

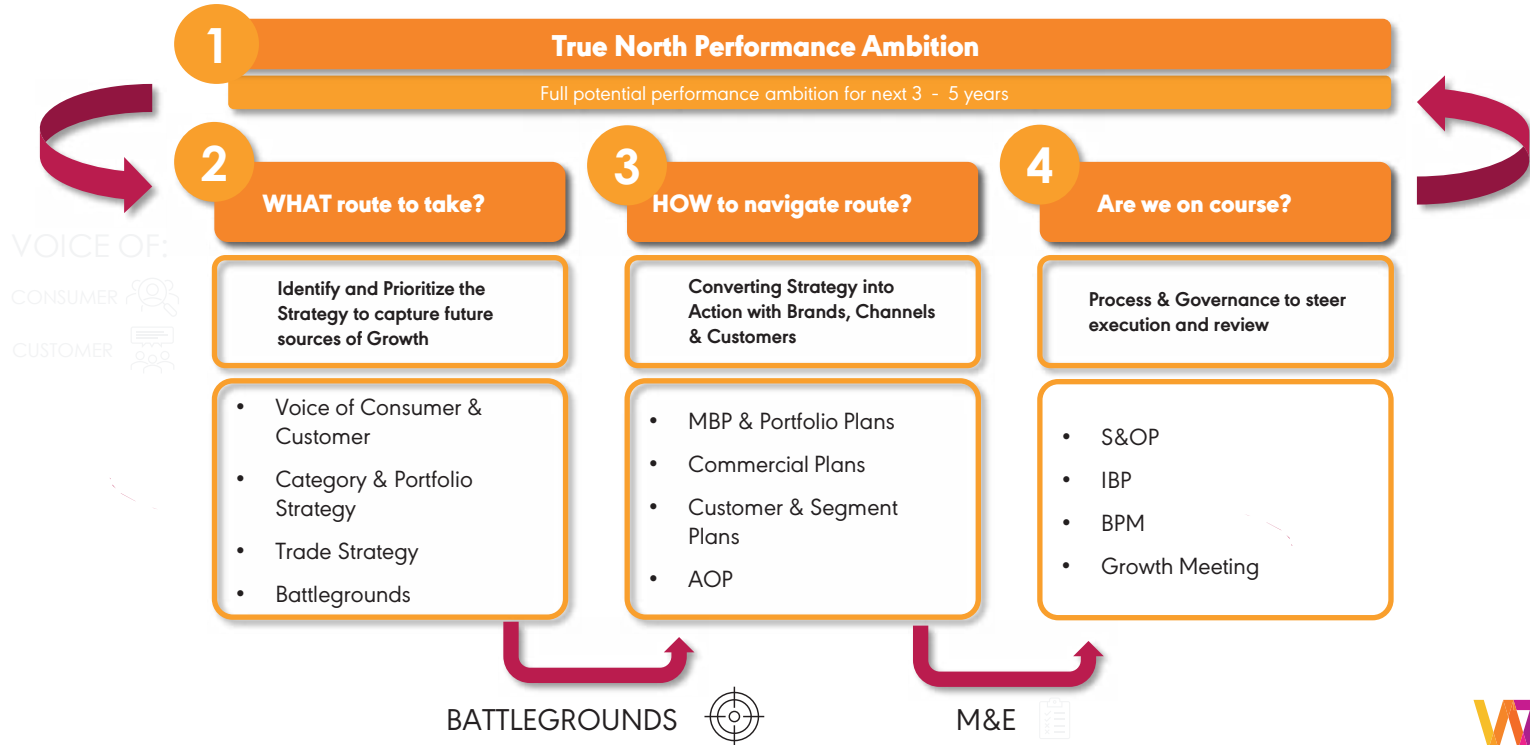


CCA
Battlegrounds

What Is A Battleground?



A **Battleground** is a must-win area where the **three CCA strategies** converge, defining the **route to take** with major focus and prioritization.





