

Nestlé Identifies New Hispanic Consumers For Product Launch

Custom Analytics Used to Capture Multicultural Market Share



The Business Issue

Nestlé was looking to expand distribution and increase sales through a successful Latin American portfolio of packaged good products to the U.S. Hispanic market. Nestlé's end goal was to introduce and navigate these consumers to the wider brand portfolio over time.

Claritas was asked to assess whether Nestlé had unique, additional equities that could be leveraged with Hispanic immigrant consumers in the U.S., as well as to develop an umbrella positioning framework and a go-to-market plan (delivering campaigns to trade and consumer) based on a foundation of word-of-mouth marketing.

The Process

Claritas conducted an internal assessment that included client and customer interviews as well as a thorough review of primary data. An external assessment was also conducted by reviewing secondary data and database analytics utilizing Claritas's unique Geoscape Intelligence System® (GIS).

GIS was used to profile the consumers in local trade areas in terms of language usage, acculturation stages and spending patterns by product categories in order to identify their best customers for these new products. Follow up studies were performed to identify the potential gaps in distribution opportunity vs. actual distribution and the total consumer spend in the category.

This information was combined with qualitative (focus groups) and quantitative (survey research) proprietary studies to add depth to the numeric profile and to create a systematic way to capture market share throughout the acculturation process of the particular consumer segment.

The Process

Among other findings, Claritas identified the following:

- A greater opportunity for revenue generation than what was being maximized at the time
- Areas of untapped distribution opportunity in existing and emerging markets
- A model for determining overall market opportunity unique to the client's methodology

Claritas developed a three part customer acculturation model to market their specialty and broad product portfolios. These insights would influence consumer communication, packaging and positioning.

This included a new multi-brand positioning framework to allow individual brands to leverage the overall Nestlé halo, to ensure that the right products are introduced at the appropriate stage of the acculturation phase and maximize penetration in the overall portfolio.

And lastly, a go-to-market plan was built to leverage existing brand investments, while providing a strong foundation and link across new and existing programs, through word-of-mouth marketing.



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