POP design, grounded in established design principles, can significantly enhance consumer engagement and drive sales.

Matyushovych and Stankevych (2022) explored the impact of shopper marketing placement within a store on shopper behavior. They identified marketing kiosks, shelf positioning, and product visibility as key shopper marketing activities with the potential to influence purchasing behavior and boost revenue for both retailers and manufacturers. Their findings revealed a statistically significant relationship between the location of shopper marketing displays and shopper behavior. Specifically, the placement of dedicated shopper marketing stands within a store significantly affected purchase likelihood, with performance varying across different in-store zones.

Pan (2022) studied the impact of shopping goals and in-store mobile device usage on shopping outcomes in brick-and-mortar stores. The research offered novel insights into how mobile phone use in physical stores influences consumer decision-making. Depending on shoppers' purchase goals, in-store mobile usage could either reduce or increase product search behavior, leading to more deferred purchases, increased in-store buying, or shifts toward online or physical purchases.

Fagerström, Sivakumar, and Ghose (2022) conducted a retail experiment in e-commerce titled "Motivational Cues in Online Point-of-Purchase." Their results showed that the treatment group achieved a conversion rate of nearly 39% for upsell offers and generated 87.94% higher revenue compared to the control group. The findings were discussed in relation to the principles of behavioral influence and regulatory focus theory in the context of online point-of-purchase environments.

Roy and Alasadi (2021) investigated whether labeling healthy menu items with symbols leads to better choices at the point of purchase. Their study highlighted that discretionary foods constitute a significant portion of dietary intake among young adults (18–35 years), who actively seek nutritional information at the point of purchase. Symbol-based healthy labeling was found to positively influence healthier food selections in real-world purchase settings.

## 3. Research Methodology

This study is applied in terms of purpose and descriptive-survey in terms of data collection method. The data collection approach in this research is quantitative. Quantitative data were gathered using a researcher-developed standardized questionnaire. The statistical population includes all promoters of Kalleh Company in chain stores throughout the country. A chain-store promoter refers to an individual responsible for advertising and promoting products or services within a chain store. These promoters interact directly with customers in stores and strive to encourage them to purchase products by providing accurate and appealing information. Given the

statistical population under consideration, the sampling method employed in this study is stratified geographical sampling. The population comprises approximately 253 individuals, and according to Cochran's formula, a sample of 153 participants was selected. Considering the nature of the topic and the geographical dispersion, the statistical sample selection method used in this research is stratified random sampling. To collect data related to the variables, a researcher-developed questionnaire adapted from the doctoral dissertation of Najati and colleagues (2024) was utilized. In this study, Cronbach's alpha coefficient was used to determine the reliability coefficient. Composite reliability and the reliability of each research component were calculated, and the results indicate that the measurement instrument is reliable. Furthermore, both discriminant and convergent validity of the questionnaire were established, confirming the questionnaire's adequate validity. Similarly, the causal relationships among variables were analyzed using structural equation modeling (SEM) with the SmartPLS 4 software. Unlike covariance-based structural equation modeling, which evaluates the fit of a hypothesized model and thus estimates the model for the purpose of explaining, testing, and confirming theories, the PLS approach is prediction-oriented and can be employed as a method for theory development.

## 4. Findings

To evaluate model fit, we examine the measurement model fit, structural model fit, and overall model fit. To assess the reliability of the measurement model, we analyze factor loadings, Cronbach's alpha coefficients, and composite reliability values. The acceptable threshold for factor loadings is 0.4. As shown in Figure 2, all factor loadings for the questionnaire items exceed 0.4, indicating that this criterion is adequately met. According to the data analysis algorithm in SmartPLS 4, after assessing the factor loadings, the next step involves calculating and reporting Cronbach's alpha and composite reliability coefficients. The second criterion for evaluating measurement model fit is convergent validity, which examines the extent to which each construct correlates with its associated items (indicators). The results are presented in Table1.

**Table 1. Results of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)**

| Latent Variables | Cronbach's Alpha (α > 0.7) | Composite Reliability (CR > 0.7) | Average Variance Extracted (AVE > 0.5) |
|---|---|---|---|
| **Brand Sales Strategy** | 0.886 | 0.891 | 0.814 |
| **Point-of-Purchase Marketing Strategies** | 0.869 | 0.875 | 0.794 |
| **Brand and Marketing Communications** | 0.753 | 0.862 | 0.664 |
| **Shopper Behavior and Cognition** | 0.917 | 0.918 | 0.857 |
| **Supply Chain and Distribution Management** | 0.723 | 0.736 | 0.643 |

(Note: "Brand Sales Strategy" appears twice in the original table; it is listed once here for clarity.)

