

Spencer's Retail Limited: Repositioning in a Changing Retail Environment Thecasesolutions.com

Examples

RedoStack

SUBSEQUENT REPOSITIONING

- 2013 - new stack of products
- 2014 - launch of new stack of products
- 2015 - launch of new stack of products

Tropicana

CHRONOLOGICAL REPOSITIONING

- 2011 - new packaging
- 2012 - new packaging
- 2013 - new packaging

Napian

SUCCESSFUL REPOSITIONING

- diapers designed to wash baby diapers
- PKG - change in package environment
- disposable diapers
- product - not good brand equity
- image repositioning - used detergent for tough stains

Hermès

SUBSEQUENT REPOSITIONING

- 2011 - launch of new range of products
- 2012 - launch of new range of products
- 2013 - launch of new range of products

Marlboro

SUCCESSFUL REPOSITIONING

- 2011 - launch of new range of products
- 2012 - launch of new range of products
- 2013 - launch of new range of products

Repositioning considerations

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- Identify the problems and find 7-11 causes
- explore other possible solutions
- estimate the investment needed
- measure new identity through data
- weigh benefits and potential risks

Repositioning strategies

repositioning

- target market
- product repositioning
- price repositioning
- place repositioning
- promotion repositioning

Source of repositioning

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- MARKET RESEARCH
- CONSUMER BEHAVIOR
- COMPETITOR ANALYSIS
- INTERNAL AUDIT
- EXTERNAL AUDIT

When & Why

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- When to reposition
- Why to reposition

Positioning

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- Identify distinct position in consumer minds
- make consumers think of the brand in a distinctive way
- clarify what is about its points of parity and points of difference

Any questions?



**Spencer's Retail Limited:
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Positioning

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- occupy distinct position in consumers' minds
- make consumers think of the brand in a desired way
- clarify what is it about, its points of parity and points of difference

REPOSITIONING

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- change in positioning of a brand/product
 - change consumers' perception and understanding regarding key benefits
- goal: make the brand more **meaningful**
- target market: appeal to the same, a wider or a different target market

fference

REPOSITIONING

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- change in positioning of a brand/product
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INTERNAL REASONS

key factors of good positioning

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clarity

clear idea and simple message

consistency

consistent message

credibility

believable message

competitiveness

competitive edge and contrast

- initial positioning strategy failed to fulfill the 4Cs
→ reason for repositioning

EXTERNAL REASONS

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- shift in the preferences in the market
- changing consumer needs
- growing market competition
- sales loss
- increasing costs
- stagnant product benefits (consumers' expectations are too high)
- declining (saturated) market
- **emerging new technologies**
- changes in the industry
- opportunity to serve an emerging market
- eroding market share

Source of repositioning

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BRAND IDENTITY

- strategic vision of brand aspirations
- value proposition
- business needs



BRAND IMAGE

- customer perception of the brand

media
market
competition

Repositioning considerations

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- define **problems** and identify **causes**
- explore other possible **solutions**
- estimate the **investment** needed
- ensure new identity **recognition**
- weigh **benefits** and potential **risks**

RISKS

- existing sales loss



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- difficulties with customer re-education

- low-involvement purchases

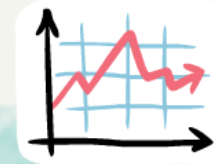


- competition disruption



RISKS

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