



Customer Experience

**Build effective communication and product strategies**

## The Big Picture

A leading brand in the men's grooming category already had over 80% volume share in all key markets. The penetration of the category was close to 100% already, and hence the only feasible way to grow business was to move consumers to higher-tier products. The business wanted to identify the right communication and positioning strategies for high-tier products to attract the consumers of low-tier products. The company also wanted to identify opportunities for a new product introduction to trade-up low-tier consumers.

## Transformative Solution

The solution was designed to identify key brand drivers for different segments of consumers, and identify key product attributes to offer new products or in communication of existing products in order to trade-up low-tier consumers.

Equity drivers analysis was conducted with the help of network models on top of respondent-level equity tracking data to understand how perceptions are built in the minds of consumers. The solution identified what among various product attributes and equity measures drove the overall brand rating. The approach quantified the impact of each of those attributes on the overall rating and uncovered key equity paths that could be adopted in design of global and local campaign messaging and product positioning. This helped discover what consumers look for from the category that drives their perception and choice of brand or product across tiers.

The team established the key equity paths for the category using Structural Equations Models and identified the key drivers, as well as identified the key drivers for each of the consumer segments (based on current product usage) and highlighted the different needs across segments.

## The Change

Based on the key drivers that emerged for each of the segments, Fractal identified the winning product proposition for the market and developed strategies to trade-up the low-tier consumers towards high-tier products and hence increase revenue for the business. Meta analysis of studies across different markets was conducted in order to compare key drivers and investigate commonalities and differences.

Comparison of key brand-drivers across markets revealed opportunities for global campaigns and product innovation, along with market-specific customization needed in communication strategies based on distinct drivers.