Given that the recommended threshold for both Cronbach's alpha and composite reliability is 0.7, and as Table 1 shows that all latent variables meet or exceed this threshold, the reliability of the research instrument is confirmed. Furthermore, since the acceptable value for AVE is 0.5 and all latent variables in the table surpass this benchmark, convergent validity of the measurement model is also supported.

To assess discriminant validity, we employed the **Fornell–Larcker criterion**. The results are presented in Table 2. Discriminant validity is confirmed because the square root of the Average Variance Extracted (AVE)—shown on the diagonal—for each latent variable is greater than its correlations with all other latent variables in the model.

**Table 2. Discriminant Validity Assessment (Fornell–Larcker Criterion)**

| Latent Variables | Brand Sales Strategy | Point-of-Purchase Marketing Strategies | Brand and Marketing Communications | Shopper Behavior and Cognition | Supply Chain and Distribution Management |
|---|---|---|---|---|---|
| **Brand Sales Strategy** | **0.902** | | | | |
| **Point-of-Purchase Marketing Strategies** | 0.431 | **0.891** | | | |
| **Brand and Marketing Communications** | 0.258 | 0.254 | **0.815** | | |
| **Shopper Behavior and Cognition** | 0.279 | 0.470 | 0.265 | **0.926** | |
| **Supply Chain and Distribution Management** | 0.144 | 0.230 | 0.231 | 0.405 | **0.802** |

*(Note: Bold values on the diagonal represent the square root of AVE for each construct.)*

## Overall Structural Model Fit:

Chin (1998) proposed threshold values of 0.19, 0.33, and 0.67 to represent weak, moderate, and substantial levels of explanatory power ($R^2$), respectively. According to Table 3, the structural model of this study demonstrates acceptable overall fit based on the $R^2$ criterion.

**Table 3. $R^2$ and Adjusted $R^2$ Values**

| Latent Variable | $R^2$ | Adjusted $R^2$ |
|---|---|---|
| Brand Sales Strategy | 0.410 | 0.408 |
| Point-of-Purchase Marketing Strategies | 0.503 | 0.501 |
| Brand and Marketing Communications | 0.336 | 0.334 |
| Shopper Behavior and Cognition | 0.563 | 0.562 |
| Supply Chain and Distribution Management | 0.302 | 0.300 |

The second indicator for evaluating structural model fit is the **$Q^2$ predictive relevance index**. This metric assesses the model's predictive power. According to Hair et al. (2017), $Q^2$ values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong predictive relevance, respectively, for an endogenous construct. In this study, the $Q^2$ values exceed the 0.02 threshold for all endogenous constructs, thereby further confirming the structural model's predictive relevance and overall fit.

According to Henseler et al. (2014), regarding the Standardized Root Mean Square Residual (SRMR), a value below 0.10—and more conservatively below 0.08—is considered acceptable (Hu & Bentler, 1999). In the present model, the overall model fit is deemed appropriate.

**Table 4. Results of Overall Model Fit Based on SRMR and NFI**

| Fit Index | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0.088 | 0.086 |
| NFI | 0.903 | 0.903 |
| d_ULS | 2.457 | 2.457 |
| d_G | 1.289 | 1.289 |

The Normed Fit Index (NFI), also known as the Bentler–Bonett Index, is an incremental fit measure that evaluates the model by comparing the chi-square value of the independence model with that of the saturated model. NFI values above 0.90 are considered acceptable and indicative of good model fit. Bootstrap confidence intervals provide the basis for assessing the significance of differences in these indices.

Values greater than 0.05 for the d_ULS (unweighted least squares discrepancy, i.e., Euclidean distance squared) and d_G (geodesic distance) are considered indicative of adequate fit. Given that the obtained values for both d_ULS and d_G significantly exceed 0.05, the model demonstrates acceptable fit according to these criteria.

SmartPLS 4, by default, tests path coefficients at the 95% confidence level. At this confidence level, the critical t-value is 1.96. Therefore, any path coefficient with an absolute t-value greater than 1.96 (i.e., outside the interval [–1.96, +1.96]) is considered statistically significant at the 95% confidence level.

