

# A powerful segmentation takes a brand to No.1

## *Refreshing their parts*

In a time when the UK boasts more breweries per head of the population than any other country in the world and the rise of the micro-brewery has helped revive the ale industry, established players need to seize the opportunities that this presents to stay ahead.

For a traditional family-owned brewer with a long history, embracing change and moving with the times – and even ahead of them – can be challenging.

Our challenge was to help Fullers become a brand-led business to ensure it was well placed to exploit the opportunities presented by the reinvigorated UK ale market.

## *Meaningful segmentation*

Putting the consumer at the heart of strategic decision-making called for an insight-led strategy.

The MD had already identified four imperatives for driving growth: reinvigoration of the flagship London Pride brand; effective consumer needs based NPD; development of a portfolio strategy to make sense of the whole beer range; and a rationale for targeted acquisitions.

Having set the direction, the MD needed a framework with which to develop these strategies and engage a broad set of internal stakeholders.

We created a powerful segmentation framework that put the consumer at the heart of the business.

## *Developing in-depth understanding*

What were drinkers' needs? What influenced their choices?

Our starting point was to immerse ourselves in understanding the brewing industry and the Fuller's business.

We conducted interviews with internal stakeholders and online qualitative research to develop initial segmentation hypotheses.

A detailed online survey with ale and lager drinkers provided the data we needed to complete the creation of the segmentation frame. We then conducted in-depth interviews and consumer groups to explore the findings further, developing specific recommendations around the strategic imperatives already identified.

## *A collaborative process*

We worked closely with the Fuller's team over an extended period, engaging stakeholders across the business – up to and including the PLC board – feeding insight into their discussions and decision-making processes.

Following on from the extended segmentation work, all four imperatives were realised.

Fuller's was able to develop a portfolio strategy with roadmaps for its key brand and products for the first time ever. The company made a multi-million pound acquisition of the Cornish Orchards cider business and also successfully developed and launched a new premium craft lager: *Frontier*.

As for their London Pride flagship brand, it went from strength to strength. London Pride is now the UK's No.1 premium ale, with 2014 volumes having grown against a cask ale market decline of 4%. Fuller's ad agency used our insights as a basis for their *Made of London* campaign.



Fuller, Smith & Turner is a family-owned London brewer, founded in 1845, with a listing on the London Stock Exchange. We helped them identify gaps in their portfolio and exploit the opportunities arising from the UK's revived ale market by becoming a brand-led business.

*"They not only developed a highly actionable segmentation tool, but also supported my teams. You can see the results of this work playing out across the business in reinvigorated brands and successful new product launches"*

Ian Bray, Managing Director

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