

Design of new POSM that will boost the iconic value of the Grolsch swingtop bottle in on-trade

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Grolsch is known for its distinctively shaped 'swingtop bottle' and searching for new ways to increase the visibility of this bottle in areas where beer is consumed. In addition, Grolsch aims to increase its sales volume by introducing new point-of-sale material (POSM). As the swingtop bottle is seen as the icon of Grolsch, the aim of this assignment is to design new POSM that will boost the iconic value of the swingtop bottle in on-trade.

In order to design successful POSM concepts, the design of the POSM should fulfill two main criteria: First, the POSM should fit Grolsch' brand image and present the iconic value of the swingtop bottle to meet the requirements of the assignment. Second, it should be desired by the primary stakeholders in on-trade to be able to fulfill the goal of boosting Grolsch' sales. The POSM concepts should therefore first be desired by the company, in order to be produced. Secondly, they should be desired by the on-trade entrepreneur in order to achieve placement in areas where beer can be purchased. Thirdly, these concepts should trigger the outlet customer to draw attention, recognize the brand relation and purchase Grolsch beer.

Therefore, this thesis reports (1) the results of in-depth research on the needs and behavior of the primary stakeholders, (2) the results of the design process and (3) introduces three POSM concepts as the outcome of the research and design process.

Throughout the research process, first the visual clues of the iconic value of the swingtop bottle had been defined by gathering associations and testing hypotheses with marketing experts. By analyzing Grolsch' strategy, targets and brand DNA, the needs of the company were translated into design criteria. As a result of market research, a grand café was selected as target outlet for the design of new POSM. Research on the customer outlet journey showed that the POSM should be placed at the point of decision and should make use of repetition and light to maximize the awareness of the POSM. Interviews with on-trade entrepreneurs and field research on identifying currently used products showed that functionality is the prior need of the stakeholders. These insights resulted in designing a lighting unit for on the tables in grand café's.

The stakeholder analysis resulted in framing four criteria segments that should be considered in the design of new POSM. These include the *Design* criteria, *Effective marketing* criteria, the *Desirability* criteria and *Functionality* criteria, as shown in **Figure 1**. The *Design* criteria include the brand image fit, brand DNA fit and boost of the iconic value. The *Effective marketing* criteria include showing the POSM at the point of decision and at eye-sight zone. The criteria for the desirability of Grolsch includes the brand image fit and increasing the sales, which is therefore influenced by the *Design* and *Effective marketing* criteria. The criteria for the desirability of the on-trade include a combination of the outlet image fit, outlet interior fit and the *Functionality* criteria, such as the ease of cleaning, transporting and ensuring safety.

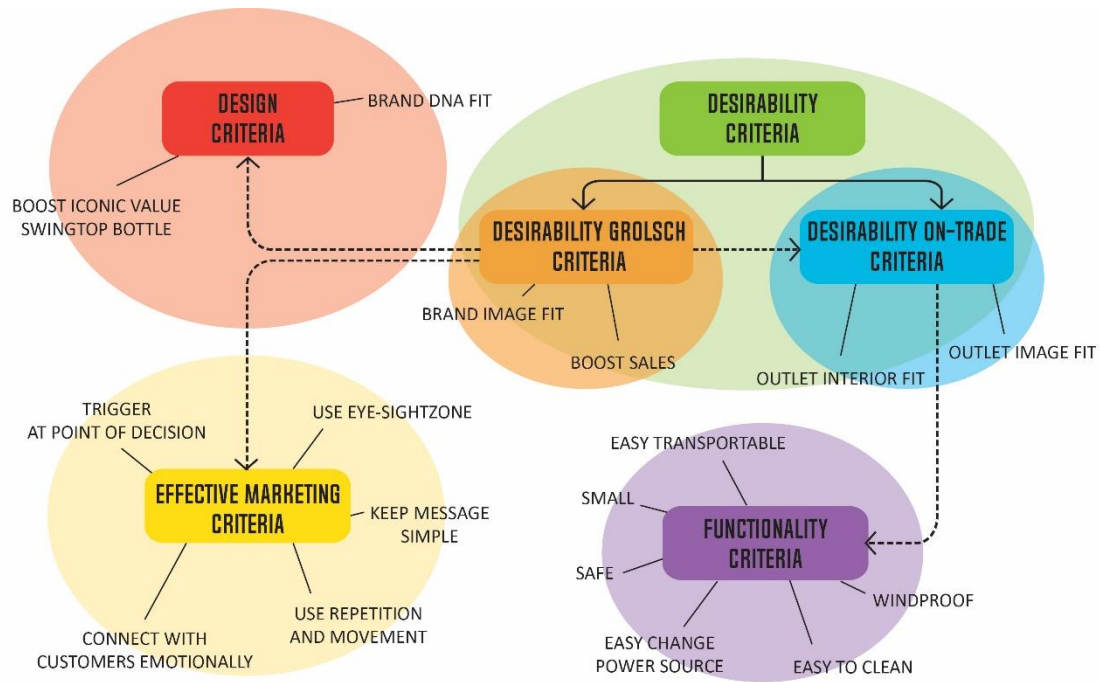


Figure 1 Classification criteria segments

Within this process, personal interviews with Grolsch marketing experts and on-trade entrepreneurs helped framing the criteria behind their desirability. Their desirability was tested by evaluating a pool of concept ideas by placing them on a desirability against feasibility axis, as shown in **Figure 2**.