Critical components:

- 1) **When? What?** Area of subcategory/portfolio to reach key occasions & motivations.
- 2) **With?** Key SubBrands
- 3) **Where?** Trade landscape
- 4) **What is winning?** KPIs to measure success



Example: "Improve margin by +2% and drive **penetration** by encouraging consumers to trade up from **Super to Ultra Premium Scotch**, targeting indulgent and relax **at home moments** on **Modern**"

Benefits:

- Every activity or initiative from our Annual Commercial Plan will be linked to a battleground!
- Total Investment by battleground by market
- Average ROI% by battleground
- Facilitates builds & challenges

CCA's ambition is to expand our TBA share from 8% to 16% by whilst *consistently* being accretive to DIAGEO

Evolving from a £330M to £600M NSV, delivering consistent Operating Margin

Occasions	MAXIMIZE POTENTIAL IN SAVOUR & IMPRESS MOMENTS		DISRUPT INTO CASUAL TO LIVELY GET-TOGETHERS		
Vision	To create the best performing, most trusted and respected consumer products company in DIAGEO				
Mission	To be the most <i>disruptive and progressive TBA player</i> in DIAGEO, expanding our footprint by 700 bps through our portfolio and investment choices				
Strategic Pillars	Lead Spirits Premiumization		Shape New Frontiers		
	Trading up from mainstream to Premium Core & Reserve growing value ahead of category		Increase our relevance in Easy social occasions maximizing TBA penetration		
	Boost premium moments at full potential	Crack further into Gifting occasions	Grow relevance in Beer & RTD	Lead Drinks Revolution	
Portfolio	Scotch DLX & Tequila	Scotch SDLX & DLX	Beer & RTD	Primary & STD Scotch	
Outcome	2x Premium Core	4x Reserve	Positive Drinking 10M Consumers reach	+3pp TBA Penetration +2.2 M Consumers	Coverage 60% of the Universe
Enablers	Highly Diverse and Engaged Talent- Inclusive Culture				
	Partner & Supply Transformation	Business Insights Ecosystem		Elevated Trust	

* Confidential-Diageo Recipients Only *



LEAD SPIRITS PREMIUMIZATION

OPPORTUNITIES

- 1 Increasing importance of At-home celebrations and the consumers wanting to be recognized as *Great Hosts*
- 2 Consumers want to *Impress and Stand out* in Moments of celebration

CHALLENGES

- 3 Spirits perceived as 'impersonal' as barrier to grow in *Gifting* occasion

SHAPE NEW FRONTIERS

OPPORTUNITIES

- 1 Growth of the *switching moment* from Casual Moments to Connect to Lively Upbeat Moments
- 2 Growing trend behind holistic mindset and *better-for-me* options

CHALLENGES

- 3 *Cracking Easy social* moments and the default choice to Beer

BATTLEGROUND ARE LINKED TO OUR STRATEGIC PILLARS AND CONNECT CCA'S STRATEGIES WITH MBP s AND CCA'S AMBITION

LEAD SPIRITS PREMIUMIZATION

Trading up from mainstream to Premium Core & Reserve, growing value ahead of category.

1

Boost Premium Moments

Impress & Stand Out
Memorable Moments

2

All-year round gifting

Year long Salience
Special Gift

3

Easy Social

Simple Drinks
Better-for-me

4

Casual shift into Lively

Own the Switching
Moments












SHAPE NEW FRONTIERS

Increase our relevance in Easy social occasions, maximizing TBA penetration sourcing from Beer & Local Spirits.

