

Problem / Opportunity

The client had a successful concept that was meeting revenue and income targets. The client had two related but separate thoughts that created interest in this exploration. How do we manage against the risk of eventually having no more new unit growth and is there any opportunity to further leverage the brand equity in the marketplace. The client wanted to see if there were new sources of revenue / income that could be developed. Critically, new ideas would need to be incremental or not cannibalize off of the master brand.

Solution

Scotch-Game built out a model for the clients teams to use in identifying new solutions. This model was inclusive of key categories/occasions, brand strengths to leverage, and needs for the potential markets in question. Scotch Game and the client identified over 70 potential solutions that fit within the agreed upon format. These solutions were then evaluated for how much potential new income they could generate, fit with the master brand, and if / to what degree they would cannibalize current profits. The client and Scotch Game identified two solutions with which to move forward. Scotch Game then put both solutions through a fast-track iterative development process. The client in turn moved both into further development and deployment.

Key Benefits Realized

- New incremental income streams
- Solutions that reinforced key brand strengths while providing stretches for what and when to use the master brand
- Additional “free” advertising for master brand as each solution was a self-standing business unit

Developing a sub-brand to extend into new markets and occasions generating net new revenue**Snapshot**

This client enjoyed a brand with strong differentiated concept that was meaningful to a large portion of the market and easily understood. In anticipation of a longer-term issue, the client wanted to see if there was opportunity for this brand to be extended. Scotch Game worked through a development process to identify new growth pathways. The client and Scotch Game narrowed this list of potential new revenue drivers down to a few for development. Scotch Game led initial development of the concept. The client took the concept and moved it into development and deployment.