

CASE STUDY · DATA SCIENCE & AI

SHARE OF VOICE

What retailers' websites show of Dior, and what a point of visibility costs.

MAXIME COUSSEAU

OCTOBER 2026

AT A GLANCE

A house knows what it spends with each retailer. It does not know what the shopper sees.

Houses buy placements on retailers' websites: banners, brand tiles, sponsored products. The retailer reports on the campaign bought, not on the space competitors hold next to it. And nothing says past which budget one more euro stops buying visibility.

10%

of the visible space on Sephora.fr's makeup page went to Dior on 7 October 2026, against 79% for Rhode. Dior is absent from the first three screens of the fragrance page.

+2.2 pts

of share of voice for €10,000 more a month on a site, fifteen times what Chanel gets: Dior spends far below its saturation.

54/56

placements where Gemini reads the right brand, checked by hand, with no false placement.

WHAT THE SYSTEM DOES

- **It opens retailers' websites every morning** like a visitor: home, fragrance, makeup, first three screens.
- **It reads every placement with Gemini**: brand, product, format, "Sponsored" label, frame.
- **It weighs each brand's space**: the placement's area, halved with each screen further down.
- **It links visibility to media spend** and finds the budget past which one more euro buys almost nothing.

WHY IT CAN BE TRUSTED

- **The placements are real**, read from public pages, and a sample of 56 is checked by hand.
- **Nothing is worked around**: sites that refuse robots, Sephora among them, are captured by hand and go through the same reading.
- **The response curve is tested** on three held-out months: 0.44 points of error, against 0.96 for the past average.
- **Gemini reads, the code weighs and computes**: no figure comes from a language model.

Real placements, captured on 7 October 2026; Sephora.fr captured by hand. Media spend is synthetic, with a hidden response curve the model has to find on its own: the amounts show the method, the house's real spend will give the real value.

The retailer reports on the campaign. Nobody measures what the shopper sees.



Miss Dior Chérie · Natasha d.H, CC BY 2.0

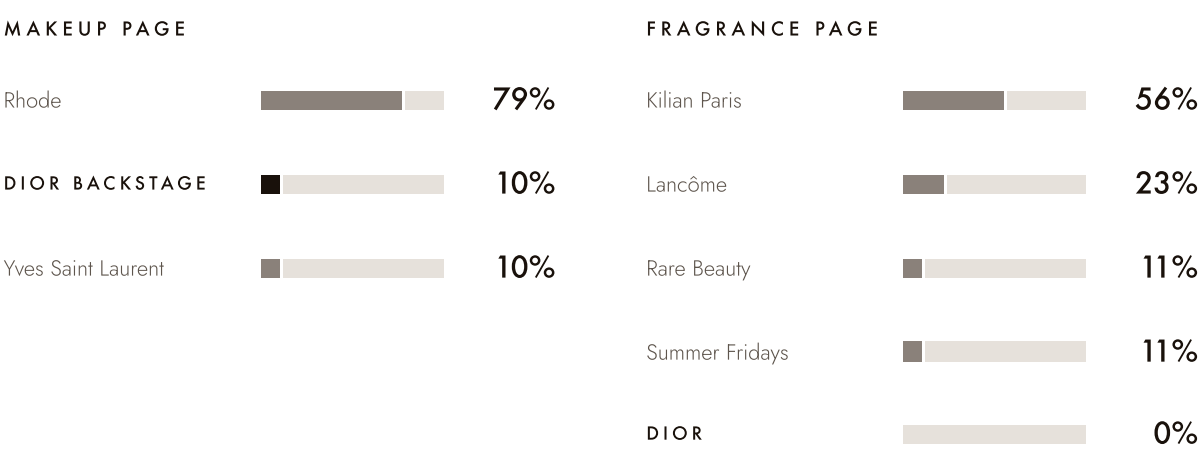
SEPHORA.FR · 7 OCTOBER 2026

On the makeup page, Rhode holds 79% of the visible space of the first three screens; Dior Backstage and Yves Saint Laurent hold 10% each. On the fragrance page, Kilian Paris takes 56%, Lancôme 23%; Dior is not there.

What the shopper sees is in no report. The retailer reports the impressions and clicks of the campaign bought. It does not say who holds the first screen the rest of the time, nor where the house stands against its competitors, site by site.

The budget is split without a curve. A house splits its retail media budget across retailers without knowing where one more euro still buys visibility, and where it buys nothing.

SHARE OF VOICE ON SEPHORA.FR, FIRST THREE SCREENS



Share of voice: each brand placement's area, halved with each screen further down, over that of every brand in view. A single day, captured by hand in the narrow print layout: shares are indicative.

