



PELFORTH

BRAND ANALYSIS AND EXPORTATION

ZOÉ
GUILLEMAIN
FONTYS ACI





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PERSONAL INTRODUCTION

I am Zoé Guillemain, a French communication student, and a lover of good beer. That is something Dutch people and I have in common, and that is the reason of my choice of brand for this report. When we think of beer in Europe, we usually think of Germanic countries – the Netherlands, Germany, Austria. Few know that France also has an extensive history of brewing and enjoying beer – in fact, we even invented “bière de garde” (beer for keeping)!

Beer being a product that many Dutch people are enthusiastic about, I decided to work on exporting one of my favourite French beers to the Dutch market. Pelforth has a strong brand image and an interesting storytelling, making it a perfect candidate for this exercise.

Let's dive right in!

INTRODUCING PELFORTH

Brasserie Pelforth (Pelforth Brewery), formerly Brasserie du Pélican, is a French company, founded in 1921 in Mons-en-Barœul (near Lille), now a subsidiary of Heineken France, that produces and sells beers (and other related products) of the brand Pelforth.

France may be the country of wine, but it also has a long history in beer production and consumption. French “bière de garde” (beer for keeping) used to be produced in abbeys, and is a pale ale with a strong, spicy taste that is appreciated by beer connoisseurs all over the world.

It is in 1921 that three French brewers, Louis Boucquey, Armand Deflandre and Raoul Bonduel, came together and founded the Brasserie du Pélican (Pelican Brewery). The brewery was named after the then-popular “danse du pélican” (pelican dance).

In 1937, from the experiments of Jean Deflandre (Armand’s son), is born the very first “bière brune” (stout beer), a mix of two mated barleys with top-fermentation with English yeast. The newly created Pelforth 43 is a great success, and the trend of stout beer takes off.

The name Pelforth is a contraction of “pélican” and “forte” (strong), anglicised with a “th”; 43 is a double reference to the 43 kg of barley per hectolitre, and to the 43rd infantry regiment of Lille. Along with the new name and the new recipe, the bottle gets a redesign. Sixteen years after the creation of the brewery, this is the birth of the brand.

Pelforth’s success could have been short lived; in 1939, war strikes, and the production is halted. Thankfully, the brewery resumes working in 1950, and has no trouble getting sales to take off. Once again, it undergoes a slight rebranding: the number 43 is dropped from the name, becoming simply Pelforth, and new bottle designs and sizes are commercialised. In 1963 is created the Pelforth Pale, now known as Pelforth Blonde (lager beer), and several other variations follow over the years.



INTRODUCING PELFORTH

The company is first bought by BGI group in 1980, then by the Française de Brasserie (French Breweries), itself owned by Heineken France, in 1988.

Pelforth currently commercialises six different beers, including a (rather unsuccessful) radler. The beer previously known as Pelforth 43 that made the brand's success is now called Pelforth Brune, and is still top of sales.



The brand has had multiple slogans over the years, the current one being “Reprenons gout à l’authenticité” (Let’s enjoy authenticity again). The logo represents a golden pelican, often on a red background; the design has slightly evolved over the years, but never with any drastic changes, keeping the traditional image associated with the brand.

LEGAL FORM

- Property of HEINEKEN ENTREPRISE SAS
- Capital of 130 784 350 euros
- Registered in the registry of businesses and societies of Nanterre under the number 414 842 062
- Head office Immeuble H20, 2 rue des Martinets, 92569 Rueil-Malmaison CEDEX-FRANCE,
- Intercommunity TVA number FR 96 414 842 062

MISSION AND VISION

Since 1921, Pelforth takes a stand as a “defender of taste”. One of the defining features of the Pelforth beer is its “character”, and its respect of tradition. Pelforth’s mission relies on these attributes: fighting for the return of “real” beer, protecting good taste, representing the authenticity of traditional brewing, and placing itself as a model and standard-bearer of that “fight”.

INTRODUCING PELFORTH

PELFORTH'S PRODUCT RANGE

Pelforth sells three main beers: blonde (lager), brune (stout), and ambrée (amber). It also sells three malts beer (started in 2011), spring beer, and an unfortunately unsuccessful radler.



FINANCIAL RESULTS

It is difficult to find reports specifically for Pelforth, but I could find some for its holding company, Heineken France, as far as 2017.

As of 2017, Heineken France's total assets were of 584 100 K€ (a decrease of 15.53 since 2016 and 12.05% since 2015).

The income in 2017 was of 67 393 000€ (67 million), against 142 677 000€ in 2016 (a decrease of 52,77%) and 73 908 000€ in 2015 (a decrease of 8,82%).