BATTLEGROUND LINKED TO CCA'S STRATEGIC PILLARS

CCA BATTLEGROUND BY MARKET

Dom Rep 

Strategic PILLAR:	Lead Spirits Premiumization: Boost Premium Moments	Lead Spirits Premiumization: All-year round Gifting	Shape New Frontiers: Easy Social	Shape New Frontiers: Casual shift into Lively
BATTLEGROUND	Grow Premium & above ahead of Total Spirits by trading up from mainstream TBA to Premium Core & Reserve Spirits at Savour & Impress occasions, leading the experience at home in Off-trade & E-commerce and show-off moments in On-trade .	Increase penetration and consideration by educating gifters all year round, on choosing Premium+ Scotch & Reserve Spirits vs. other gifting options at Every-day occasions via ATL (consideration) and Off-trade & E-commerce (gifting)	Increase Market Share within TBA from 6.6% to 8.1% by offering attractive, tasty simple drinks, suitable for Easy Social occasions through STD Portfolio & RTD , while increasing mental & physical Availability and educating consumers across channels (where beer is relevant)	Recruit from beer and local spirits by owning the switching moments from Casual into Lively/Upbeat get-togethers with Premium Scotch , focusing on the On-trade & Out-trade by increasing penetration from xxx to xxx within Lively Upbeat occasions.
WHEN? WHAT?	 MOMENTS TO SAVOUR & APPRECIATE +  SPECIAL MOMENTS TO CELEBRATE & IMPRESS Premium & Reserve Spirits	 SPECIAL MOMENTS TO CELEBRATE & IMPRESS &  CASUAL MOMENTS TO CONNECT WITH OTHERS Premium Scotch & Reserve Spirits	 CASUAL MOMENTS TO CONNECT WITH OTHERS Standard Portfolio & RTD	 CASUAL MOMENTS TO CONNECT WITH OTHERS >>>  LIVELY UPBEAT MOMENTS Premium Scotch
WITH? Brand Specific Platforms				
Category or multi-brand platforms	<ul style="list-style-type: none"> Great Hosts Platform (off-trade) World Class / Cocktail Fest (On-trade) Brands: JW, Singleton, Tanq10, DJ, Old Parr* 	<ul style="list-style-type: none"> Gifting Platform (off-trade) Brands: All Premium & SuperDix Scotch & Reserve Spirits 	<ul style="list-style-type: none"> World Cup Platform Summer Drinks Platform Brands: B&W, JW Red, TanqLD, Gardons, Smice 	
WHERE?	<p>Education - Experience at Home: Off-trade: Bulk, Modern, Liquor Stores & On demand, Ecommerce groceries (specialty stores)</p> <p>Consideration - Show-Off & Memorable Moments: On-trade: Night Clubs Rsv/G, Restaurants Rsv/G, Bars Rsv/G / Out-trade: NYE events, private events, and VIP area in concerts</p>	<p>Consideration & All-year round Salience: Off-trade: Bulk, Modern, Independent SM, On demand, Ecommerce Groceries (specialty stores)</p>	<p>Easy Social - Simple Drinks: Off-trade: Small Grocery Stores (Colmados), Liquor Stores, Traditional Hybrid, Wholesalers, Convenience Stores & On Demand / On-trade: Bars S and Rests S + amplify thru Digital Marketing Better-for-me (SMF Intusions): On-trade, Off-trade, & Tactical Out-trade (low tempo)</p>	<p>Switching Moments: On-trade: Bars G + Night Clubs G/S Out-trade: Live music concerts (high energy)</p>
KPIs What is winning?	<p>Sell-In: NSV Growth % vs LY (% of Diageo Prem & Super Dix ahead of Total Diageo Spirits)</p> <p>Sell-Out: Retail Growth % vs LY (% of Prem & Super Dix Whisky ahead of Total Whisky)</p> <p>*Available sell out data in the market</p> <p>Diageo brands penetration growth within Occasion (+ 1.8 pps via BGS)</p>	<p>Annual BGS Gifting Study (May '23 vs LY):</p> <p>Increase Whisky penetration in Gifting occasions (available for Diageo Main Scotch brands only)</p> <p>Increase association to "Are brands I would choose to give as a gift" (available for Johnnie Walker only)</p>	<p>Increase Diageo market share within TBA from 6.6% to 8.1%</p> <p>Diageo brands penetration growth within Easy Social Occasions (+ 1.7 pps via BGS)</p> <p>Increase numeric distribution (5% monthly average Growth to achieve FY 14,075 POS)</p>	<p>Diageo brands penetration growth within Easy Social Occasions (+ 1.7 pps via BGS)</p> <p>Guarantee additional JCPs in Top accounts & Sponsorships in Out-trade vs LY</p>

