



CASE STUDY: Identifying Category Growth



Background

One of the world's leading manufacturers and marketers of tissue, packaging, paper, pulp, and building products with over 300 manufacturing sites globally. GP wanted to grow the Dixie business from \$600M to \$1.1B in 5 years. Client had significant brand equity in kitchen and bath disposable products.

Challenges

- Dixie had business scale but wanted to accelerate its profit growth
- Georgia-Pacific faced strong competition in P&G and Kimberly-Clark
- Dixie had a strong brand name but its product line was fairly narrow

Approach

- Researched and selected 50 categories adjacent to Dixie's current business and screened the list to the top 14
- Developed extensive category summaries to further identify and validate the potential market opportunity for Dixie
- Prioritized the top 4 opportunities based on market attractiveness and ease of entry criteria
- Developed recommended market entry strategies for each potential new category



Result

- Recommended an alternative market entry strategies were developed for each of the 4 categories that would provide Dixie's required growth
- The 4 categories provided growth opportunities well in excess of the requirements for the 5 year plan
- Further work was commissioned to create an implementation plan for the focus categories