As for Heineken itself, the net income of 2020 was of 23 770 M€, a decrease of 16,7 % since 2019.

Overall, the turnover is decreasing over the years, both for Pelforth / Heineken France, and for Heineken.

INTRODUCING PELFORTH

From 06/13/2016 to 06/11/2021



Stock exchange graph from Le Figaro Bourse et Placement

FINANCIAL FORECAST

I could not find any forecast for Pelforth or Heineken France, and had to rely on forecasts for Heineken itself. We can assume that the evolution of the subsidiaries will reflect that of the main company.

According to French financial magazine Le Figaro Bourse et Placement (graph above), Heineken is expected to make a turnover of 22 910,9 M€ in 2022. That's slightly more than the 21 329,6 M€ estimate for 2021, but less than the 23 770 M€ earned in 2020.

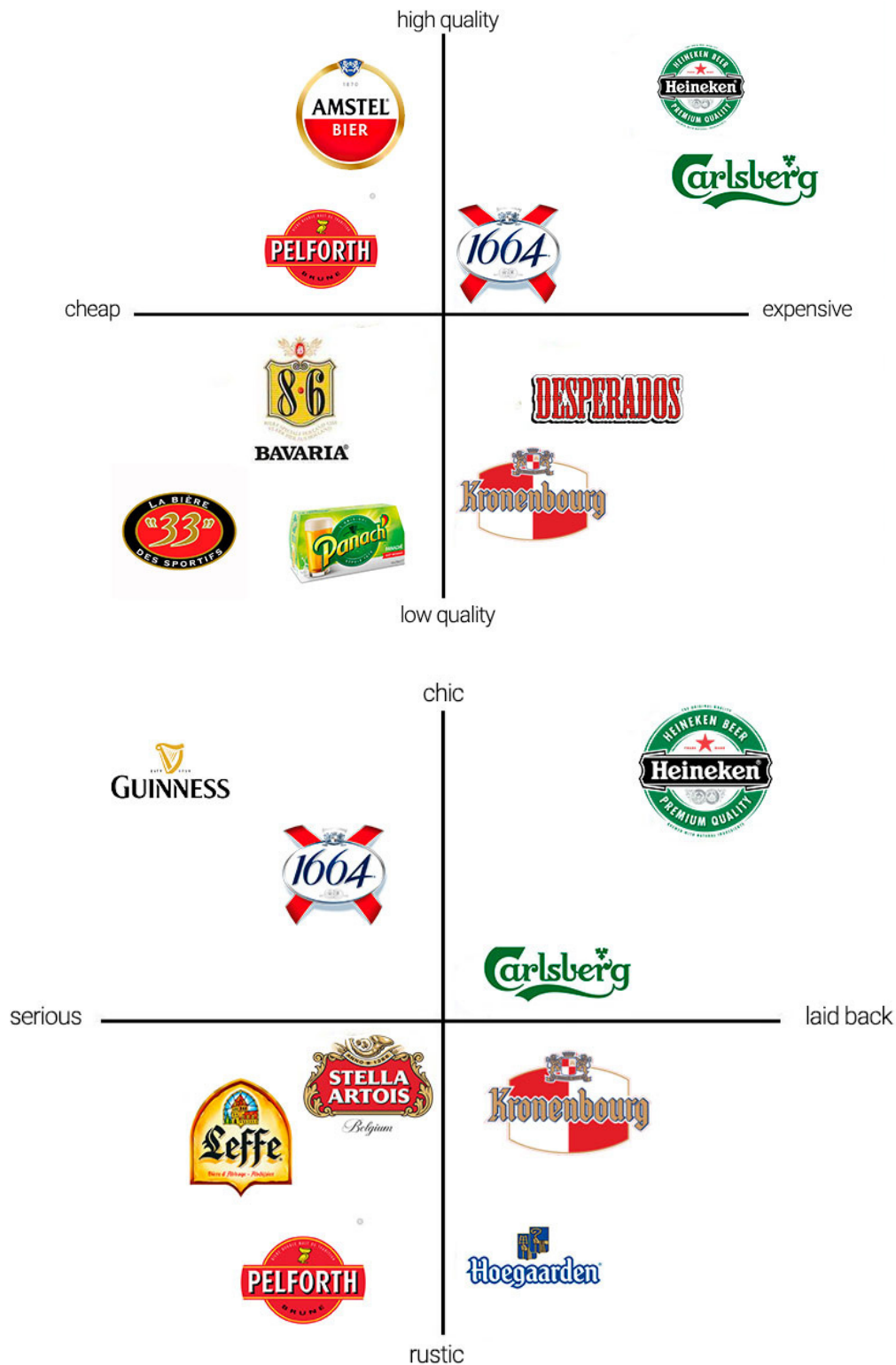
Aside from financial results, the holding company Heineken has strong ambitions for the next decade.