*OP12 focused on Bars & Rests driven by Trade Spend

*Compare growth drivers' performance of JWR vs B&W

CCA BATTLEGROUNDS BY MARKET

Costa Rica 

Strategic PILLAR:	Lead Spirits Premiumization: Boost Premium Moments	Lead Spirits Premiumization: All-year round Gifting	Shape New Frontiers: Easy Social	Shape New Frontiers: Casual shift into Lively
BATTLEGROUND	Grow Premium & above ahead of Total Spirits by trading up from mainstream TBA to Standard, Premium, & Reserve Spirits at Savour & Impress occasions, leading the experience at home in Off-trade & E-commerce and memorable moments in On-trade.	Increase penetration and consideration by educating gifters all year round, on choosing Premium+ Scotch & Reserve Spirits vs. other gifting options at Every-day occasions via ATL (consideration) and Off-trade & E-commerce (gifting)	Increase Market Share within TBA from 10% to 11% by offering attractive, tasty simple drinks, suitable for Easy Social occasions through STD Portfolio, RTD, & Beer, while increasing mental & physical Availability and educating consumers across channels (where beer is relevant)	Recruit from beer and local spirits by owning the switching moments from Casual into Lively Upbeat get-togethers with Premium Scotch & STD Vodka, focusing on the On-trade & Out-trade by increasing penetration from xxx to xxx within Lively Upbeat occasions.
WHEN? WHAT?	 SPECIAL MOMENTS TO CELEBRATE & IMPRESS Standard, Premium & Reserve Spirits	 SPECIAL MOMENTS TO CELEBRATE & IMPRESS &  FAMILIAR MOMENTS TO UNWIND & CHILL OUT Premium+ Scotch & Reserve Spirits	 FAMILIAR MOMENTS TO UNWIND & CHILL OUT &  CASUAL MOMENTS TO CONNECT WITH OTHERS Standard Portfolio, RTD, & Beer	 CASUAL MOMENTS TO CONNECT WITH OTHERS >>>  LIVELY UPBEAT MOMENTS Premium Scotch & Std Vodka
WITH? Brand Specific Platforms				
Category or multi-brand platforms	<ul style="list-style-type: none"> Great Hosts Platform* (Off-trade) World Class / Cocktail Fest (On-trade) Brands: JW, Singleton, Tanq10, DJ * +Standard Spirits Portfolio (only in Great Hosts)	<ul style="list-style-type: none"> Gifting Platform (off-trade) Brands: All Premium & SuperDlx Scotch & Reserve Spirits	<ul style="list-style-type: none"> World Cup Platform Summer Drinks Platform Brands: B&W, JW Red, TanqLD, Gordons, SMF TM	
WHERE?	Legend for On-trade: Acids: B= Reserve, G = Gold, S = Silver, B = Bronze Off-trade: Bulk, Modern, Specialty Stores & On demand, Ecommerce groceries (specialty stores) Consideration - Memorable Moments: On-trade: Restaurants Rsv/G, Bars Rsv/G, Hotels Rsv/G On-trade: Live music concerts, NYE events, and Private celebrations	Consideration & All-year round Saleance: Off-trade: Bulk, Modern, Specialty Stores, On demand, Ecommerce Groceries (specialty stores) + amplify thru Digital Marketing	Easy Social – Simple Drinks: Off-trade: Modern, Convenience Stores, Independent SM, Liquor Stores, Small Groceries, Wholesalers, On demand & B2B On-trade: Bars S/B + Hotel G/S + Rest S/B + amplify thru Digital Marketing Better for me (Smile Light & SMF Infusions); On, Off & Out-trade (Focus for Spices & Tinctures for Infusions)	Switching Moments: On-trade: Bars G + Night Clubs G/S Out-trade: Live music concerts (only Vodka)
KPIs What is winning?	Sell-In: NSV Growth % vs LY (% of Diageo Prem & Super Dlx ahead of Total Diageo Spirits) Sell-Out: Retail Growth % vs LY (% of Prem & Super Dlx Spirits ahead of Total Spirits)* *Available sell out data in the market Diageo brands penetration growth within Occasion (+ 1.4 pps via BGS)	Annual BGS Gifting Study (May '23 vs LY): Increase Whisky penetration in Gifting occasions (available for Diageo Main Scotch brands only) Increase association to "Are brands I would choose to give as a gift" (available for Johnnie Walker only)	Increase Diageo market share within TBA from 10% to 11% Diageo brands penetration growth within Easy Social Occasions (+ 1.1 pps via BGS) Increase numeric distribution (3% monthly average growth to achieve FY 7400 POS)	Diageo brands penetration growth within Easy Social Occasions (+ 1.1 pps via BGS) Guarantee additional JCPs in Top accounts & Sponsorships in Out-trade vs LY

