

PATTERNFIELD

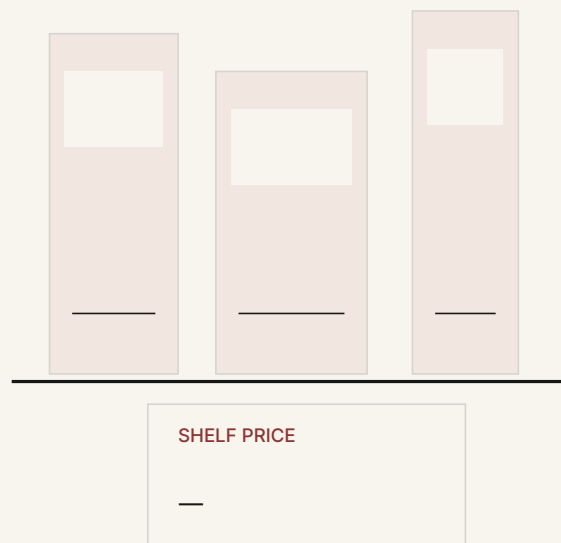
INTELLIGENCE

THE RETAIL INTELLIGENCE PORTFOLIO

2027

Better questions.
Stronger evidence.
Clearer decisions.

RETAIL PRODUCES INFORMATION.

[illegible]

PROMOTION

OFFER PERIOD

—

SALES / UNSCALED SCHEMATIC



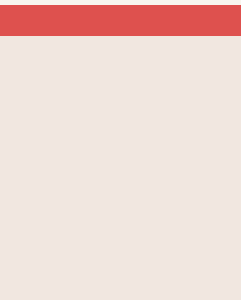
SUPPLIER DELIVERY RECORD

Every retailer has numbers. Sales. Inventory. Pricing. Promotions. Store performance. Manufacturers and distributors have their own records, too. Yet some of the most consequential commercial questions remain surprisingly difficult to answer.

Conceptual illustration. Fictional commercial artefacts; no actual retailer records or results.

UNDERSTANDING IS HARDER.

CONCEPTUAL ILLUSTRATION / FICTIONAL ARTEFACTS



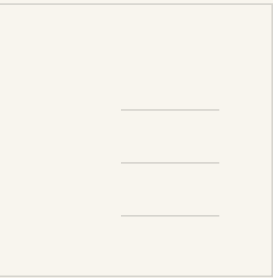
DID THE PROMOTION CREATE NEW DEMAND?

Or simply discount purchases that would have happened anyway?



IS THE CATEGORY ACTUALLY GROWING?

Or are shoppers moving between brands?



IS THIS STORE UNDERPERFORMING?

Or serving a fundamentally different customer?



DID THE INTERVENTION CHANGE BEHAVIOUR?

Or merely coincide with a change already happening?

Each question appears straightforward. Each can produce a convincing answer.

But a convincing answer is not necessarily a correct one.

More information doesn't always resolve the uncertainty.

BETTER EVIDENCE MIGHT.

WHAT CHANGED? WHAT DOES THE EVIDENCE SUPPORT? WHAT SHOULD HAPPEN NEXT?

Patternfield is a specialist retail intelligence practice helping retailers, manufacturers, distributors and commercial decision-makers understand the realities behind their performance. We investigate the questions that conventional reporting does not always resolve. Why did a category change? Which stores performed differently, and what might explain the difference? Did a promotion generate additional demand? What can observed shopper behaviour tell us about purchasing patterns? Where might a commercial opportunity exist—and what evidence would justify pursuing it?

Our work brings together relevant information from across retail environments, including transactions, products, pricing, promotions, store operations and market observations. Where suitable data and permissions exist, we can also examine purchasing patterns over time and evaluate defined commercial interventions. But connecting information is only the beginning. The objective is to establish what the available evidence can reasonably support. That means distinguishing observed outcomes from inferred explanations. It means testing competing hypotheses where possible. It means recognising the limitations of incomplete information. And it means resisting the temptation to turn every correlation into a claim of causation.

Patternfield's work is organised around two complementary services.

PATTERNFIELD INTELLIGENCE

Commissioned investigations and strategic analysis addressing specific commercial questions across retailers, categories, products, markets and shopper behaviour.

