

A Sparkling Success

Objective

A client with an established brand of sparkling water in Europe asked Millward Brown for help in identifying a growth strategy for the brand.

Background

The sparkling water category in the client's country was not growing. A large limiting factor was the existence of long-standing medicinal associations with these products.

The client's brand was fifth in sales overall, with less than half the share of the leading brand, but comparable in size to the other non-leading brands.

Analysis

While the client's brand was not as well-known as the leading brands in the category, our brand equity analysis showed it to have a distinctive positioning as a modern and innovative brand. This positioning served the brand well among the consumers who knew about it, as these consumers demonstrated strong loyalty to the brand.

Recommendations

Our analysis suggested that the client's brand had the strongest growth potential of any in the category. We recommended that the brand capitalize on its innovative positioning to increase trial and usage by creating new consumption occasions.

Action

At that time, the flavored water market was a small specialty category, dominated by a few foreign brands. Importantly, the flavored sub-category was less tainted by the associations with indigestion that dogged the unflavored waters. Believing that this market could be a vehicle to grow the brand, the client decided to extend the brand name to a new line of flavored waters.

The launch was supported with a humorous and involving campaign which emphasized the appropriateness of drinking sparkling water on any occasion. The novelty of new, flavored offerings helped the brand overcome the traditional limitations of the category and appeal to a new set of users.

Results

Sales response was so strong that the company had to increase production capacity in order to meet demand. The flavored offering became the leading brand in the flavored segment, and the impetus provided by the new line helped the base brand (the non-flavored water) increase share by 50% and move from fifth to third place overall.