On the environmental plane, the company intends to achieve complete carbon neutrality on the production chain by 2030, and zero wastes in dumps by 2025.

Concerning social aspects, it is aiming for 30% of women in high-responsibility positions by 2025 and 40% by 2030, salary equality and fair remuneration program deployed by 2023.

When it comes to the market itself, Heineken intends to offer two non-alcoholic options in each of their brands, and to continue their communication effort on responsible consumption, pledging 10% of their marketing budget to that effect.

PELFORTH'S BRAND IMAGE



PELFORTH'S BRAND IMAGE

MY BRAND AWARENESS

Pelforth is recognizable mostly by two things: its logo, and its bottle.

The logo is a yellow pelican on a red background, along with the name of the brand; the common point between all declinations of the logo is the bird. The colour scheme (brown, red and yellow) is also easily recognizable. The bottle has a rather stocky shape, which is unusual for beer bottles.



MY BRAND KNOWLEDGE

My knowledge of the brand is limited to their main product range (brune/stout and blonde/lager), and a quick overview of their values (authenticity, tradition, strong character). I tend to mostly remember the technical characteristics of this brand, ie what the packaging looks like, and what the beer tastes like.

I didn't know about the history of Pelforth before writing this report; and considering that the brand doesn't do much communication about its origins, it's likely most of its consumers don't know it either.

MY ATTITUDE TOWARD THE BRAND

I personally have a positive attitude towards Pelforth, it's a brand I enjoy consuming, and a good representation of my general tastes in beer. I think it is reliable – the taste and the quality are consistent across time; and the brand keeps its promises in terms of delivering a beer with a “strong character” and “good taste” (also just taste corresponding to the descriptions it gives). I am not particularly impressed by the brand and don't see it as outstanding, it simply fits my tastes, and it's easier to go back to this specific brand that I can find in any store rather than to craft beers (which I usually pick a random).

MY LOYALTY TOWARD THE BRAND

As mentioned before, Pelforth is the only brand I buy regularly, because it is my favourite out of all the mass distribution brands I have tasted so far. I switch between buying Pelforth, and buying random new brands to try out (usually craft beers, the name of which I forget unless I write it down to buy more later). I am mostly loyal to it out of convenience.

PELFORTH'S BRAND IMAGE

THE BRAND'S VALUES

Pelforth values authenticity and strong character. The beer has a very recognizable taste, which fits with the latter. As for the former, it is intertwined with the “fight for good taste” in the brand’s communication.

THE BRAND'S MARKETING MIX

Product:

beer (brune/stout, blonde/lager, double malt, printemps/spring, radler)

Price:

based on the selling price of blonde Pelforth in the supermarket chain Carrefour

- 3,45€ / case of 6x 25cl bottles (2,30€/L)
- 9,54€ / case of 20x 25cl bottles (1,91€/L)
- 13,81 / barrel of 5L (2,76€/L) (includes a promotion)

Place:

- supermarkets
- bars/pubs/cafes/restaurants/hotels
- alcohol merchants

Promotion:

- print (essentially)
- TV ads
- word of mouth
- collaborations, notably with Brasserie Saint-Germain to celebrate Pelforth’s 100 years

100 anniversary special edition beer labels



PELFORTH'S BRAND IMAGE

TECHNICAL DETAILS

- **Quality:** Pelforth is considered to be of average quality for a relatively low price
- **Packaging:** stocky dark brown bottle, yellow (for blonde) or brown (for brune) label, cardboard packaging with the brand's logo and colour scheme
- **Logo:** yellow pelican on a red circle
- **Accessories:** on occasion, Pelforth sells beer glasses sporting the brand's logo.
- **Assortment:** Pelforth only has one assortment
- **Service:** none

THE BRAND HIERARCHY

Corporate: Heineken



Family: Pelforth



Individual: blonde (lager), brune (stout), double malt...



