









Luca-Andrei Manea

Assortment Optimization for Unilever

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Problem Statement

Enable customer targeted in-store assortment decisions to maximize revenue in US Target stores, informed by historical customer purchase behavior

Why?

What?

Inventory Management

Demand-Supply Balance

Shopper Experience

Waste Reduction

Optimize in-store assortment using choice modeling and trip data to maximize guest engagement with products

Datasets

Guest

POS Sales

Guest Trip

1955

Stores

30+

Brands

Item

Inventory

Store

325+

Products

How?

Business Impact and Validation

Business Questions that are answered by the project

Which products should stores consider removing?

Which products should stores never run out of?

How is revenue impacted when a product is substituted?

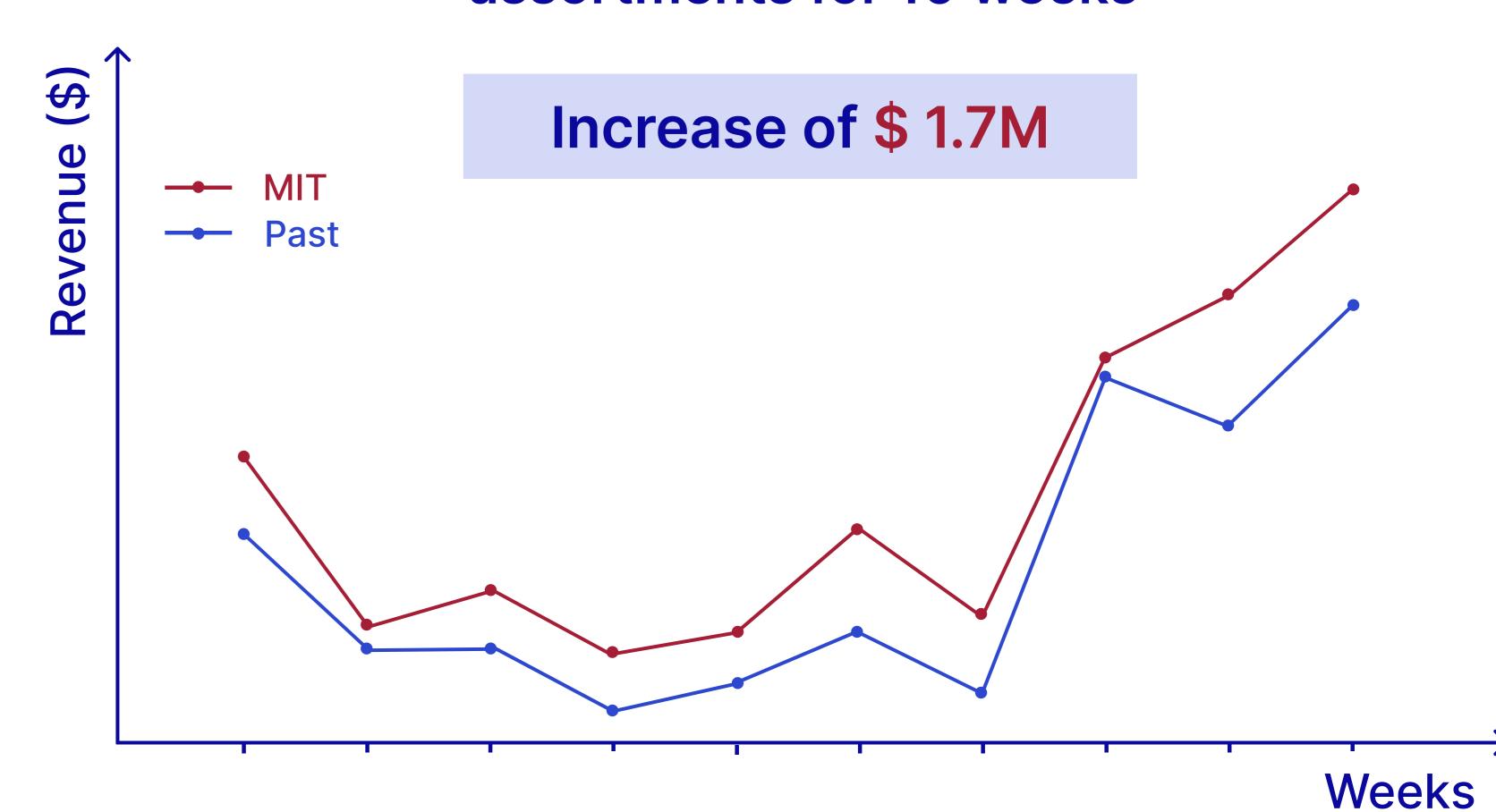
Data-driven decision making

\$ 1.7M

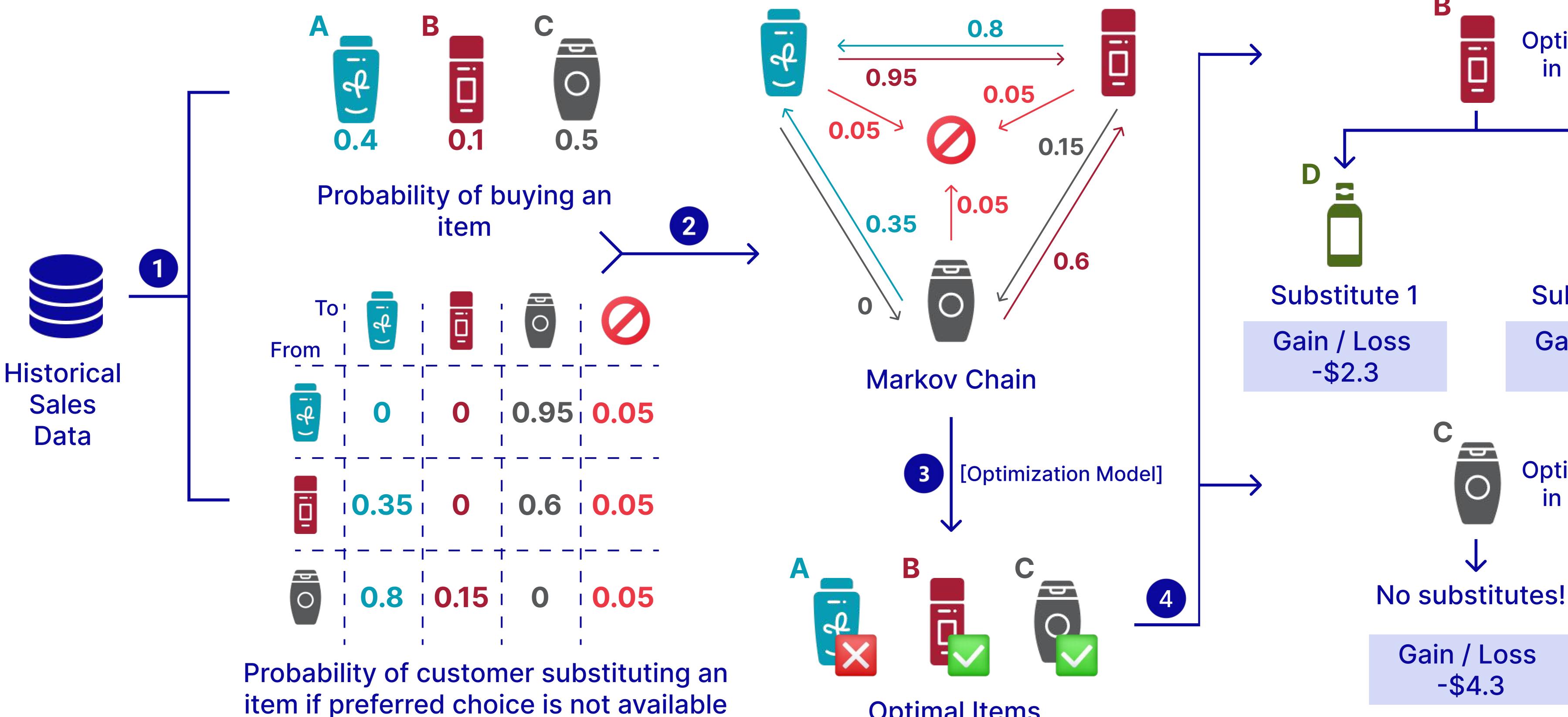
Scalable across customers

↑in Revenue

Revenue comparisons of past vs optimal assortments for 10 weeks



Methodology



Optimal Items

Optimal Item not in inventory? Substitute 2

> Gain / Loss -\$3.1

> > **Optimal Item not** in inventory?

Gain / Loss

Ensure that item is always in Store



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Extend the model to include product-specific attributes and assortment-specific demand

Recommendations for Unilever to drive impact with their core products and optimal products



Expert Review

Kevin Casey Associate Director

"We see 2-3 points of sales growth being delivered by this new capability. We're excited to embed this into our working processes and bring new advanced analytics to our Customer partners and decision making processes"



Ye Xu Sr. DS Manager

"From this project, students solved **business question** on optimal assortment which will generate big **business impact** for Unilever, also they quickly adjusted to working in industry environment and provided satisfactory results. Happy for their progress and very proud of their work!"



Professor Mohammad MIT Senior Lecturer

"Luca and Vidushi's dedication and hard work were evident in their comprehensive analysis, which significantly improved assortment planning and operational efficiency at **Unilever**. Their meticulous attention to detail were highly commendable, demonstrating their strong analytical skills and problemsolving abilities. Their project has provided a useful reference for future efforts in assortment optimization"