PATTERNFIELD MEASURE

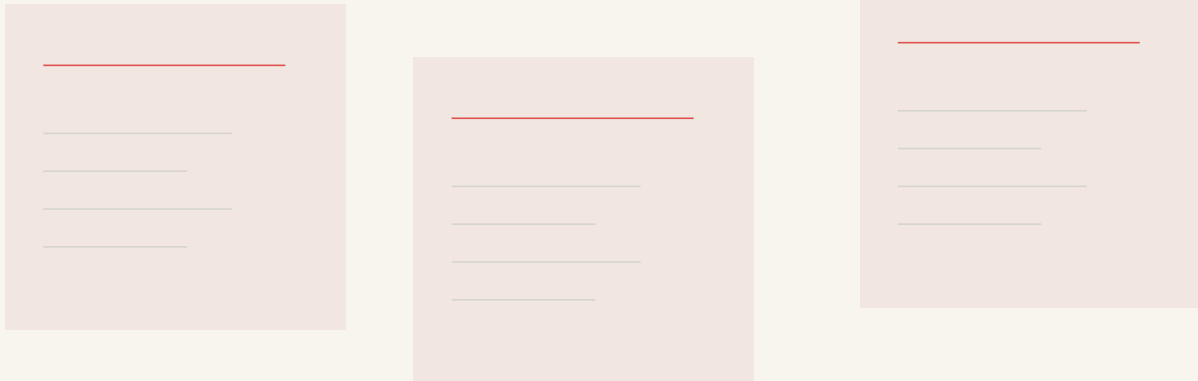
Structured evaluation of promotions, campaigns and commercial interventions, using appropriate measurement designs to establish what changed and, where the evidence permits, estimate incremental effects.

Each engagement begins with the commercial question. The available evidence determines what can be investigated. The findings determine what can responsibly be recommended. We believe useful intelligence should make decisions clearer—not merely make reports longer.

PATTERNFIELD

Specialist Retail Intelligence.

SALES WENT UP. DID THE PROMOTION WORK?



Conceptual illustration using synthetic data. Incremental effects require appropriate comparison evidence.

A promotion runs. Sales increase. The campaign report declares success. But what actually changed? Some customers may have purchased the product for the first time. Others may have bought more than usual, or simply brought forward a purchase they would have made next week. Sales may have shifted from a competing brand, another product in the manufacturer's portfolio, or a different period altogether. And sometimes, sales would have increased without the promotion. An increase in sales during a promotion is not necessarily an increase caused by it. Understanding the difference requires more than comparing the beginning and end of a campaign.

It means examining the underlying trading environment, considering credible comparisons and establishing whether the available evidence can support a claim of incremental performance. Not every campaign can be measured to that standard. When it cannot, the responsible conclusion is to describe what was observed rather than attribute an effect that has not been established.

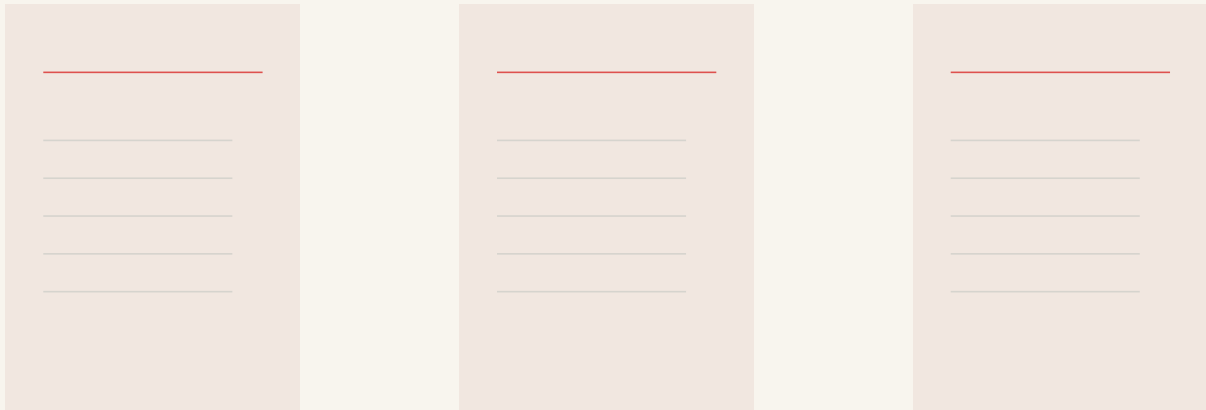
THE COMMERCIAL QUESTION

Did the promotion create additional value—or change when, where and how existing demand was captured?

THE DECISION

Whether to repeat the promotion, change the mechanic, test a different approach or reconsider the investment.

A SALE IS AN EVENT. A CUSTOMER IS A STORY.



Conceptual illustration using fictional purchase records. First observed purchase is not necessarily first-ever purchase.

