



Redefining the value proposition and positioning of a leading brand of a historic leader in the short-distance channel

PRACTICE
Sales & Marketing

SECTOR
Agrifood

DURATION OF MISSION
6 months

• Overview

Our customer, a French leader in the short-distance food distribution, is looking to rethink its value proposition for its B2C and B2B markets.

KEPLER supported its client in setting up a Voice of Customer program and building and deploying a Business Plan to develop the brand's positioning.

Our Approach



Context



A historic B2C brand (food and hospitality products), marketed by farmer members



Growing competition in the short-distance segment from local terroir brands and “pure players” in the hospitality industry developing a “rural” offering



A brand that needs to regain visibility and brand awareness in B2C and appeal in B2B



Declining membership: questioning the added value of services, unfavorable demographic trends, difficulty recruiting new members



Objectives



Define an engaging brand proposition to attract new consumers (B2C) and recruit and retain farmers (B2B)



Modernize the brand while capitalizing on its values and specific DNA



Designing new value-added services for customers and members



Methodology

1

Analysis of qualitative and quantitative studies provided by the brand

2

Analysis of the competitive environment: supermarkets, short supply chains, franchises, etc

3

Enhancing the value proposition and identifying new services to offer consumers and members

4

Focus groups with each target group (Consumers, Members, and sales teams) to test and refine the new value proposition and services

5

Workshops with in-house teams in charge of marketing the offering to members

6

Formalization of the final brand proposition (Unique Selling Proposition, Reasons to Believe...), prioritization of services to be developed, and implementation schedule

7

Pricing scenarios for new services, aligned with target profitability levels

8

Business plan and implementation path

Levers and Tools



Voice of Customer



Brand positioning

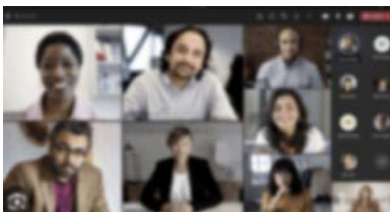


Pricing scenario and P&L

Regional consumer workshop



Member farmers' online workshop



Sales advisors workshop



Results



A new positioning that restores the brand's appeal to its two target markets



A range of new services



An implementation path

“

At a time when transparency, traceability, and authenticity are increasingly important, developing short supply chains and strengthening the relationship between local producers and consumers offers a compelling and engaging response.”

Cécile Nadal

Contact



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