



## Strategy

# Cognosis Consulting with SABMiller

### Background and Context

The beer category is in trouble. Beer, one of the oldest and widely consumed beverage types on the planet, is slowly losing its stronghold on its traditional consumer. This introduces a challenge to brewers around the world. Our client, a large global brewer, needed to develop a strong long term strategy for beer which had buy-in from its decentralised markets and regions to implement it.

We worked closely with our client to transform the way they look at the beer category and how they manage their global portfolio of local brands.

The objectives of the project were:

1. To develop a new vision to lead the development of the beer category.
2. To create a united front by gaining buy-in and engagement from local markets.
3. To develop a practical plan which is clear and achievable in the real world.

### Approach

Cognosis worked alongside the client (over 20 key global stakeholders and 40+ markets) to develop a strategy which drove a significant shift in the strategic direction of the category. The approach was highly tailored and dynamic which allowed us to challenge the way our client thought about their strategy for beer. Combining deep insight with large scale collaboration to ensure our results were deep rooted and bought into across the organisation.

### Outcomes

The objectives of the project were met and outcomes have been seen across the business through:

1. Detailed guides and toolkits live in major markets.
2. Shifts in brand positioning.
3. A common language and purpose which empowers the company at Group level but also enhances cross-market communication. What is the impact of these outcomes?

1. Growth: Our client has started to see incremental growth across its local market brands
2. Efficiency: Increased opportunities to spot instances of crossover in their project pipelines.
3. Innovation: The new strategy has transformed how brands think about their innovation pipelines.