Modifier: bottle, can, barrel

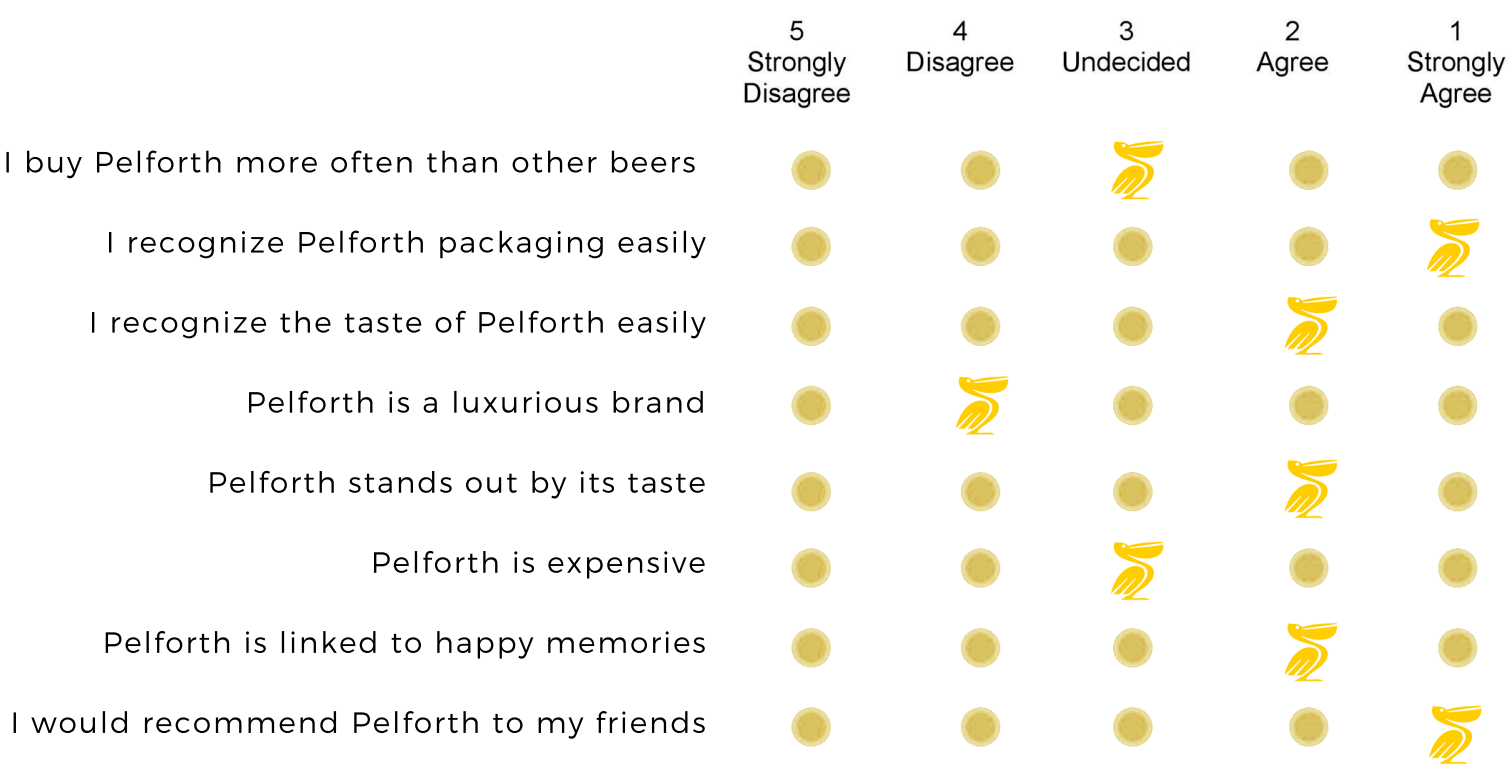


VALUES AND ASSOCIATIONS

BRAND IMAGE STUDY

Study on 21 French students

Average answers:



