



CASE STUDY: Sharpening Point of Difference Against #1



Background

Multi-billion dollar brewer had lost its focus and marketing message was no longer compelling. Business was experience volume and share losses particularly.

Challenges

- Brand had lost so much relevance against its core consumer audience – younger consumers – that it was critical to “go back to basics” and build a foundation for future growth
- Additionally, the Brand was losing opportunities to capitalize on key, growing multi-cultural targets, particularly the Latino community
- Company had lost share in key, large consumer markets – California and Texas – to both its largest domestic rival as well as imports

Approach

- Refined position providing point of differentiation and preference against core competitors nationally and in specific “core markets”
- Identified core category drivers and determined which were most closely associated with Brand; on a national basis, recommend Brand re-establish foundation through association with key category benefits not owned by market leader; defined overall Architecture and Position to build foundation
- Determined advantage versus key competitors in core states and recommended launching more differentiated Brand strategy in these areas, as market size and ability to concentrate resources permitted this type of Regional approach
- Creative strategy defined for each segment, supporting overall Brand Architecture



Result

- Proactive category management based on facts and insights shared between manufacturer and retailer
- Consistent and integrated process for category management based on shopper and consumer insights
- One integrated platform for marketing decision-making Miller's Volume Growth of 6%.