

In a category in flux, effective segmentation provides a road-map to sustainable growth

TWININGSTM
OF LONDON

Ensuring sustainable growth

Sustainable growth is always a challenge ... particularly as customer needs and behaviours constantly evolve. It is important to regularly re-assess goals, challenge pre-conceptions, and explore what opportunities are still left untapped to ensure that the business does not stagnate.

Twinings have big ambitions and aim to be the UK's leading tea brand. After launching a new product range in 2004, a decade of growth followed which saw it move from 5th to 2nd in the market by value, however the dynamics of its market were changing

Staying one-step ahead

In recent years the tea category has contracted and fierce competition has arisen in key product categories, with many new entrants vying for share. In this 'new normal', increasing brand penetration beyond their current level was a challenge.

Whilst they had identified a number of opportunities within the market, it was necessary to gain an understanding of both the size and the profile of these opportunities to develop a strategic roadmap for brand growth

Understanding the market

The challenge was to develop a segmentation framework that identified distinct growth opportunities for Twinings, with a clear, yet thorough examination of how these opportunities could be capitalised upon.

The framework, developed with a wealth of new qualitative and quantitative data, segmented the population into demographically, behaviourally and attitudinally distinct groups which were then overlaid with key need-states so that the key areas of opportunity could be isolated and examined.

Making a real impact

Twinings has been able to develop a deeper understanding of their consumer, and the segmentation has provided a framework that has enabled effective, data-driven decision-making.

The business was able to identify attractive growth opportunities, and the pathway to capturing these – informing and targeting its NPD initiatives and honing its communications

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