VALUES AND ASSOCIATIONS

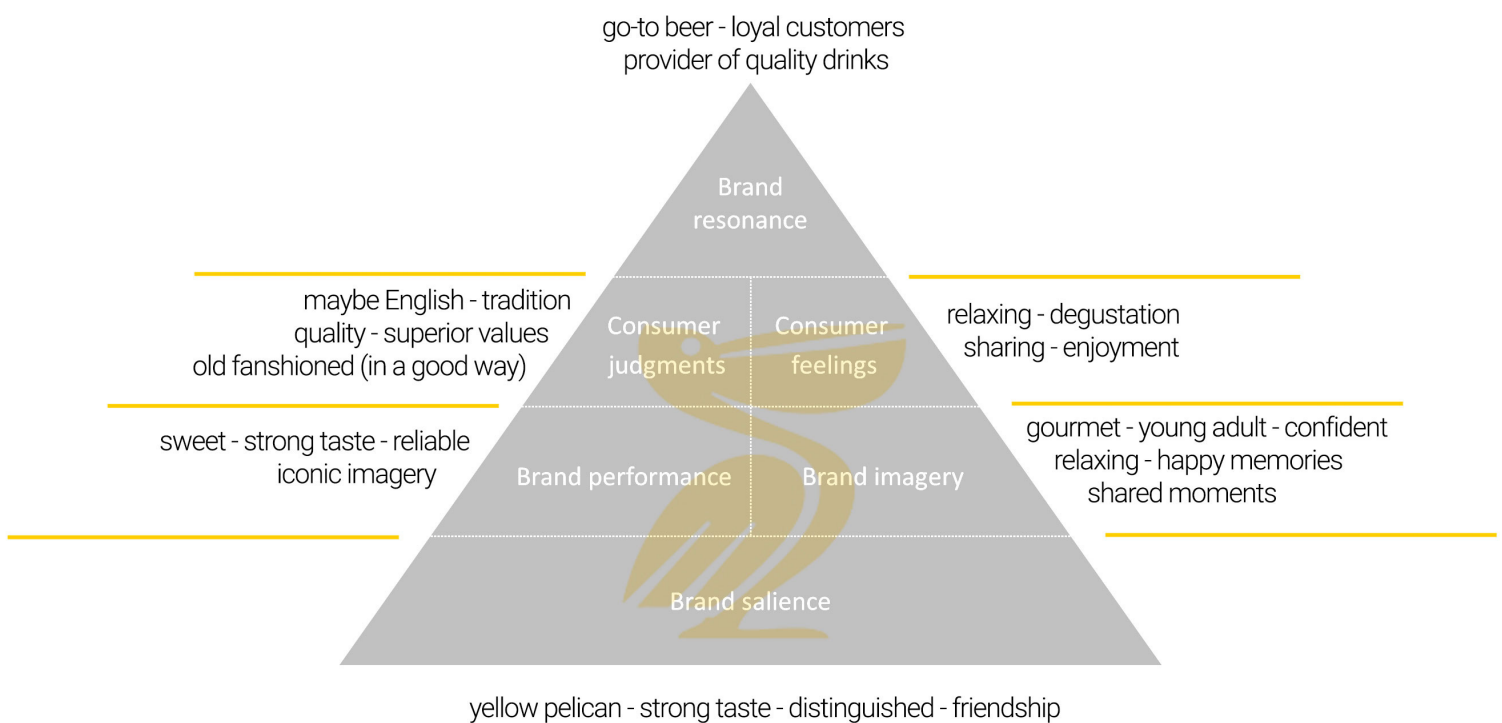
WORDS ASSOCIATED WITH PELFORTH

study on 21 French students



KELLER'S RESONANCE PYRAMID

summary of the brand image



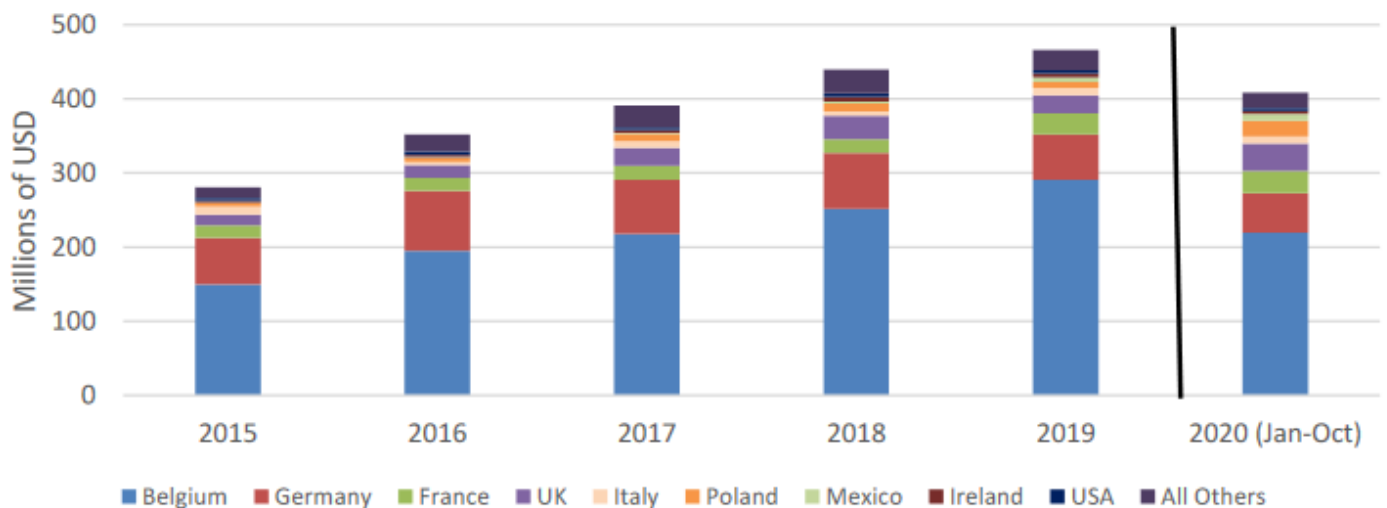
THE DUTCH BEER MARKET

Needless to say, beer is a Big Thing in the Netherlands. It is home of Heineken, one of the three biggest beer companies in the world, and owner of Pelforth. Beer is the largest segment of alcoholic beverage consumption in the Netherlands, and keeps increasing. The number of Dutch breweries has quadrupled over the past eight years, climbing to 800 in 2020; but the market is still extremely concentrated, with 60% accounted for by the top 5 brands. Not to mention, France and the Netherlands share a lot of common culture (see Hoefstede graph).

That is why the Netherlands is the ideal country to extend Pelforth's international reach.

The revenue of the Dutch beer market has gone down slightly in the past year, due to the pandemic, indicating that most beer consumption happens in bars and restaurants rather than at home. However, rising sales via food retailers and online platforms have partly compensated for that decline.

The Dutchies' favourite brew is pale lager (the specialty of Heineken, Bavaria and Grolsch). IPAs and stouts also perform well. That said, the recent years there has been a decrease in the consumption of pilsner, counterbalanced by an increasing demand for craft beers (10% of the market), as well as for low- or non-alcoholic beers (5% of the market, a rise of 25% over the past 8 years). Most of it comes from the Netherlands, but there is an estimated 10% of the market coming from imports. Those come mostly from Belgium (61%), Germany (15%) and France (8%).