Four steps, a share of voice with its figures.

01	CAPTURE	Every morning at 6 am, a job opens each site's home, fragrance and makeup pages like a visitor: it accepts the cookies, closes the offers, scrolls and keeps the first three screens. 27 SCREENS A DAY, NOTHING WORKED AROUND
02	READ	Gemini Flash-Lite lists every placement on every screen as JSON: brand, product, format, "Sponsored" label, frame. The page is treated as data, never as instructions. 56 PLACEMENTS CHECKED: 54 BRANDS RIGHT, NO FALSE PLACEMENT
03	WEIGH	A placement weighs its share of the screen, halved with each screen further down: what a shopper sees before giving up scrolling. A brand's share of voice is its weight over that of every brand in view. BY SITE, BY PAGE, BY DAY
04	LINK	Each brand's spend, site by site and month by month, gives its response curve: the share of voice each euro buys, and the budget where it saturates. 0.44 POINTS OF ERROR ON THREE HELD-OUT MONTHS, AGAINST 0.96

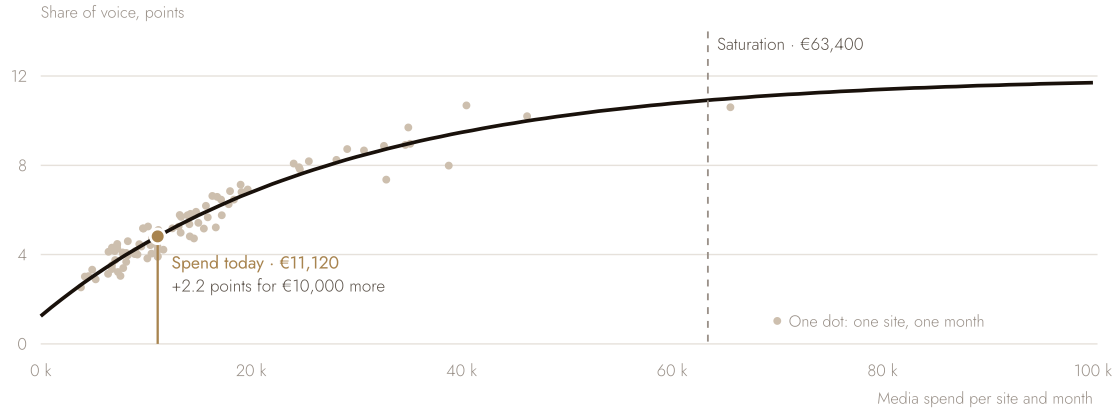


Christian Dior, 30 avenue Montaigne, Paris · Frédéric Bisson, CC BY 2.0

Past a certain budget, one more euro buys almost no visibility.

Every brand buys its visibility along a curve: steep at first, then flat. The model finds that curve back from past spend and share of voice alone, and places each brand's budget on it.

DIOR · SHARE OF VOICE BOUGHT BY MONTHLY SPEND ON A SITE



SPEND PER SITE AND MONTH	TODAY	SATURATION	FOR €10,000 MORE
Dior	€11,120	€63,400	+2.18 pts
Yves Saint Laurent	€54,200	€75,500	+0.42 pt
Guerlain	€107,060	€120,300	+0.22 pt
Chanel	€89,300	€107,100	+0.14 pt
Lancôme	€134,740	€95,300	+0.11 pt

Average spend per site in October 2026. Saturation: the spend that buys 90% of what money can buy. Synthetic spend, across seven retailers.

DIOR BELOW ITS CURVE

€11,120 per site against a saturation of €63,400: every euro still buys visibility.

LANCÔME PAST IT

€134,740 against a saturation of €95,300: €10,000 more adds 0.11 points.

5 BRANDS OF 24

spend past their saturation point this month.

RESULTS

A reading checked by hand, a curve found back.



RESPONSE CURVE · 3 HELD-OUT MONTHS	BRAND-SITE-MONTHS	MEAN ERROR
Each brand's past average	504	0.96 pt
Response curve	**504**	**0.44 pt**

Placements checked on 13 screens of 7 October 2026. Curve: share of voice = organic + ceiling × (1 − $e^{-spend/k}$), fitted by least squares on nine months and measured on the next three.

THE SAME CALCULATION ACROSS 24 BRANDS

−54%
error on a month's share of voice, against each brand's past average.

9%
gap between the saturation budget found back and the true one, for the median brand.

5/24
brands spending past their saturation: budget to move elsewhere.