A customer buys a product. That single transaction tells us something happened. It doesn't necessarily tell us whether the customer is new to the brand, returning after an absence, purchasing for somebody else or simply choosing a different pack size. These distinctions matter. A promotion that attracts first-time buyers may appear successful. But if few return, its long-term commercial value may be limited. Another promotion might generate fewer new buyers while encouraging existing customers to purchase more frequently. The headline sales figures could favour the first campaign. The longer-term commercial implications might favour the second.

Understanding these patterns requires suitable longitudinal purchasing evidence, reliable identity linkage and sufficient observation periods. Where that evidence is unavailable, individual customer behaviour cannot responsibly be reconstructed from aggregate sales. And where behaviour is inferred rather than directly observed, that distinction must remain visible.

THE COMMERCIAL QUESTION

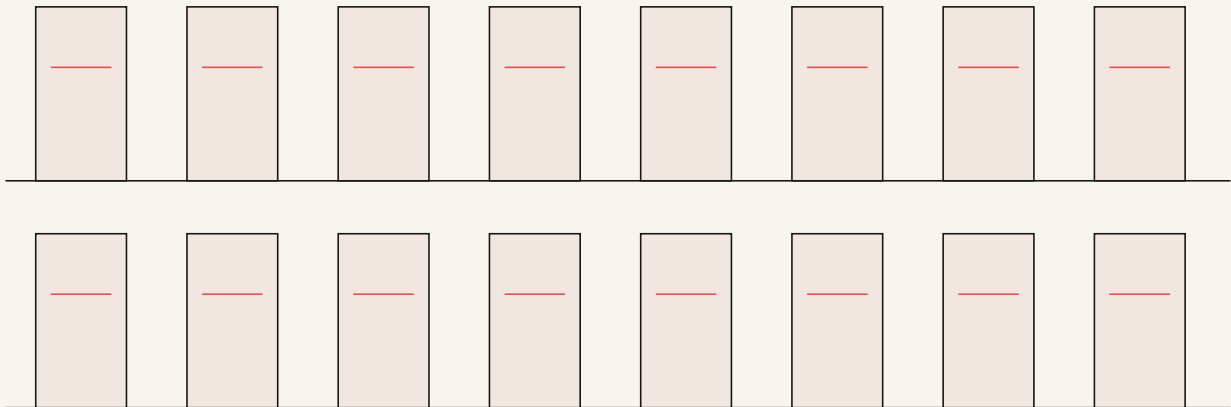
Who changed their purchasing behaviour—and did the change last?

THE DECISION

Whether the priority should be customer recruitment, repeat purchasing, retention, product development or a different commercial response.

THE SAME PURCHASE. DIFFERENT EVIDENCE.
DIFFERENT QUESTIONS.

THE PRODUCT WON. DID THE CATEGORY?



Conceptual illustration. Fictional shelf and product records; no actual client results.

A product increases its sales. That sounds like good news. But the wider category may tell a different story. Perhaps the product gained sales at the expense of another brand. Perhaps shoppers moved from a smaller pack to a larger one. Perhaps an apparent increase reflects recovered availability after a temporary stock shortage. Or perhaps the product genuinely attracted additional purchasing into the category. Each explanation has different commercial implications. For manufacturers, the distinction can inform investment, pricing and promotional strategy. For retailers, it may determine whether an initiative creates additional category value or merely redistributes sales between products already on the shelf. And the investigation needn't stop at the category boundary.

Where sufficiently detailed basket data exists, Patternfield can examine which products and categories are purchased together, whether relationships vary between stores or shopper groups, and where further merchandising investigation may be worthwhile. Co-purchase is an association. It is not proof that one product caused another to be purchased. The objective is to understand commercial relationships without inventing causal explanations for them.

THE COMMERCIAL QUESTION

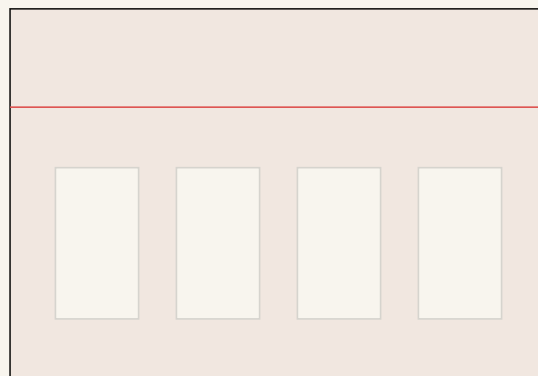
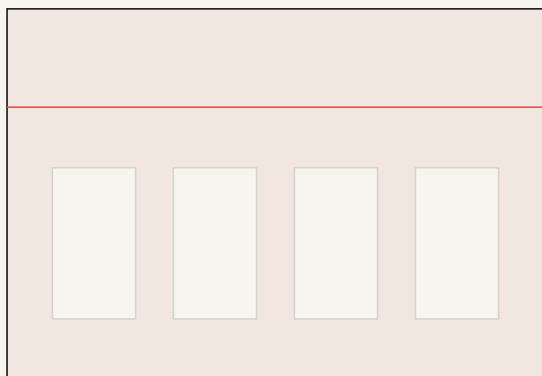
Where is growth coming from—and who, if anyone, benefits from it?

