



TRANSFORMING BRANDS AND TRANSCENDING CATEGORIES

***Beverage Forum
April 2022***

**Kevin Lane Keller
Tuck School of Business
Dartmouth College**



The Situation

- **Innovation is the fuel for growth** and vital to the long-term success of any organization.
- Beverage marketers are taking the lead to find **new ways to create and deliver value** for consumers and for their companies.
- They are **redefining what their brands stand for** and the different kinds of benefits they provide.



Transcending Category Boundaries

- **Understand consumer **salience****
 - Profile **breadth & depth of awareness**
 - How easily and often do consumers think of your brand?
 - Are they thinking of it at all the right times, in all the right places, and in all the right ways?
 - Identify **opportunity gaps**
 - How is the brand being overlooked or forgotten by consumers?
 - How are they not fully understanding or appreciating it?



Transcending Category Boundaries

- **Change the mental frame**
 - Can simple reminders work?
 - “Hey, I Could Have Had a V8!”
 - “Orange Juice. It’s Not for Breakfast Anymore”
 - Do perceptions of the functionality or broader image need to be changed?
 - Performance
 - Lifestyle



Transcending Category Boundaries

- **Look for new customers and spaces**
 - Can new customers be attracted by adopting broader competitive frames of reference and more robust positioning?
 - What expansion opportunities exist from line and category extensions?



Our Panel

- Our speakers will share how they are **shaping and activating their visions** for what their brands can be



Our Speakers



Angela Smith

**Manager of Consumer Insights & Engagement
Talking Rain Beverage Company**



John Shea

**Chief Marketing Officer
Mark Anthony Brands, Inc.**