

Case Study : Frozen Food Portfolio Optimisation



The Issue

Frozen food is a highly competitive environment and there is a constant need to innovate.

Inevitably, as our client's category of interest developed, so too did the number of brands, sub-brands and SKUs within their portfolio.

The client saw this as the ideal time to optimise their strategy, portfolio, their brand(s) and their brands' positioning, setting it up for future growth and innovation.

What We Did

Internal work had been done in developing 'pillars' for the category, with a strong internal view of what products and brands fit under each, and how to position each.

The missing piece? Did this new strategy fit with how consumers see and use the category?

Working closely with the client and its agency to develop stimulus to bring the strategy to life, in a series of interactive group discussions we explored its fit the 'real world' of consumers.

The Outcome

A clear, simple picture emerged of the consumer view of the category, the 'pillars', their underlying 'proposition', and the types of products and appropriate (sub)brands that fit under each.

The client was thus able to finalise its strategy for the category and its brands, so as to ensure meaningful and relevant future innovation.