THE DECISION

Whether to adjust product ranging, shelf allocation, promotional investment, pack strategy or cross-category merchandising.

THE PRODUCT IS NOT THE WHOLE STORY.

THE STORES LOOK SIMILAR. THE CUSTOMERS MAY NOT BE.



Conceptual illustration. Fictional stores; no established performance ranking.

Two supermarkets operate under the same banner. They carry similar product ranges, follow the same promotional calendar and report their performance through the same systems. Yet their results differ. One consistently sells more convenience products. The other performs strongly in family-sized grocery packs. One experiences pronounced weekend demand. The other trades more consistently throughout the week. A straightforward comparison might identify one store as underperforming. But the stores could be serving different shopping missions, local populations or trading environments. In geographically dispersed markets, the differences can be especially significant. Tourism, transport connections, household composition, local competition, store accessibility and seasonal trading patterns may all influence commercial performance.

Some of these characteristics can be measured directly. Others require investigation. A store comparison is only as useful as the assumptions behind it. Patternfield examines whether differences are meaningful, whether stores are reasonably comparable and which operating conditions may explain the observed results. The objective isn't to excuse poor performance. It's to distinguish a genuine performance opportunity from a misleading comparison.

THE COMMERCIAL QUESTION

Is this store performing below its potential—or are we measuring it against the wrong expectations?

THE DECISION

Where to prioritise investment, investigate operating conditions, adjust product ranges or establish a more appropriate performance benchmark.

**BEFORE COMPARING PERFORMANCE,
UNDERSTAND WHAT YOU'RE COMPARING.**

THE RIGHT QUESTION CHANGES EVERYTHING.

Some commercial problems are obvious. A category is declining. A product launch has disappointed. A competitor is gaining ground. Others are more difficult to recognise. Sales appear healthy, but profitability is deteriorating. A successful promotion may be changing the timing of purchases rather than generating additional demand. Two stores report similar results while serving very different customers. The challenge isn't always a shortage of information. Sometimes, it's knowing which question the information should answer.

Intelligence built around the decision

Patternfield Intelligence provides commissioned research and strategic analysis for retailers, manufacturers, distributors and commercial decision-makers.

Each investigation begins with a defined commercial question. We establish what is already known, identify the evidence needed, examine competing explanations and determine which conclusions can reasonably be supported. Depending on the engagement and available information, that work may involve category performance, market structure, pricing, product distribution, store networks, shopper behaviour or commercial opportunities. Some investigations can be undertaken using public information and independently collected observations. Others require permissioned access to transaction records, product catalogues, promotional histories or other operational data. The scope of the evidence determines the scope of the conclusions. We don't begin with a dashboard and look for something interesting to say. We begin with a question worth answering.

THE COMMERCIAL APPLICATION

A manufacturer considering investment in a declining product category may need to understand whether demand is contracting, whether shoppers are switching brands, or whether distribution and availability have changed. A retailer examining store performance may need to distinguish a genuine operational problem from differences in customer behaviour or local market conditions. A distributor entering a new market may need to understand competitive presence, product positioning, pricing and the limitations of available market information. Each situation requires a different investigation. The objective remains the same. Establish what the evidence supports, and make the next commercial decision clearer. The question determines which evidence matters.

Hypothetical commercial example. No actual client engagement or outcome.

ACTIVITY IS NOT EFFECTIVENESS.

A campaign reaches its scheduled end. The media ran. The displays were installed. The promotion appeared in participating stores. Sales increased. Was the investment effective? Perhaps. But campaign delivery, observed commercial performance and incremental effect are three different questions.

The first concerns execution.

The second concerns outcomes.

The third concerns attribution.

Confusing them can lead businesses to repeat activity that contributed little additional value—or abandon activity whose benefits were obscured by other market conditions.