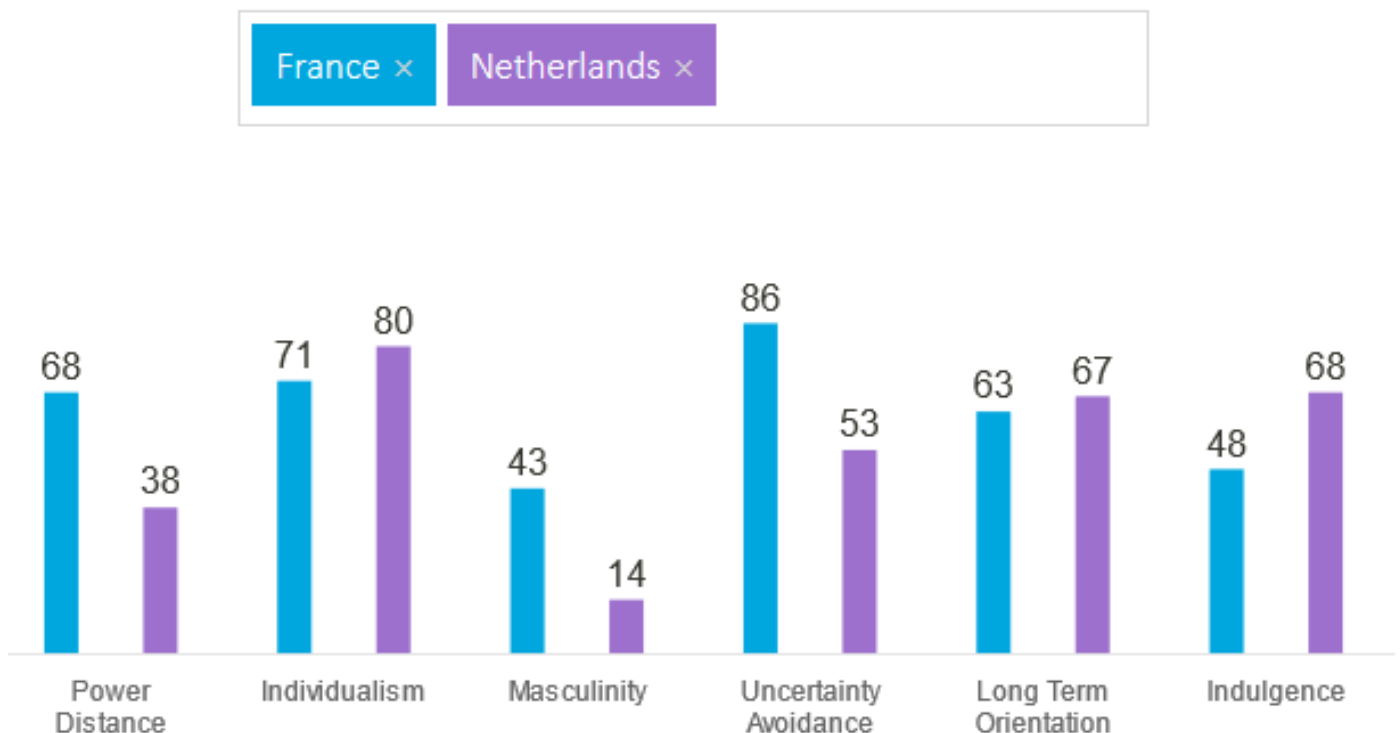
Beer importation in the Netherlands

THE DUTCH BEER MARKET

Demand for “special” beers is also on the rise: the aforementioned craft beers and low-alcohol beers, but also flavoured, organic, gluten-free, barrel-aged... Beers with a distinctive taste (sometimes particularly original (like carrot cake beer), and particular production method (using bourbon, whiskey, or gin barrels), have found a niche that is quickly expanding and taking up a non-negligible part of the market.

Story-telling and brand history plays a big part in Dutch people’s choice of beer, and the perceived uniqueness of a beer can be a big factor of decision. Surprisingly, many drinkers (40%, according to a study) report choosing different beers than 2 years ago; and about 25% of people regularly buy beers that they have never tasted before. American craft beers enjoy a rising popularity, both because of the story-telling aspect, and because of their perceived exoticism. Same goes with beers from Alaska, Hawaii, etc – Dutch people tend to be interested in beers from places they have vacationed at. Packaging plays a part in choice of beer, especially packaging that looks American.

Overall, we can observe a steady shift in the consumption of beer in the Netherlands. While being the native land of pilsner, and having strong roots in traditional beer brewing, Dutch people are very open to novelty and innovation. Craft beers and non-alcoholic beers are gaining in popularity, and interest in imported beers is on the rise.





EXPORT ADVICE FOR PELFORTH

The recent Dutch climate of interest for novelty and exported beers is encouraging for Pelforth. The brand already includes several elements that fit the Dutch market and can be expanded on.

- French beers already make up 8% of the imported beers
- The authentic and rustic elements of Pelforth's branding align with the values of a lot of craft beers
- Pelforth has always communicated on its unique and distinctive taste
- The origin story of the company and its topmost beer recipe, while not particularly used in France, could be a selling argument in the Netherlands

While in France, Pelforth is marketed as a beer "brewed in the North", the regional aspect will not sell in the Netherlands. However, relying on Pelforth's history would be a good strategy: the association of three brewers to revive an old brewery; the pelican symbol coming from the then-popular pelican dance; the English origins of the Pelforth 43 and the reference to 43kg of barley and the 43rd infantry regiment... give the brand a more human and relatable identity.