Dior and Chanel are not sold on the three sites captured automatically; their visibility is read on the retailers that sell them, captured by hand until an agreement allows automated capture.

COST IN PRODUCTION

A daily measure for the price of a lunch a month.

A job runs a few minutes every morning, with no server running the rest of the time. Reading one screen with Gemini Flash-Lite costs $0.0015; share of voice and response curves are computed in memory, with no paid call.

≈ 15 € / month

under €200 a year to follow seven retailers every day, search pages included.

WHAT THE PROJECT ADDS	ASSUMPTION	€ / MONTH
Reading the pages	7 retailers, 3 pages, 3 screens a day	2.80
Search pages	10 queries per retailer, 3 screens	9.50
Capture job	a few minutes a day, Cloud Run free tier	0
Agent Platform pipeline, optional	one run a day	1.50 to 3.00

Unit cost measured on the live version: $0.04 a day for 27 screens. Cost follows the number of screens read, not the number of dashboard users.

CAP

A daily cap on Gemini spend in the code, which cuts off at once, then a budget with alerts.

TRACEABILITY

A label per project and a log per call: model, tokens, cost. Every run can be replayed without duplicates.

RESTRAINT

Nothing runs between two runs, captures deleted after 30 days, Flash-Lite to read.

NEXT STEPS

A twelve-week pilot, then what comes next.

W1–3	**FRAME**	Choose with the media team the retailers, pages and search queries that matter. Get the capture agreement of the retailers that refuse robots. DELIVERABLE · THE LIST OF PAGES AND THE CAPTURE AGREEMENTS
W4–7	**CONNECT**	Replace the synthetic spend with the house's real spend and impressions, retailer by retailer: the curve becomes measured, not only found back. DELIVERABLE · THE HOUSE'S RESPONSE CURVE, PER RETAILER
W8–12	**PILOT**	Move part of the budget from a saturated retailer to one still below its curve, on one campaign, against control sites. DELIVERABLE · THE VISIBILITY GAIN MEASURED, IN EUROS

WHAT IT TAKES AT DIOR

DATA

Spend and impressions per retailer and campaign, from the retail media platforms; online sales per retailer.

TEAM

A lead media manager to sign off the pages and read the curves, an AI engineer to run and monitor the capture and the model.

PLATFORM

A cloud project and capture agreements with the retailers. To add: monitoring of the reading, cost tracking and alerts.

The same measure, from the screen to the store.

Once the pilot is measured, the same reader answers other questions in media, brand and omnichannel: each one compared with today's method, in euros.

MEDIA & RETAIL MEDIA

SEARCH PAGES
The category's queries, where sponsored products concentrate.

PAID AND EARNED
The sponsored share against the share won without paying.

BUDGET SPLIT
The next euro where the curve still climbs.

CAMPAIGN CALENDAR
Launches and key dates read on the curve.

BRAND & IMAGE

BRAND GUIDELINES
Each placement compared with the house's visual guidelines.

PRICES SHOWN
Visible discounts against the house's pricing policy.

PRODUCTS PUSHED
Which fragrances and lipsticks hold the first screen.

INTERNATIONAL
The same pages in China, the United States, the Middle East.

OMNICHANNEL

ONLINE, IN STORE
1,000 impressions against 1,000 shoppers at the shelf.

EFFECT ON SALES
Visibility and online sales, retailer by retailer.

COMPETITION
An alert when a competitor takes the first screen.

TRACKING THE GAIN
A dashboard where the media team follows the gain, campaign after campaign.



THE AUTHOR

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Senior Data Scientist. Six years in supply chain, operations and omnichannel, at Bouygues Telecom, Crédit Agricole and Ardian. Dataiku certified, on GCP and BigQuery.

I designed and built this project end to end: the business question, the capture, the reading by Gemini, the response model, and the architecture that runs them every morning on GCP, with its cost safeguards.

It is how I work: start from a business decision, put a figure on it against today's method, build what makes it run, and make it readable to the people who take it.

FRAME

A precise business decision, a costed case that technical and business teams discuss together, and whatever does not hold, dropped.

DELIVER

Models compared with today's method, in euros, and the architecture that puts them in production on GCP, ready to hand over to data engineers.

BRING THE BUSINESS ALONG

A model only counts if it is used: train the media team, explain each curve, leave them the decision and improve the tool with their feedback.

LIVE DEMO

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Independent project, not affiliated with Dior, LVMH or any retailer. Real placements, read from public pages; synthetic media spend. Wikimedia Commons photos: Frédéric Bisson and Natasha d.H, CC BY 2.0.