Measurement begins before the campaign

Patternfield Measure provides structured evaluation of retail campaigns, promotions and other defined commercial interventions. Where appropriate, an engagement establishes the measurement approach before the activity begins. That may include defining the intervention, establishing a baseline, identifying suitable comparisons, assessing data coverage and documenting factors that could influence the result.

Store availability, pricing changes, overlapping promotions, seasonal effects and competing activity may all require consideration. Once the relevant evidence is available, Patternfield examines the observed outcomes and determines what conclusions the measurement design can support. In some cases, a credible comparison may support an estimate of incremental effect. In others, the evidence may establish an association without identifying the cause. And sometimes, the available information cannot support a reliable effectiveness assessment at all. A measurement report should not become more confident than its evidence.

THE COMMERCIAL APPLICATION

Consider a supplier evaluating an in-store promotion. The immediate report may show increased sales during the promotional period. But the more consequential questions are different. Did the promotion recruit new purchasers? Did existing customers buy additional quantities? Did sales fall after the promotion ended? Did the category benefit, or did the activity redistribute sales between competing products? Where a defensible comparison exists, how much of the observed change can reasonably be attributed to the intervention?

The answers may influence the next campaign's investment, store selection, promotional mechanic or measurement design. And if the evidence cannot establish an incremental effect, that limitation is itself commercially useful. It tells the business what must change before the next investment can be evaluated properly.

THE PATTERNFIELD PRINCIPLE

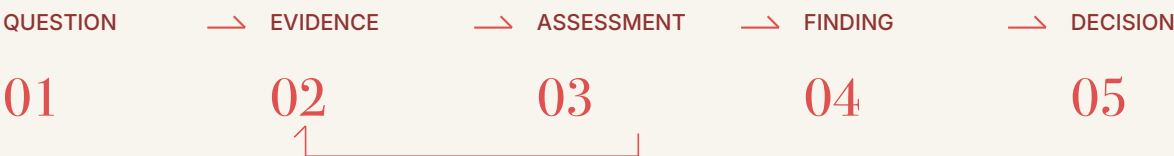
Measure what happened. Assess what may explain it. Attribute only what the evidence permits.

Hypothetical commercial example. No actual client engagement or outcome. Incremental estimates require a defensible measurement design and sufficient evidence.

AN INSIGHT ISN'T FINISHED UNTIL IT INFORMS A DECISION.

Commercial information becomes valuable when it changes what a business understands—and helps determine what should happen next. But the journey from observation to recommendation is rarely automatic. A movement in sales may be real while its cause remains uncertain. A relationship between products may be persistent without being causal. A difference between stores may disappear when the comparison accounts for their operating environments. And a statistically interesting finding may have little practical commercial significance. Patternfield's approach is designed to preserve these distinctions.

FIVE STAGES OF AN INVESTIGATION



01 THE QUESTION

What is the commercial decision? Before examining the information, establish the problem being investigated and the choices the findings could inform.

02 THE EVIDENCE

What do we know? Identify relevant sources, coverage, definitions, permissions and limitations. Determine which observations can be verified and where important information is missing.

03 THE ASSESSMENT

What explanations should be considered? Examine patterns, relationships, comparisons and competing hypotheses using methods appropriate to the question and available evidence. Test whether apparent findings survive reasonable scrutiny.

04 THE FINDING

What does the evidence actually support? Separate direct observations from interpretations, estimates and causal conclusions. Communicate uncertainty and limitations where they affect the result.

05 THE DECISION

What should happen next? Identify the practical implications. An engagement may support further investment, operational change, a controlled experiment or additional investigation. It may also establish that no action is justified. No action is a legitimate recommendation when the evidence does not support intervention.

THE COMMERCIAL APPLICATION

Imagine a retailer investigating a product category that appears to be losing momentum. An initial examination identifies declining sales. Further analysis suggests the decline is concentrated in a small number of stores. Those stores also experienced unusual stock availability during the relevant period. The appropriate response may not be a new promotional campaign. It may be to investigate supply and availability before making a larger commercial investment. The example is hypothetical, but the principle is important. A useful recommendation follows the evidence—not the other way around.

Hypothetical commercial example. No actual client engagement or outcome.

THE EVIDENCE DOESN'T HAVE TO AGREE WITH US.

A commercial question often arrives with an explanation attached. Sales declined because the price increased. A campaign succeeded because revenue grew. A competitor gained market share because its brand positioning improved. Sometimes, the explanation is correct. Sometimes, it is only one of several possibilities. And sometimes, the available evidence contradicts it. A rigorous investigation must be prepared for all three outcomes.