CCA BATTLEGROUNDS BY MARKET


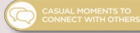


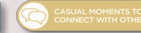
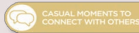
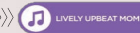




Panama 

Strategic PILLAR:	Lead Spirits Premiumization: Boost Premium Moments	Lead Spirits Premiumization: All-year round Gifting	Shape New Frontiers: Easy Social	Shape New Frontiers: Casual shift into Lively
BATTLEGROUND	<p>Grow Premium & above ahead of Total Spirits by trading up from mainstream TBA to Premium Core & Reserve Spirits at Savour & Impress occasions, leading the experience at home in Off-trade & E-commerce and memorable moments in On-trade.</p>	<p>Increase penetration and consideration by educating gifters all year round, on choosing Premium+ Scotch & Reserve Spirits vs. other gifting options at Every-day occasions via ATL (consideration) and Off-trade & E-commerce (gifting)</p>	<p>Increase Market Share within TBA from 8.95% to 10% by offering attractive, tasty simple drinks, suitable for Easy Social occasions through STD Portfolio, RTD, & Beer, while increasing mental & physical Availability and educating consumers across channels (where beer is relevant)</p>	<p>Recruit from beer and local spirits by owning the switching moments from Casual into Lively/Upbeat get-togethers with Premium Scotch & STD Vodka, focusing on the On-trade & Out-trade by increasing penetration from xxx to xxx within Lively Upbeat occasions.</p>
WHEN? WHAT?	 +  Premium & Reserve Spirits	 &  Premium Scotch & Reserve Spirits	 Standard Portfolio, RTD, & Beer	 >>>  Premium Scotch & Std Vodka
WITH? Brand Specific Platforms	 <ul style="list-style-type: none"> Great Hosts Platform (off-trade) World Class / Cocktail Fest (On-trade) Brands: JW, Singleton, Tanq10, DJ 	 <ul style="list-style-type: none"> Gifting Platform (off-trade) Brands: All Premium & SuperDix Scotch & Reserve Spirits 	 <ul style="list-style-type: none"> World Cup Platform Summer Drinks Platform Brands: STD Scotch, TanqLD, Gordons, SMF TM 	 <ul style="list-style-type: none"> Old Parr 12* (tactic commercial initiatives in Local music events) *not a category platform
WHERE?	<p>Education - Experience at Home: Off-trade: Bulk, Modern, Speciality Stores & On demand, Ecommerce groceries (specialty store), TheBar.com</p> <p>Consideration - Memorable Moments: On-trade: Night Clubs Rsv/G, Rests Rsv/G, Bars Rsv/G Out-trade: Concerts VIP, NYE events, Private events.</p>	<p>Consideration & All-year round Salience: Off-trade: Bulk, Modern, Speciality Stores On demand, Ecomm grocery (specialty store), TheBar.com</p>	<p>Easy Social - Simple Drinks: Off-trade: Modern, Indep SM, Liquor S, Convenience, Small Groceries, On demand, Ecomm groceries (Omni) On-trade: Bars G/S + Restaurants G/S + amplify thru Digital Marketing Better-for-me (Smice Light & SMF Infusions): On, Off & Out-trade (Focus for Smice & Tactical for Infusions)</p>	<p>Switching Moments: On-trade: Bars G + Night Clubs Rsv/G Out-trade: Live music concerts (high energy)</p>
KPIs What is winning?	<p>Sell-in: NSV Growth % vs LY (% of Diageo Prem & Super Dix ahead of Total Diageo Spirits) Sell-Out: Retail Growth % vs LY (% of Prem & Super Dix Spirits ahead of Total Spirits* *Available sell out at in the market) Diageo brands penetration growth within Occasion (+ 2.3 pps via BGS)</p>	<p>Annual BGS Gifting Study (May '23 vs May'21): Increase Whisky penetration in Gifting occasions (available for Diageo Main Scotch brands only) Increase association to "Are brands I would choose to give as a gift" (available for Johnnie Walker only)</p>	<p>Increase Diageo market share within TBA from 8.95% to 10% Diageo brands penetration growth within Easy Social Occasions (+ 1.6 pps via BGS) Increase numeric distribution (3% monthly average Growth to achieve FY 4800 POS)</p>	<p>Diageo brands penetration growth within Easy Social Occasions (+ 1.6 pps via BGS) Guarantee additional JCPs in Top accounts & Sponsorships in Out-trade vs LY</p>