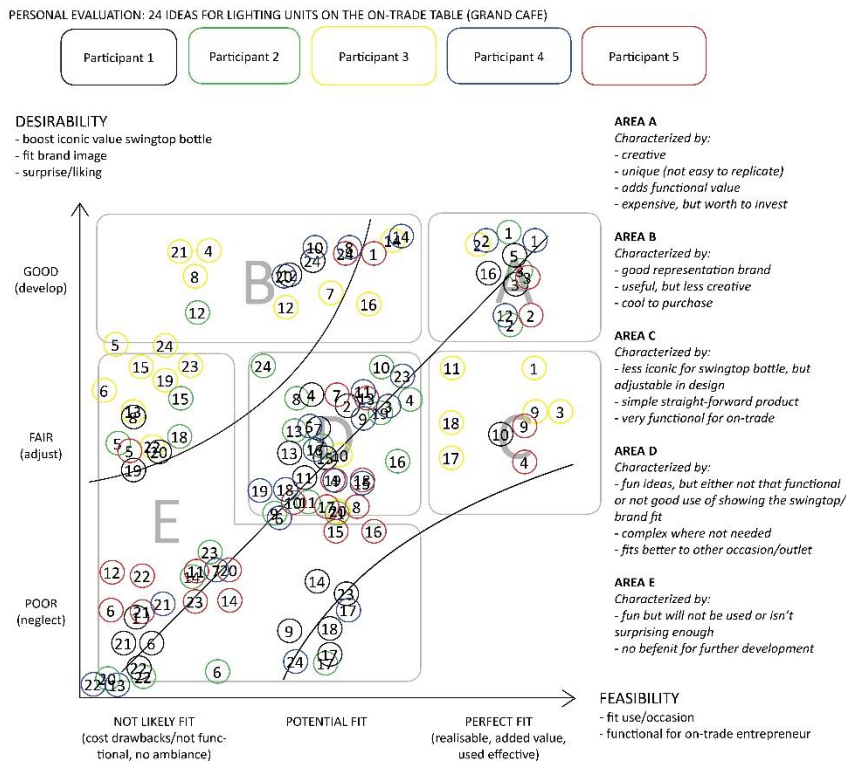


Figure 2 Evaluation 24 concepts with Grolsch marketing experts

In the design process, the *design thinking* approach was used, which resulted in four iteration phases of both divergent and convergent thinking, as shown in **Figure 3**. The defined criteria segments were used one by one as filters in this design process. This provided a better understanding of the effect of the criteria on the design implications.

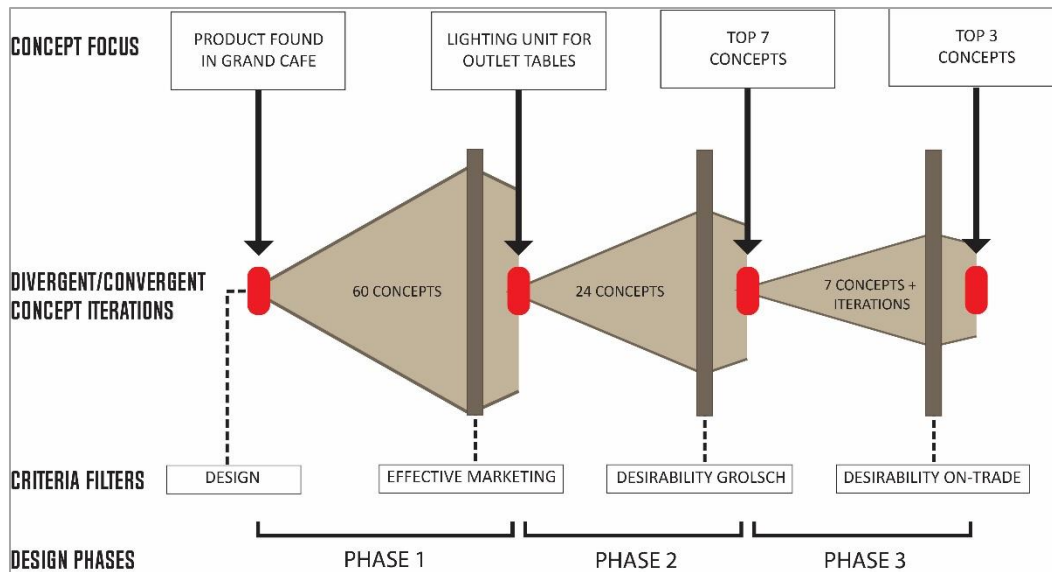


Figure 3 Overview of the design thinking process including the criteria filters

This design process resulted in a set of three candle holders, shown in **Figure 4**. These concepts represent Grolsch' green character, are made of reused swingtop bottles, and have, according to the on-trade entrepreneurs, a high potential for outlet placement. Therefore, this POSM's create a high potential to boost the iconic value of the swingtop bottle in on-trade. The concepts are further embodied by means of prototyping and conducting heat capacity tests, to provide tangible advice for further development by Grolsch.



Figure 4 Visualization of the final three POSM concepts