Confidence is earned, not assumed

Patternfield distinguishes between what has been observed, what can reasonably be inferred and what stronger measurement designs may establish. An observed change is not automatically evidence of a causal relationship. A comparison is not automatically valid because two stores appear similar. An association between products is not proof that purchasing one caused the other to be purchased. Even a carefully constructed estimate may remain uncertain. Different questions and different evidence support different levels of confidence. The strength of a conclusion should reflect the strength of the investigation. Where the evidence is incomplete, Patternfield identifies the limitation. Where a result is directional, we describe it accordingly. Where a causal claim is not supported, we do not introduce one.

Patternfield's evidence framework

Patternfield's classes of evidential support; investigations need not progress through every class.

Evidence class	What it communicates
OBSERVED	A descriptive result supported by available observations
DIRECTIONAL	An association or pattern consistent with an effect, without demonstrated causation
COMPARATIVE	Estimated incremental effect, conditional on a defensible design and its assumptions
STRONG COMPARATIVE	Stronger quasi-experimental evidence with appropriate diagnostics
EXPERIMENTAL	Evidence from a valid controlled or randomised design with adequate implementation and outcome observation

Analytical roles and common ownership

Patternfield and AisleWise have common ownership. AisleWise is responsible for activation delivery; Patternfield is responsible for analysis and analytical conclusions. These roles remain distinct when both businesses are involved. Patternfield evaluates the available evidence against the agreed question and methodology. That may mean confirming an expectation, challenging it, or concluding that the question cannot presently be answered with sufficient confidence.

HOW WE ASSESS EVIDENCE

We distinguish observation from interpretation. We test competing explanations. We communicate material uncertainty. We identify limitations that affect commercial decisions. We don't manufacture certainty to make a report more persuasive. And when the evidence changes, the conclusion should be allowed to change with it. The purpose of intelligence is not to defend the original story. It is to discover which story the evidence can support.

A STRONGER CLAIM REQUIRES STRONGER EVIDENCE.

THREE BECAME ONE. THE EXPLANATION WAS LESS SIMPLE.

Countdown. Foodtown. Woolworths.

Three supermarket identities became one national proposition. Foodstuffs retained Pak'nSave and New World as separate shopper propositions. The commercial question was compelling. Had Progressive weakened its competitive position by bringing different supermarket banners under Countdown? The initial hypothesis suggested two possible paths: value-minded Countdown shoppers moving towards Pak'nSave, and former Foodtown and Woolworths shoppers moving towards New World. That was a hypothesis to investigate. It was not an established account of shopper behaviour.

What the record established

The banners had meaningful differences. Woolworths' 2005 acquisition presentation described Countdown as a discount retailer and both Foodtown and Woolworths New Zealand as premium/full service. The 2008 Court of Appeal judgment recorded different price, quality, range and service mixes. Between 2008 and 2011, Progressive removed the Foodtown and Woolworths names from most of its network and consolidated those stores under Countdown. Brand architecture changed. But the accompanying commercial story did not resolve into a simple failure. Company reporting described above-average sales growth at rebranded stores and sustained market-share growth during the rollout. Those statements cannot separate the name change from refurbishment or establish an independent causal result. They nevertheless point away from an immediate commercial collapse.

Later aggregate market-share movements cannot reveal where former-banner shoppers went, why they changed their purchasing, or what contribution the earlier consolidation made. Pricing, property, network growth, execution and local competition remain competing explanations.

THE FINDING

A real trade-off, not a proven cause. The available public evidence does not establish that the consolidation caused Woolworths New Zealand's subsequent loss of market share.

Source: Patternfield Research Paper 001, When Three Supermarkets Became One, October 2026, sections 1–5 and 7–9. Full research and references: patternfield.com.au/insights/when-three-supermarkets-became-one/

[Download full Research Paper 001 \(10 pages\)](#)

A CONVINCING STORY STILL NEEDS EVIDENCE.

The investigation became more useful as its original explanation became less certain. Some claims were contradicted. Others were not shown. Some were not established from available public evidence. Those are different findings, with different implications.

Contradicted

The idea that Foodtown and Woolworths represented separate premium and mainstream tiers did not survive the 2005 presentation: both were described as premium/full service.

Not shown

The public record did not establish that the 2009 decision caused the later market-share decline. It also did not establish what management believed about Pak'nSave or why a retained duplicate store remained open.

Not established from available public evidence

Former Foodtown shoppers moving to New World remained an unverified switching hypothesis. Household panel or suitable loyalty evidence would be needed to examine it. Aggregate market share cannot supply that answer.

