

CASE: CARLSBERG GROUP

# DEVELOPING A BRAND GROWTH STRATEGY

How do a holistic understanding of the market situation and a clear brand strategy grow our brand?



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IPSOS' TEAM IS FLEXIBLE, FAST AND VERY SKILLED AND THEY UNDERSTAND BOTH OUR MARKET AND OUR BUSINESS. WHAT THEY HAVE PROVEN HERE IS THEIR ABILITY TO BOTH DELIVER A STRATEGIC FRAMEWORK AT THE HIGHEST LEVEL AND TO BEING VERY SPECIFIC AND ACTION ORIENTED IN THEIR RECOMMENDATIONS.

VP Marketing, Carlsberg Denmark





## CARLSBERG CASE

Carlsberg has to navigate not only changing consumer behaviour, but also within a reality of interaction and cannibalizing across Carlsberg's own beer brands. It calls for a revised Brand Growth Strategy.

Ipsos led the strategic consultancy process based on a recently developed demand space segmentation model and aggregated market insights.

The result is a holistic understanding of the current market situation and how Carlsberg's brands (needs to) operate within this – brought to life through a:



Book  
of insights



Growth Plan



Brand  
Action Plans

## THE CHALLENGE

With the demand space segmentation as the underlying model (developed with Ipsos) Carlsberg is to understand and translate the underlying consumer behaviour and needs into a dynamic and future-proof plan for brand growth.

The project shall:

1. Provide a greater understanding into how all brands are interdependent.
2. Offer a specific framework for brand-growth-plans that are data driven and outside-in in a real market context.
3. Assist brand managers to grow each brand within the demand space heartland while still sourcing from other demands spaces – without internal cannibalizing.

## THE PROCESS

**Book of Insights:** A thorough overview of all beverage category consumption, the beer category, brand performance and the market in which the brands operate. The report is a true encyclopedia and consists of three overall chapters spanning 200+ pages:

**The Industry:** focuses on all beverages being consumed as potential categories challenging the beer category. With an overall linkage to Carlsberg's demand spaces.

**The Category:** a more in-depth understanding of the beer category itself. Covering trends, drivers, barriers, packaging, moderation and much more.

**The Portfolio:** brand performance metrics, variants attractiveness, beer types, brand mental network and much more, for all current and possible variants under each of the six brands. A total of 100 variants. All in the context of demand spaces.

**Growth Plan 2020+:** Addressing how Carlsberg can grow the business through a more profound understanding of what is the main barriers for non-drinkers of beer (trading in).

**Brand Action Plan 2020+:** For each of the six brands, creating structured and to-the-point reports, helping each brand manager with:

- ✓ Understanding current brand performance.
- ✓ Barriers and insights on how to break them.
- ✓ Guidance on how to win based on demand space.
- ✓ Clear recommendation on the brand positioning.

Furthermore, Carlsberg's ongoing brand tracker, run by Ipsos, acts as a tool for measuring and monitoring the impact of the brand strategies over the coming years.

## THE RESULT

Examples of the outcome so far:



A broader understanding of both Carlsberg's market and the role each brand can play there. The outcome is a consistent and aligned framework for brand managers to operate from.

“This will help kickstarting a change process and inspire brand managers to work within a new framework and push us even further.”

“This approach is only possible if you have the right team and competencies on the other side. The key is to be able to go beyond data. And to be taking into account the business aspects when performing a critical analysis. These are strategic business skills – and the reason why we consider Ipsos our strategic partner.”

VP, Marketing, Carlsberg Denmark

# BE SURE. GO FURTHER.

At Ipsos we tailor the research setup to match the business challenges at hand. A complex business challenge like how to grow a large portfolio without cannibalization requires a complex research setup with multiple research elements and deliveries.



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**GAME CHANGERS**