**Table 5. Direct Path Coefficients and Hypothesis Testing Results**

| Path | Path Coefficient (β) | T-Value | p-value | Result |
|---|---|---|---|---|
| Fast-Moving Consumer Goods Sales Development → Brand Sales Strategy | 0.640 | 10.724 | 0.000 | Accepted |
| Fast-Moving Consumer Goods Sales Development → Point-of-Purchase Marketing Strategies | 0.709 | 18.104 | 0.000 | Accepted |
| Fast-Moving Consumer Goods Sales Development → Brand and Marketing Communications | 0.579 | 10.350 | 0.000 | Accepted |

| Path | Path Coefficient (β) | T-Value | p-value | Result |
|---|---|---|---|---|
| Fast-Moving Consumer Goods Sales Development → Shopper Behavior and Cognition | 0.750 | 33.168 | 0.000 | Accepted |
| Fast-Moving Consumer Goods Sales Development → Supply Chain and Distribution Management | 0.550 | 9.538 | 0.000 | Accepted |

As shown in Table 5, all hypothesized paths are statistically significant. The t-values for all paths exceed the critical threshold of ±1.96, confirming that all relationships in the structural model are significant at the 95% confidence level.

## 5. Discussion and Conclusion

Based on the findings of this study, five main themes were identified as key drivers influencing the sales development of fast-moving consumer goods (FMCG): shopper behavior and cognition, point-of-purchase marketing strategies, brand sales strategy, brand and marketing communications, and supply chain and distribution management. Among these, shopper behavior and cognition and point-of-purchase marketing strategies both demonstrated the highest influence, each with a path coefficient of 0.750, followed by brand sales strategy (0.640), brand and marketing communications (0.579), and supply chain and distribution management (0.550). At the sub-theme level, shopping experience (factor loading = 0.952), shopper segmentation (0.921), and purchase motivations (0.904) emerged as the most critical components within shopper behavior and cognition. In point-of-purchase marketing strategies, product layout and display (0.935), in-store technology (0.900), and promotional activities (0.837) were prioritized. Within brand sales strategy, product portfolio (0.932), end-customer portfolio (0.891), and sales channel portfolio (0.883) ranked highest. For brand and marketing communications, brand equity (0.923), integrated marketing communications (0.885), and brand trust (0.597) were key. Finally, in supply chain and distribution management, inventory management (0.852), distribution channel strategy (0.777), and supply chain sustainability (0.774) were identified as the most influential sub-themes. Collectively, these interrelated themes form an integrated and dynamic system that places shopper behavior at its core, aligning marketing, sales, and supply chain strategies to achieve sales objectives. This model exhibits particularly strong fit within the dairy industry, given its unique characteristics—such as product perishability, consumer sensitivity to health and quality, and intense market competition. For successful implementation, dairy brands must analyze market data and tailor their strategies to local needs and shopper preferences. Accordingly, practical recommendations are proposed with an emphasis on thematic integration and industry-specific adaptation. First, integrating shopper behavior with point-of-purchase strategies through interactive in-store experiences—such as digital kiosks in supermarkets that display real-time nutritional information (e.g., protein or calcium content in yogurt) and offer personalized recommendations (e.g., probiotic yogurt for health-conscious consumers)—can accelerate purchase decisions and enrich the shopping journey. Second, aligning brand sales strategy with supply chain capabilities by expanding product portfolios (e.g., introducing plant-

based milks or low-fat cheeses) while ensuring a robust cold chain and timely availability across diverse channels (e.g., supermarkets and e-commerce platforms) creates operational synergy between product and channel strategies and distribution logistics. Third, strengthening brand communications through sustainability-focused messaging—such as highlighting recyclable packaging or reduced carbon footprint—and delivering these messages consistently across television, social media, and product labeling can reinforce brand equity and trust, especially among environmentally and health-conscious consumers, thereby linking sustainability-driven purchase motivations with brand strategy. Fourth, creating synergy between in-store promotional tactics and shopper segmentation—such as offering free samples of flavored yogurt to children or fortified milk to seniors based on identified motivations like taste or health—enhances the relevance and impact of point-of-purchase activities and drives sales. Finally, integrating supply chain transparency with brand credibility by providing verifiable information on product origins (e.g., dairy farms) and hygiene standards via product labels, websites, or QR codes—while optimizing inventory management to guarantee freshness—not only builds consumer trust but also reinforces brand equity. Together, these integrated strategies demonstrate how a holistic, shopper-centric approach can effectively drive FMCG sales growth, particularly in the demanding and dynamic dairy sector.

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**ETHICAL CONSIDERATION**

Authenticity of the texts, honesty and fidelity has been observed.

**CONFLICT OF INTEREST**

Author/s confirmed no conflict of interest.