Legend for On-trade Accts: Rsv = Reserve, G = Gold, S = Silver, B = Bronze

CCA BATTLEGROUND BY MARKET

Puerto Rico 

Strategic PILLAR:	Lead Spirits Premiumization: <i>Boost Premium Moments</i>	Lead Spirits Premiumization: <i>All-year round Gifting</i>	Shape New Frontiers: <i>Easy Social</i>	Shape New Frontiers: <i>Casual shift into Lively</i>
BATTLEGROUND	Grow Premium & above ahead of Total Spirits by trading up from mainstream TBA to Premium Core & Reserve Spirits at Savour & Impress occasions, leading the experience at home in Off-trade & E-commerce and memorable moments in On-trade .	Increase penetration and consideration by educating gifters all year round, on choosing Premium+ Scotch & Reserve Spirits vs. other gifting options at Every-day occasions via ATL (consideration) and Off-trade & E-commerce (gifting)	Increase Market Share within TBA from 5.6% to 6.5% by offering attractive, tasty simple drinks, suitable for Easy Social occasions through STD Portfolio, RTD, & Beer , while increasing mental & physical Availability and educating consumers across channels (where beer is relevant)	Recruit from beer and local spirits by owning the switching moments from Casual into LivelyUpbeat get-togethers with STD & Prem Scotch , focusing on the On-trade & Out-trade by increasing penetration from xxx to xxx within Lively Upbeat occasions.
WHEN? WHAT?	  Premium & Reserve Spirits	  Premium+ Scotch & Reserve Spirits	  Standard Portfolio, RTD*, & Beer*	  Premium Scotch
WITH? Brand Specific Platforms				
Category or multi brand platforms	<ul style="list-style-type: none"> Great Hosts Platform (off-trade) World Class / Cocktail Fest (On-trade) Brands: JW, Singleton, Tanq10, DJ TM 	<ul style="list-style-type: none"> Gifting Platform (off-trade) Brands: All Premium & SuperDix Scotch & Reserve Spirits 	<ul style="list-style-type: none"> World Cup Platform Summer Drinks Platform Brands: JWR, B&W**, TanqLD 	
WHERE?	<p>Education - Experience at Home: Off-trade: Bulk, Modern, Specialty Stores, On demand, Ecommerce groceries (specialty stores) Consideration - Memorable Moments: On-trade: Restaurants Rsv/G, Bars Rsv/G, Hotels Rsv Out-trade: VIP area in concerts, NYE & Private events</p>	<p>Consideration & All-year round Salience: Off-trade: Bulk, Modern, Independent SM, Specialty Stores & On demand, Ecommerce Groceries (specialty stores)</p>	<p>Easy Social - Simple Drinks: Off-trade: Modern, Small Grocery Stores, Convenience Stores, On Demand, Ecommerce groceries (Omni) On-trade: Hotels G/S and Rests G/S, "Chinchorros" + amplify thru Digital Marketing <i>Better-for-me (SMF Infusions): On-trade & Off-Trade</i></p>	<p>Switching Moments: On-trade: Bars G/S + Night Clubs G/S Out-trade: Live music concerts (high energy)</p>
Legend for On-trade Accts: Rsv = Reserve, G = Gold, S = Silver, B = Bronze				
KPIs What is winning?	<p>Sell-In: NSV Growth % vs LY (% of Diageo Prem & Super Dix ahead of Total Diageo Spirits) Sell-Out: Retail Growth % vs LY (% of Prem & Super Dix Spirits ahead of Total Spirits) *Available sell out ata in the market Diageo brands penetration growth within Occasion (+ 3.4 pps via BGS)</p>	<p>Annual BGS Gifting Study (May '23 vs LY): Increase Whisky penetration in Gifting occasions (available for Diageo Main Scotch brands only) Increase association to "Are brands I would choose to give as a gift" (available for Johnnie Walker only)</p>	<p>Increase Diageo market share within TBA from 5.6% to 6.5% Diageo brands penetration growth within Easy Social Occasions (+ 3.4 pps via BGS) Increase numeric distribution (3% monthly average Growth to achieve FY 3,000 POS)</p>	<p>Diageo brands penetration growth within Easy Social Occasions (+ 3.4 pps via BGS) Guarantee additional JCPs in Top accounts & Sponsorships in Out-trade vs LY</p>