Source: Research Paper 001, sections 2 and 4; full citation on page 17.

The later rename did not settle the earlier question

Woolworths' 2023 decision to retire Countdown and return to the Woolworths name retained one national banner. It did not restore separate shopper propositions. The company tied the programme to Group connections, loyalty, fresh food and investment in stores and supply chains. The published research found no verified evidence isolating the effect of the rename itself.

THE COMMERCIAL IMPLICATION

Brand architecture matters enough to investigate. Its effects should not be inferred from a later market-share movement alone.

A stronger investigation would connect store history, operating conditions, brand perceptions and purchasing behaviour. Until those sources are available, the strategic question remains open. This research was not commissioned by Woolworths, Foodstuffs or any other retailer. It began with an informal hypothesis and was tested against contrary evidence. Company statements remain company statements. The purpose was to find out how much of the story the evidence could carry.

Source: Patternfield Research Paper 001, October 2026, sections 2, 4 and 6–9, and References.

Full research and original references: patternfield.com.au/insights/when-three-supermarkets-became-one/

[Download full Research Paper 001 \(10 pages\)](#)

SYNTHETIC DEMONSTRATION

FICTIONAL RETAILER AND DATA. NO ACTUAL CLIENT RESULTS.

THE SALES MOVEMENT IS CLEAR. THE MEDIA RETURN IS NOT ESTABLISHED.

Meridian Pacific Markets is a fictional retailer created for the completed Patternfield Client Demonstration Report v1.0. Its eight fictional Pacific stores and 13 store-and-product campaign cells show how a retail investigation can remain commercially useful when attribution is inconclusive. The campaign programme runs from 1 June to 30 August 2026. The observation history covers 1 October 2025 to 30 September 2026. All records, campaigns, brands and results in the demonstration are synthetic.

What the report can say

OBSERVED / SYNTHETIC

+23.3%

At Tamarind Local, focal juice packs per trip were 23.3% above the traffic-weighted prior 12 complete weeks. An 18% supplier discount covered the same campaign window.

The increase is an observed result. The report cannot separate media response from the offer.

OBSERVED / SYNTHETIC

-12.2%

At Harbour Central, focal water packs per trip were 12.2% below the corresponding baseline. A recorded 14-day stockout overlapped the campaign, and category sales recovered after the interruption ended.

That supports an availability investigation. It does not establish lost demand, a media failure or a media-caused recovery.

What the report withholds

NOT ESTABLISHED

All 13 cells fail required treatment-evidence checks. The completed report selects no comparison design and fits no counterfactual for publication. No incremental campaign effect or incremental return on advertising spend is published. The evidence is insufficient for attribution; it does not demonstrate that the activity had no effect. Mission inference and campaign acquisition, retention and switching claims are also withheld where qualification or observation is inadequate.

THE DECISION

Resolve availability and execution evidence. Design the next media test with stable prices and a credible comparison. Hold incrementality-based expansion decisions for this programme.

Synthetic source: Patternfield Client Demonstration Report v1.0, issued 4 October 2026, pages 1–2, 5–7 and 9–12; evidence references E01, E02, E04, E06–E08 and E13–E15.

Synthetic demonstration. Fictional retailer, campaigns, brands and transaction history. No actual client results.

Source report (Drive; permission required)

SYNTHETIC DEMONSTRATION

FICTIONAL RETAILER AND DATA. NO ACTUAL CLIENT RESULTS.

THE FINDING IS ONLY USEFUL IF THE NEXT DECISION IS CLEAR.

A useful report explains what happened, how confidently it can be interpreted and what should be considered next. In the completed synthetic demonstration, the practical response is not a single verdict on campaign success. It is a set of decisions matched to different kinds of evidence.

Investigate availability	The recorded water interruption warrants an operational review before another activation. Confirm replenishment and shelf availability, then evaluate the next campaign in a stable supply window. No recovered-sales target is claimed.
Test a merchandising relationship	Across the fictional estate and observation year, an estimated 22.1% of sauce baskets also contain fresh chicken. Co-purchase is 1.66 times the independence benchmark, using sampling weights. That supports a bounded sauce-and-meal-ingredient adjacency test. It does not establish that sauces caused chicken purchases, that a focal brand converted shoppers, or that an adjacency will increase sales.
Investigate a persistent opportunity	Market Quay ready-meal category packs per trip were 28.6% above the prior 12-week rate across the final eight complete weeks. A concurrent range review prevents a clean explanation. The report recommends reviewing range, availability and pack mix before a bounded test. Profit decisions would also require margin and wastage information.
Keep weak signals on the watch list	A short-lived yogurt brand-share change at West Anchorage did not pass the saved persistence check. A recorded local event provides context, without settling the cause. The report does not turn the spike into a permanent range or budget recommendation.

