



Stores close but 8X revenue growth blooms for Penhaligon's

Situation

Selling scent without stores

The in-store sensory experience is important in many luxury beauty categories, but it's particularly vital for fragrance. So what do you do when all of your stores are forced to close?

As pandemic lockdown set in across the U.K. and nonessential businesses closed their doors to customers, iconic perfumer Penhaligon's had to rapidly pivot to digital sales to recoup lost store revenue.

The shift required engaging and incentivizing consumers in new ways that didn't involve spritzing and sampling.

It also demanded a rapid and aggressive scale-up to offset the loss of brick-and-mortar stores without diluting the brand's luxury image.



About Penhaligon's

Perfumer Penhaligon's is a true British heritage brand. It was founded in the 1860s by William Henry Penhaligon, a Cornish barber who moved to London and became Court Barber and Perfumer to Queen Victoria.

“Operational challenges put significant pressure on our performance marketing channels to offset revenue loss from our retail stores. We worked collaboratively to create a strategy that not only delivered outstanding revenue growth but also expanded our publisher reach to target new audiences.”



Hannah Cooke
Senior Performance Marketing Manager
Penhaligon's

Solution

Scale with profitability in mind

Working with the Starcom agency and impact.com, the Penhaligon's team decided on a strategy that would leverage new partnerships and build bespoke offerings to stimulate revenue growth and increase publisher collaboration and loyalty.

Hoping to activate innovative tactics and publisher relationships to achieve aggressive revenue targets, the team established publisher recruitment as a key pillar.

The first step was to run a gap analysis of Penhaligon's publisher base to identify opportunities that aligned with its strict recruitment criteria. The team used impact.com's partnership management platform to quantify each partner's projected effect on performance.

The impact.com Contribution Analysis report identified the introducers, influencers, and closers in any given transaction. The analysis surfaced publishers and publisher types that overindexed on sales, independent of other publishers. It also spotted opportunities with publishers that had assisted transactions further down the purchase funnel.



Solution

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Combined with a dynamic contracting and publisher discovery tool, impact.com's reporting gave the team powerful insights into scaling the program for growth while maintaining profitability.

For example, the team identified Dealmoon and RedScarf — websites dedicated to Chinese expats living in the U.K. — as integral publishers to onboard and optimize. While Penhaligon's had a strong brand presence and brand loyalty across the Middle East and Asia, its partnerships program was only activated in the U.K. market.

This made Dealmoon and RedScarf ideal partners. The team set up bespoke commission models and maximized impact by providing unique promotions with each publisher. Perks included exclusive early access to sale promotions, gifts with purchase, and product giveaways — all of which increased target audience exposure during competitive seasonal periods without jeopardizing Penhaligon's luxury positioning.

Through a unique combination of tactical publisher recruitment, creative negotiation skills, and insights enabled by impact.com's platform, the team built a partnerships campaign that capitalized on promotional activity without saturating the market or compromising brand equity.



+322%

program growth

+836%

program revenue

+1,499%

ROAS year over year

Outcome

**836% year-over-year
revenue growth
from partnerships**

Despite challenges from changing consumer behavior, global lockdown restrictions, and fierce competition within the ecommerce space, Penhaligon's was able to scale its partnerships channel, meet aggressive goals, and build a foundation for the future.

- Penhaligon's publisher base grew 322 percent year over year.
- Partnerships revenue grew 836 percent year over year.
- Program efficiency improved dramatically, with a return on ad spend (ROAS) growth of 1,499 percent year over year.

For powerful strategic insights and growth like Penhaligon's, reach out to grow@impact.com.

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