*RTD & Beer TBD on PR Deepdive / **B&W launch TBD by innovation

CCA STRATEGIC GUIDELINES

- TIER 2-4 MARKETS

Venture Central Am.

Strategic PILLAR:	Lead Spirits Premiumization: <i>Boost Premium Moments</i>	Lead Spirits Premiumization: <i>All-year round Gifting</i>	Shape New Frontiers: <i>Easy Social</i>	Shape New Frontiers: <i>Casual shift into Lively</i>
BATTLEGROUND	Grow Premium & above ahead of Total Spirits by trading up from mainstream TBA to Standard Core, Premium Core & Reserve Spirits leading the experience at home in Off-trade & E-commerce and memorable moments in On-trade.	Increase penetration and consideration by educating gifters all year round, on choosing Premium+ Scotch & Reserve Spirits vs. other gifting options via ATL (consideration) and Off-trade & E-commerce (gifting)	Increase Market Share within TBA by offering attractive, tasty simple drinks, through STD Portfolio, RTD, & Beer, while increasing mental & physical Availability and educating consumers across channels (where beer is relevant)	Recruit from beer and local spirits by owning the Casual into Lively get-togethers with Premium Scotch & STD Vodka, focusing on the On-trade & Out-trade by increasing penetration.
WHAT?	Standard, Premium & Reserve Spirits	Premium Scotch & Reserve Spirits	Standard Portfolio & RTD	Premium Scotch & Std Vodka
WITH? Brand Specific Platforms				
Category or multi brand platforms	<ul style="list-style-type: none"> Great Hosts Platform* (off-trade) World Class / Cocktail Fest (On-trade) Brands: Premium Scotch, Malts, T10, DJ TM *+Standard Scotch if relevant (only in Great Hosts)	<ul style="list-style-type: none"> Gifting Platform (off-trade) Brands: All Premium & SuperDlx Scotch & Reserve Spirits	<ul style="list-style-type: none"> World Cup Platform Summer Drinks Platform Brands: JWR, Vat69, B&W, Guinness, TanqLD, SMF TM	
WHERE?	Education - Experience at Home: Off-trade: Modern Trade (key subchannels by country) & Ecommerce Consideration - Memorable Moments: On-trade: Night Clubs Rsv/G, Rests Rsv/G, Bars Rsv/G Out-trade: Concerts VIP, NYE events, Private events.	Consideration & All-year round Salience: Off-trade: Modern Trade (key subchannels by country), ISM, On demand, Ecommerce groceries (specialty store)	Easy Social - Simple Drinks: Off-trade: Mainly Traditional Trade (WS & M&P), Modern (key subchannels by country), Ecommerce On-trade: Bars G/S/B + Restaurants G/S/B + amplify thru Digital Marketing Better-for-me (Smice Light & SMF Infusions): On, Off & Out-trade (Focus for Smice & Tactical for Infusions)	Switching Moments: On-trade: Bars G + Night Clubs Rsv/G Out-trade: Live music concerts (high energy)

