



# STRATEGY

## Consumers, Brands & Innovation



At Carlsberg, the consumer is at the heart of every decision we make. We always think about consumers in the context of needs, occasions, brands and innovations, and we are on a journey to continuously sharpen up our approach to these areas. We are fast at identifying local best practices and scaling them across relevant markets.

This strategic lever has three priorities.

### ICONISE CARLSBERG

Carlsberg is the flagship brand of the Group and “the name above the door”. Thus, it has a unique role in driving and cementing the Group culture. From a commercial aspect, the brand has substantial untapped potential, and to exploit this potential we will continue to increase its global availability. We are also committed to developing and executing world-class consumer-, shopper- and customer-relevant brand-building programmes to support the Carlsberg brand.

### A WINNING PORTFOLIO

Alongside the Carlsberg brand, we have a unique roster of outstanding international and local brands. We continuously ensure

that our portfolio of international premium and local power brands matches the needs and preferences of our local consumers. Each market must therefore deploy an attractive brand portfolio, which allows us to win across channels and capture a growing proportion of profit pools. To that effect, we have developed a number of proprietary strategic tools to help markets determine the appropriate positioning and composition of their portfolios.

### CONSUMER-RELEVANT INNOVATION

The Carlsberg Group has always been a pioneer in beer innovation. Innovations are important for driving the beer category and increasing its attractiveness to consumers and customers. Through superior understanding of trends and insights from consumers, shoppers and customers, we identify which innovations will deliver top- and bottom-line growth over time. A combination of Group and local innovations within beer and adjacent beverage categories is the key to recruiting and retaining consumers. Generally, our innovations must be scalable across the Group in order to meet our ambitious innovation goals.

### SELECTED ACTIONS AND PROGRESS 2013

In 2013, several Carlsberg brand initiatives were undertaken. We reiterated our strong commitment to football with the renewal of our long-standing football partnership with UEFA for EURO 2016 and we entered into three-year partnerships with the English Premier League and the Chinese Football Association Super League. Carlsberg launched the successful “Poker/Carlsberg puts friends to the test” viral, which was a social media hit.

Another successful global initiative was the “Where’s the party?” campaign, which focused on the nightlife channel, leveraging electronic dance music culture and culminating in a 10,000-spectator concert with world-renowned DJ Axwell in Stockholm, Sweden.

Further roll-out of our international premium brands was high on the agenda in 2013. In China and India, Tuborg made good progress in its objective to conquer the young adult segment through a number of music activation programmes and increased distribution.

The many innovation initiatives in 2013 included: new flavours, packaging and marketing campaigns for Somersby, our cider brand; further expansion of Radler (juice and beer mix) as an extension of local power brands in markets such as Denmark, Poland and Switzerland; and the launch in France of Tuborg Skøll, a new generation of beer mixes.