Marketing should also position itself on Pelforth's particular taste. The caramel and coffee aromas have been a long-standing marketing point of Pelforth. This, coupled to the brand's positioning in a "fight for good taste", would be well received by a Dutch market that focuses on originality and unique taste.

Moreover, Pelforth's recent line of low-alcohol beers (lemon radler and grapefruit radler), while unsuccessful in France, will find a more welcoming market in the Netherlands. It would be a good idea to expand on the radler line and offer more flavours, while staying true to Pelforth's unique taste.



EXPORT ADVICE FOR PELFORTH

In terms of graphic image, Pelforth in the Netherlands should keep its distinctive logo and colours. In a market where a lot of logos represent ingredients of the drink or the place where it is produced, the pelican is likely to stand out, call out, and therefore stick to memory. However, the packaging should be modernized, to follow the general image of craft beers, and especially American ones.

To develop the story-telling aspect of the brand, the name Pelforth 43 should be brought back on the stout beer packaging and labelling. A short text could be added to the back of the package and/or bottle, recounting the history of the brand and the anecdote of the name. Additionally, the anecdote could be mentioned in advertising campaigns, although it should not be the centre point of marketing.

Distribution should happen both in grocery store chains (and later smaller specialised beer stores), and in bars and restaurants. In bars to ride on the wave of post-covid reopening, and give consumers an opportunity to try this new beer outside, with their friends, tying the brand to a happy experience. Then in stores, with a larger array of products (including flavoured radlers), to invite consumers to explore the rest of the product range.

IN CONCLUSION

France and the Netherlands, while having different cultures with different tastes, have one thing they can agree on: their love for good beer.

The Netherlands, being one of the hotbeds of beer brewing as well as a novelty-seeking market, is the perfect place for exporting a brand such as Pelforth. And Pelforth offers many of the characteristics Dutch beer lovers are looking for. With some adjustments in marketing strategy, the Dutch market is a place where Pelforth beer will thrive.