THE REPORTING STANDARD

Every recommendation should retain its supporting evidence, confidence, dependencies and a way to evaluate the next decision. An unavailable result stays unavailable. A promising association becomes a test. A transient anomaly may justify monitoring alone. The demonstration shows the reporting form and analytical discipline. It is not evidence of results achieved for an actual client.

Synthetic source: Patternfield Client Demonstration Report v1.0, issued 4 October 2026, pages 8 and 11–13; evidence references E04, E05 and E08–E12. The reporting structure follows the Patternfield Reporting Product Specification v0.1.

Synthetic demonstration. Fictional retailer, campaigns, brands and transaction history. No actual client results.

Source report (Drive; permission required)

DIFFERENT BUSINESSES. QUESTIONS WORTH ANSWERING.

A retailer, manufacturer and distributor may see different parts of the same market. Each has decisions to make. Each needs evidence relevant to those decisions.

For retailers

A category review may ask where performance changed, whether store comparisons are meaningful and which range or availability questions deserve investigation. Basket relationships can suggest merchandising tests. Promotion reviews can clarify what was observed and whether the available design supports an incremental interpretation.

For manufacturers and suppliers

A launch or promotion may require an examination of product movement, distribution, pricing, category context and repeat purchasing where suitable observation exists. The question is not simply whether sales rose. It is what the business can reasonably learn before committing to the next investment.

For distributors

A market or product decision may require evidence about competitive presence, positioning, pricing, store formats and distribution opportunities. The investigation must distinguish an opportunity supported by evidence from an attractive assumption about an unfamiliar market.

For investors and commercial partners

Structured retail research can inform diligence on markets, networks and categories. It can also identify which important questions remain unresolved and what additional information would be needed.

For media and activation partners

Evaluation can connect execution records, observed outcomes and operating context. A credible attribution claim requires sufficient evidence and an appropriate measurement design. These are applications for Patternfield's work, not accounts of completed client engagements.

THE COMMON REQUIREMENT

A defined question. Relevant evidence. A conclusion proportionate to what is known. A clearer next decision.

START WITH THE DECISION. AGREE THE INVESTIGATION.

A useful engagement begins with what the business is trying to decide. Should an activity be repeated? Does a category need attention? Is a store comparison misleading? Is an apparent opportunity strong enough to test? The first task is to define the question clearly enough that evidence can change the answer.

Define the scope

Identify the decision, relevant market or population, period and outcomes. Establish which questions belong in the investigation and which require separate work.

Assess the evidence

Review available sources, coverage, definitions, quality and permissions. Public information may answer some questions. Others require suitable operational records or permissioned purchasing histories. If essential evidence is absent, the scope should reflect that limitation.

Agree the method and claim boundary

An investigation into market structure and an evaluation of a defined campaign need different approaches. Where measurement is intended, establish the intervention, baseline or comparison, primary outcome and material operating conditions before activity begins where possible. Agree what the work could establish, and what it could not.

Investigate and report

Examine the evidence, test competing explanations and keep observations distinct from interpretations and estimates. The report should make the finding, its confidence, practical implications and important limitations easy to locate. Relevant methodological detail remains available behind the executive view.

Determine the next action

The evidence may support a change, a controlled test, further investigation, continued monitoring or no action. The engagement is organised around that decision, rather than a promise of a favourable result. Patternfield and AisleWise have common ownership. Patternfield Intelligence and Patternfield Measure can stand independently of AisleWise activity. Where both businesses are involved, AisleWise delivers activation; Patternfield retains responsibility for analysis and analytical conclusions.

BRING US THE QUESTION.

What are you trying to understand? Perhaps the sales result is clear, but its explanation is not. Perhaps two stores are telling different stories. Perhaps a category deserves investment—or a more careful examination before any money is committed. You do not need a finished theory to begin. Start with the decision facing your business, what you already know and the information you may be able to access. Patternfield can assess whether the available evidence can answer the question, what additional information would matter and how an investigation could be scoped. Sometimes the next step will be commissioned research. Sometimes it will be a measurement plan for an activity that has yet to begin. Sometimes the useful answer will be that the proposed conclusion cannot presently be supported. The conversation begins with the question.

PATTERNFIELD INTELLIGENCE

Commissioned research and strategic analysis.

PATTERNFIELD MEASURE

Evaluation of defined campaigns, promotions and commercial interventions.

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