REAL

COMMERCIAL GROWTH AND EXCELLENCE - STRATEGY & IMPLEMENTATION

CASE STUDY

CONSUMER & BRAND GROWTH STRATEGY

Turning a heritage brand's narrow reputation into a map for growth

An **outdoor, ski and performance footwear & apparel brand** with deep heritage - but a reputation concentrated in just a handful of categories. The leadership team needed an evidence-based answer to a single question: **where, exactly, should we grow next?**

12k	5	11	30+
CONSUMERS SURVEYED	EUROPEAN MARKETS	DEMAND SPACES MAPPED	FUNCTIONAL & EMOTIONAL NEEDS

1 The challenge

Strong brand love, but boxed in. Growth ambitions were outrunning the brand's licence to play beyond its core.

- **Pigeonholed perception.** The brand was strongly associated with one or two categories, capping its permission to grow in apparel and everyday occasions.
- **Markets pulling differently.** Brand strengths, white space and consumer perception varied sharply from one country to the next.
- **No shared view of demand.** Leadership lacked a common, fact-based picture of where future demand sits - by need and occasion, not demographics alone.
- **Risk of crowded bets.** Investment risked chasing head-on competition instead of the spaces where the brand could win disproportionate share.

2 Our approach

We deployed a demand-centric growth model - segmenting the market by the *occasions and needs* that drive real purchase decisions, not by age or income alone.

1. **Listened at scale.** A 12,000-respondent survey across five European markets, each response anchored on the consumer's last real purchase occasion.
2. **Decoded the drivers of choice.** Captured the consumer, the occasion, 30+ functional and emotional needs (via MaxDiff), the product chosen and the price paid.
3. **Built the demand map.** A statistical engine grouped the market into 11 distinct demand spaces - each with its own size, consumer profile and need set.
4. **Measured brand fit vs. share.** Scored how well the brand and its rivals fit each space, exposing where share lagged fit - the true headroom.
5. **Pressure-tested price & promotion.** Van Westendorp price-sensitivity analysis revealed willingness to pay and discount dependency, space by space.

3 The outcome

One shared language for growth - and a prioritised plan to act on it.

A single map of demand

11 clearly-defined demand spaces sizing the entire market - replacing fragmented demographic views with one common language the whole team could plan around.

Clarity on where to win

Spaces where the brand already leads (with limited headroom) cleanly separated from adjacent white space - strong fit, but untapped share waiting to be captured.

A prioritised roadmap

For each focus space: the specific categories, channels, price points and messaging needed to convert brand fit into market share - localised market by market.

Illustrative demand-space map

Where the brand wins today vs. where the growth headroom sits

What it unlocked

Alignment, not opinion
Replaced opinion-led debate with a fact base the entire leadership team could rally behind.

Investment re-pointed
Capital and effort steered toward the spaces the brand is genuinely built to win.

One target for every team
Category, channel and pricing teams given a common, prioritised target - tuned to each market.

Localised, not generic
Country-level nuance built in, so the same strategy flexed to where each market's demand actually was.

Top-tier strategy.

Commercial Growth and Excellence - Strategy & Implementation

Where should your brand grow next?

info@real-consulting.co.uk