

UNLOCKING BRAND GROWTH

The challenge

Generating consumer-based growth with a very mature and vastly dominant brand is a particular challenge. Charged with ambitious five year growth targets, a leading alcohol manufacturer in the UK had developed a strategic growth plan for one of its most successful brands, but fine-tuning was required to get closer to the end goal. Working with Incite to define the problem, the marketing team decided that the best route forward was to generate new insights via consumer segmentation and a sound consumer-focused perspective of the category.

The insight

The research started by identifying those areas that could be answered by existing information, so as to use the new study to build on what was already known. Next we used an online survey to get new data about the category and brand and worked together with the client to exploit it fully. Together we developed a consumer segmentation that was actionable and meaningful, not just statistically accurate. At the same time qualitative accompanied shops, in-home interviews and video diaries deepened our understanding of the quantitative findings about in-home consumption. Finally, we got the brand teams to work with the segmentation, not just react to it. We set up and facilitated a two day workshop where teams were encouraged to challenge the existing strategy through the new eyes of the segmentation.

Client benefits

The client crystallised the existing strategic plan, resulting in a clearer focus and priorities for the brand. The segmentation identified the most valuable consumer targets for the main brand and the other products in the portfolio, so providing rich territory for targeting. Finally, they used their new understanding of purchase drivers and behaviour to guide pricing and through-the-line brand strategy, leading to the launch of a new, creative and interactive campaign targeting a younger audience.

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