Case Study:
Foodland: Building the Next Generation of Promotional Capability
From Manual Processes to a Digitised, Unified Way of Working

Foodland is one of Australia's most trusted supermarket brands, supporting independent retailers with a strong local focus and a commitment to competitive execution.

As the retail environment became more dynamic and data-driven, Foodland recognised that its promotional and category processes, supported by legacy systems and manual workflows, needed to evolve.

The objective was not simply to replace a system. It was to:
- Eliminate legacy system risk
- Remove paper and email-based workflows
- Modernise promotional capability
- Strengthen supplier collaboration
- Build a connected data foundation for the future
- Create one consistent way of working across Grocery and Liquor

In partnership with Retail Express, Foodland embarked on a transformation that would redefine how its category teams plan, negotiate and execute promotions.

Franklin Dos Santos, CEO, Foodland
"For Foodland, this was never about installing new software. It was about modernising how our teams work and creating a connected operating model that supports our long-term strategy.

We moved from disconnected processes and manual transactions to a fully digitised, structured workflow. Loyalty, supplier negotiations and promotional planning are now part of one integrated system.

Importantly, this transformation was delivered on time, without disruption to our retailers, and with a genuine partnership approach. It has positioned Foodland for continued innovation and future capability."

The Challenge: Fragmentation Limiting Progress
Prior to transformation, key promotional and category processes were managed across multiple systems, spreadsheets and email workflows.

Activities such as:
- Supplier deal capture
- Catalogue planning
- Allocations
- Loyalty negotiations
- Over & Above (O&A)
- Lower Prices Everyday (LPED)
- Directs and DC operations

These activities were often disconnected, creating duplication, variation across categories, and additional administration.

Manual touchpoints increased operational risk. Data visibility was difficult, and Liquor followed a different rhythm to Grocery.

The goal was clear:
Digitise the entire promotional ecosystem and establish One Way of Working across the business.

The Transformation: One Connected End-to-End Process
1. Complete Digitisation of Promotions
Retail Express delivered a fully digitised promotional infrastructure. All paper and email-based transactions were eliminated. Daily automated data flows were established across items, promotions, O&A and analytics. Structured workflows replaced informal processes.
The result:
- Admin teams now key data once
- Manual duplication significantly reduced
- Clear audit trails embedded
- Stronger governance and margin protection
- Reduced operational risk

2. Loyalty Embedded at the Core of Category Strategy
Loyalty was launched in line with go-live, not as a separate initiative, but as a fully integrated part of the promotional process. From day one, Foodland and Retail Express consolidated loyalty O&A negotiations, rewards points and volume mechanics into the same workflow used for deal capture, catalogue planning and margin evaluation.

This eliminated the need for parallel processes and ensured loyalty decisions were made at the point of negotiation — alongside forecasted sales and profitability.
The result:
- One consistent way of working for Category Managers
- Clearer visibility of total promotional investment
- Stronger supplier alignment and accountability
- Improved margin and ROI control

Loyalty is not layered over promotions, it is embedded within Foodland's core category operating model.

3. Liquor & Grocery Unified Under One Workflow
Liquor was fully integrated into the same end-to-end promotional process as Grocery.
Today:
- Directs, DC and Liquor operate in one system
- Promotional timelines are aligned
- Allocation processes are standardised
- Core range and compliance elements are embedded in workflow

This eliminated departmental silos and created cross-category visibility, enabling stronger commercial planning and easier transition across teams.

4. Stronger Governance & Margin Protection
Promotional guardrails now automatically:
- Prevents promotions that fall outside agreed pricing, margin or strategic parameters
- Highlights margin risks - reducing manual review
- Improves pricing consistency and perception

Instead of reactive correction, governance is embedded in the workflow itself.

5. Data Ownership & Independence
A key outcome of the program was greater control over Foodland's promotional data environment.

Foodland now owns its complete promotional data set in a structured format. Automated exports feed internal reporting platforms, supporting consolidated management visibility. By engineering new data connections and reducing reliance on external system constraints, the organisation strengthened its independence, data accuracy and long-term scalability.

This transformation was not simply operational, it was architectural.

Implementation Success
The platform went live on 1 July 2025.
The transition was:
- Delivered on time
- Delivered on budget
- Achieved with zero impact to retail sites
- Fully operational within months

The entire second half program was executed within the new platform from go live.

Supplier onboarding achieved strong adoption, supported by structured workflows and training.

Throughout the program, Retail Express worked closely with Foodland to configure the system to align with Foodland's strategic needs and operating model, ensuring strong adoption and practical usability for Category and Admin teams.

Business Impact
Operational Efficiency
- Admin processes streamlined end-to-end
- Standardised promotional workflow across the business (Grocery & Liquor)
- Automated validation and workflow management reduced errors
- Easier cross-category movement for team members

Improved Visibility & Decision-Making
- Forecasted sales, margin and profitability visible during planning
- Stronger supplier negotiation capability
- Clearer understanding of promotion ROI
- Integrated reporting across teams

Stronger Supplier Collaboration
- Structured supplier engagement portal
- Improved visibility of agreements and participation
- More productive Joint Business Planning conversations
- Greater transparency and accountability

CEO Closing Perspective
"This program has given our teams clarity, structure and confidence. We have strengthened governance, improved supplier collaboration and built a foundation that supports where Foodland is heading not just where we have been. The partnership approach and focus on tailoring the system to our needs made the difference."

A Unified, Digitised Future
Foodland's transformation demonstrates what is possible when technology, process and partnership align.
   One platform.
   One way of working.
   One connected promotional ecosystem.