MERK-WIJZER ASSIGNMENT

duolingo



PRIMARY TARGET GROUP

Free access to education would change the world

Learn a new language in an efficient and fun way

Personnified by a character that encourages and accompanies learning

Different individuals learn through different methods

Give easy and free access to online language courses to anyone who wants to learn

Give anyone free access to (language) education



VISUAL IDENTITY



VISUAL IDENTITY

BRAND IDENTITY

LADDERING ASSIGNMENT

Brand: Heineken

Attributes: tasty, refreshing, premium quality, practical

>Heineken is a brand of premium beers sold at an average price; they are prized for their taste and their refreshing qualities; the can format and the small bottle are practical to carry around

Benefits: conviviality, refreshment, good time, celebrating, energy, fun

>The experience around drinking Heineken is one of shared moments and conversations with friends, of celebration of achievements and events, a feeling of energy and fun.

Values: encouraging friendship and exchange, open-mindedness, conversation, authenticity, winning spirit, reaching out to other mindsets and cultures

>The values promoted by Heineken derive from conviviality: reaching out to other cultures and mindsets, to strangers, opening one's horizons with a friendly conversation around a beer, authenticity in one's character (as a reflection of the authentic beer brewed according to tradition)

Possible brand extensions:

>A dating app: setting up people according to similar/compatible personalities but with widely different interests or cultural backgrounds

>A travel agency

>Massive Online Open Courses (MOOC)

POSITIONNING ASSIGNMENT

Brand: Heineken

Main competitors: Corona, Budweiser, Carlsberg

Points of difference:

- >factual: country of origin
- >marketing: international, premium quality, reaching out to people / open-mindedness

Points of parity:

- >factual: beer type (pale lager)
- >marketing: target audience 21-35 y.o, authenticity, friendship, celebration

high quality



"THE GREATEST MOVIE EVER SOLD" ANALYSIS ASSIGNMENT



1-

The goal of the research in this documentary, is to show the general public what goes on behind the scenes of the entertainment industry, when it comes to sponsorship and advertisement. That is, the processes to find funding, the kind of contracts that can be passed between a brand and a content creator, the obligations, the kind of places where advertisement might be hidden, the level of freedom that content creators have, the kind of laws in place to protect the consumers... etc.

2-

Morgan Spurlock is trying to achieve a certain level of transparency in the way his movie is sponsored. He wants to raise awareness about advertisement and its place in everyday life and especially in artistic fields, in a rather cynical way. He is also testing the limits of creative freedom, by trying to make a transparent and truthful documentary about brands, sponsored by brands whose best interest is to control and curate everything that is said about them.

3-

In general, brand personality is the elements of identity that will make a brand unique and relatable to its consumers. It is what makes two similar chicken fast food chains distinct, for example. It is a way to be recognizable and memorable. In the setting of advertising partnerships, and more specifically in this movie, it is what allows two brands to be "compatible". In a partnership, the two brands must bring each other mutual benefits, which is only possible if they have a similar level of popularity, and a similar reputation. Otherwise, one might discredit the other and make it lose valuable customers. That is why, in this movie, Morgan Spurlock defines what his brand personality is, so that he can better introduce himself in terms of benefits, market, target group, reputation, etc, and find partners that would be suitable for his movie and who might benefit from his own popularity.

4-

The main concerns of the brands in regards to sponsoring the movie is their credibility. Advertising and marketing isn't usually well regarded, especially the sort of insidious and hidden marketing techniques that Spurlock's movie shines a light on. One of Spurlock's goals being to show the restrained level of creative freedom sponsored movie directors have, that may show the brands as manipulating. In the end, the movie doesn't particularly paint advertising in a bad light (possibly because of the influence of its stakeholders), it stays rather objective, but that may not have been obvious to the brands in Spurlock's pitch, especially with the ridiculously over-the-top and obnoxious spot ideas he gave them. The brands may have feared that being associated with this movie would give them a bad reputation. Or, inversely, that it wasn't serious enough, that it would flop and be a waste of money.

5-

I think there is some part of truth in advertising, but mostly because it is forced to be there by legislation and need for credibility. Brands' goal is to make the biggest profit possible, which implies lowering production costs (optimizing processes, paying low wages and using cheap materials), and selling to the largest amount of people. This is where advertising comes in: they need to control their image, and make people want to buy the product, by showing it in the best light possible, regardless of the product's actual quality. If brands could get away with it, they would lie about their products all the time.

That said, in order to retain long-term customers, brands need credibility, and they can't go around advertising completely untrue properties of their products, or they'll be labelled as liars by the general public. It is in the brands' interest to find a balance between transparency and glamour. Too much honesty and they'll make their flaws their most visible characteristic; too much obnoxious over-estimation of their product and they'll lose credibility.