Legend for On-trade Accts: Rsv = Reserve, G = Gold, S = Silver, B = Bronze

*Singleton in markets where it is launched

CCA STRATEGIC GUIDELINES – TIER 2-4 MARKETS

Venture CAR

Strategic PILLAR:	Lead Spirits Premiumization: Boost Premium Moments	Lead Spirits Premiumization: All-year round Gifting	Shape New Frontiers: Easy Social	Shape New Frontiers: Casual shift into Lively
BATTLEGROUND	Grow Premium & above ahead of Total Spirits by trading up from mainstream TBA to Premium Core & Reserve Spirits leading the <i>experience at home in Off-trade & E-commerce and memorable moments in On-trade.</i>	Increase penetration and consideration by educating gifters all year round, on choosing Premium+ Scotch & Reserve Spirits vs. other gifting options via ATL (consideration) and Off-trade & E-commerce (gifting)	Increase Market Share within TBA by offering attractive, tasty simple drinks, through STD Portfolio, RTD, & Beer , while increasing mental & physical Availability and educating consumers across channels (where beer is relevant)	Recruit from beer and local spirits by owning the Casual into Lively get-togethers with Premium Scotch & STD Vodka , focusing on the On-trade & Out-trade by increasing penetration.
WHAT?	Premium & Reserve Spirits	Premium Scotch & Reserve Spirits	Standard Portfolio, RTD, & Beer	Premium Scotch & Std Vodka
WITH? <small>Brand Specific Platforms</small>	 <p>+ Other Key Brands from Prem & Reserve Spirits according to each market</p>	 <p>+ Other Key Brands from Prem & Reserve Spirits according to each market</p>	 <p>+ Other Key Brands from Standard portfolio Spirits according to each market</p>	
Category or multi-brand platforms	<ul style="list-style-type: none"> Great Hosts Platform (off-trade) Brands: OP, Buchanan's World Class / Cocktail Fest (On-trade) Brands: JW, Singleton, Tanq10, DJ 	<ul style="list-style-type: none"> Gifting Platform (off-trade) Brands: All Premium & SuperDix Scotch & Reserve Spirits 	<ul style="list-style-type: none"> World Cup Platform Brands: STD Scotch, OP, SMF TM, Cap Morgan, J&B, Gordons Summer Drinks Platform Brands: STD Scotch, JWB, TanqLD, Cap Morgan, SMF TM, J&B, Ketel One, Gordons, DJ, Ciroc 	
WHERE?	<p>Education - Experience at Home: Off-trade: Modern Trade & Traditional Trade (key subchannels by country) Consideration - Memorable Moments: On-trade & Out-trade: Hotels Rsv/G, Restaurants Rsv/G, Bars Rsv/G, Live music: Concerts + VIP, NYE events, Private events</p>	<p>Consideration & All-year round Salience: Off-trade: Modern Trade & Traditional Trade (key subchannels by country)</p>	<p>Easy Social – Simple Drinks: Off-trade: Traditional Trade (key subchannels by country), Modern Trade (B&W Orange) + amplify thru Digital Marketing On-trade & Out-trade: Bars G/S, Rest G/S, Hotel S, (Gin for Gold outlets)</p>	<p>Switching Moments: On-trade & Out-trade: Bars G + Night Clubs Rsv/G</p>
<p><small>Legend for On-trade Accts: Rsv = Reserve, G = Gold, S = Silver, B = Bronze</small></p>				