

Liquor Company

[BCG Style Case]



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What We Will Cover Today

- Liquor Company
- Round 2, BCG
- Mostly Qualitative
- Question & Answers From The Audience

Liquor Company

- Our client is a multi-billion dollar liquor distributor. It has hired a consultant to determine why its whisky brand is not growing.

[Question #1]

- *How would you approach this case?*

[Question #1]

- Things to think about:
- Well, I'd start externally: What has happened with the competition and the customers? In terms of the competition, I would look at changes in market share, any new competition, the segmentation, and market growth. Regarding segmentation, I would also look at the customers, what do they want? Finally, I would look internally and look at our product, marketing, and pricing.

[Question #2]

- Where would you want to start in terms of the market?

[Question #2]

Competition and Market Share

Market Segment	High	Medium	Low
Growth this year	14%	-6%	8%
Competitors	10 total (5 new)	2 total (including client)	4 total

Our client is in the medium segment

[Question #3]

- *What would you want to know about in terms of customers?*

[Question #3]

Customer segmentation and trends

Our client's customers are as follows (give all this information at once):

<u>70%</u>	<u>30%</u>
Male	Younger males and females
40-55 years	21-35
Like taste, brand	Bar and club crowd
Usually enjoys a drink after work	Drink mixed
Into the tradition and brand	
Drink whisky straight or on the rocks	

[Question #4]

- *What about the product?*
- *“I would like to get some more information about the product and see if there have been any recent updates or changes to our offerings.”*

[Question #4]

- Our marketing has been consistent. The distillers recently changed ingredients to save 0.25\$ per bottle, but that hasn't effected the taste. Also, we have recently risen in price from \$11 to \$12.
- The competition at the mid-range part of the market is at \$11.

[Question #5]

- *What about the effect on the younger crowd?*

[Question #5]

- I would assume this would affect them because they drink our product mixed, and there's probably little discernable difference to them. They probably have less brand loyalty as well.

[Question #6]

- *Now what would you recommend to our client?*

[Question #6]

- Well, it seems that we've learned a few things:
- Younger, bar crowd customers are price sensitive
- But 70% of our customers have great brand loyalty and would like migrate to the higher end market
- The 30% bar crowd are moving to the lower end market because they drink whiskey mixed
- The client should try to enter the higher premium market to recapture their customers and grow market share
- Client could also consider entering the low end market with a brand extension

Q&A Session – Any Questions?



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Q&A Session – Any Questions?



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