

**NEW TRENDS OF THE PRODUCT  
PROMOTION IN PILSNER URQUELL IN  
PILSEN COMPARED WITH THE  
MILLERCOORS IN MILWAUKEE**

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# 1 Introduction

MillerCoors and Pilsner Urquell are two brewing companies that have long standing legacies internationally. Pilsner Urquell, based out of Plzen, Czech Republic and MillerCoors, headquartered out of Chicago, United States of America are, as of today, both owned by either completely or partially by SABMiller. While they have SABMiller as a parent company and share some of the same challenges, these two companies have differences in their marketing tactics based on their consumers. This paper will focus on the history of the companies, present an overview of current market trends, and concluded by suggesting recommendations based on the information collected.

Both MillersCoors and Pilsner Urquell operate in societies that are linked closely to beer. Beer is not only an alcoholic beverage, but is also imbedded in the culture and it used as a leverage to build social gatherings and bring communities together. Data by MarketLine found in "Beer in the United States" suggest that in the US beer is an \$80.2B market that is expected to grow to \$83.1B by 2018. Additionally the United States makes up 15.6% of the worldwide beer market (2). Like the United States, the Czech Republic's beer market is also projected to grow going into 2018. In a comparative study by MarketLine called "Beer in the Czech Republic", they predict the market will grow from \$2.558M in 2013 to \$2.763M by 2018. Unlike the United States however the Czech Republic only makes up 1.3% of the European beer market (2).

Beer is a traditional and popular beverage, which has a long tradition in the Czech Republic. There is most consumed alcoholic beverage. Beer is considered as one of the symbols of Czech and since 2008 the name "**Czech beer**" has been protected as a geographical indication. Beer Inalienable belongs to the Czech nation. Since 2008, Czech citizens holding a leading position in the average beer consumption per person, which reaches an average 160 liters per person/year. Popularity of a beer in the Czech Republic is still rising and the new research point out on the most preferred brand of a beer which is Pilsner Urquell.

The United States is a much larger beer market, both in financials and percentage of the beer market, however both are trending in a positive direction and is imperative for both MillerCoors and Pilsner Urquell's success that they capture this growth. In order to obtain the additional business they must fully understand the current market and demographics, and then capture it by having the correct products available to the consumers.

## **2 Company History**

### **2.1 Pilsner Urquell**

#### **2.1.1 Basic information about the company**

The company Pilsner Urquell, situated in Pilsen, started business in 1842, when it was the first time ever that Pilsner Urquell was brewed. Pilsner Urquell is the second largest member of the South African international brewing company, SABMiller plc., which operates in more than 75 countries. The company is proud that it is the largest brewer with a history of more than 200 brands of beer in various countries. SABMiller, plc. stands as the world leader and a strong company in various countries, and seeks to strengthen and build a portfolio of each brand of beer within the scope of the company. Pilsner Urquell is not the largest members of SABMiller, plc., but among the most powerful members. [1, 9]

The current structure of Pilsner Urquell consists of four breweries; Pilsner Urquell and Gambrinus in Pilsen, Radegast brewery in Nošovice and Velké Popovice brewery. The largest brewery and group leader is Pilsner Urquell and Gambrinus in Pilsen.

#### **Picture 1: Logo of Pilsner Urquell**



*Source: Pilsener Urquell, 2015*

#### **2.1.2 Scope of Business**

The main activities of the business under the Commercial Registry include:

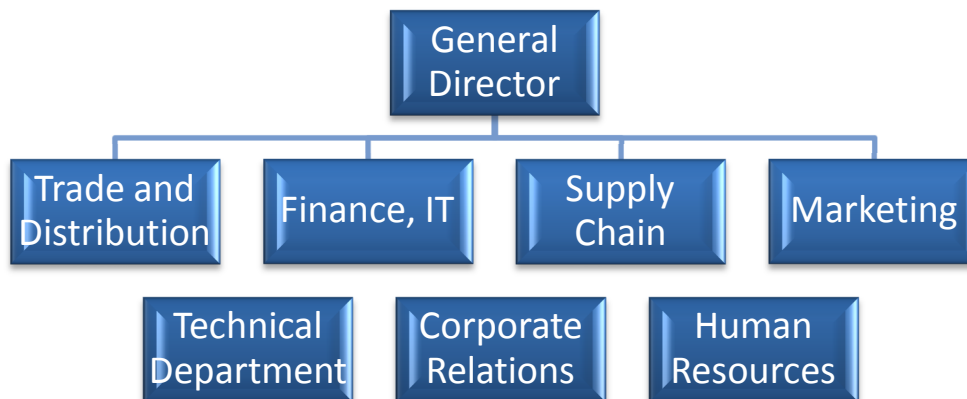
- Brewing and malting,
- Wholesale beer, food, beverages,
- The facilitator of trade with beer, food, beverages,
- Retail beer, wine, alcoholic and soft drinks,
- Manufacture of food products, supplements, additives and excipients,
- Operation of cultural and educational facilities - museum, exhibitions, galleries,
- Hospitality activity. [9]

The joint-stock company Pilsner Urquell is currently considered the largest brewing company in the Czech Republic and one of the largest exporter of Czech beer. The most famous product of the company, Pilsner Urquell, is available to people all over the world.

### 2.1.3 Organizational Structure

To oversee the entire company in all matters is the Board, which consists of the President and Vice President, and three additional members of the Board. The head of the five-member board of directors and the three-member Supervisory Board, is CEO Francesco Paolo Alberto Lanzarotti.

**Chart 1: Organizational Structure of Pilsner Urquell, Inc.**



*Source: Own, 2015*

From a simplified linear organizational structure Pilsner Urquell keeps a strict separation of individual sections, including powers and responsibilities. The supreme body is the Board of Joint Stock for which Lanzarotti is the CEO. The organizational structure is very complex and extensive, but for the development of this project, is a sufficient basic breakdown of the main sections. Each of these sections has its own director, who has under him a qualified team of staff. Pilsner Urquell has its own marketing department, which is important for the development of this project. Any information obtained in this research will be just from the marketing department. [9]

### 2.1.4 Company History

A town Pilsen has a very rich history, which includes the development of brewing. Beer production in Pilsen is as old as the city itself. In 1295, King Wenceslas II. granted two

hundred and sixty citizens of Pilsen, the right to brew and sell beer. This privilege was handed down from generation to generation and for the whole family meant great financial benefit. Later a common brewery was built, which was highly advantageous in terms of cheaper production, and because the beer was affordable to all townspeople. In 1307 brewery with a malt was built in Pilsen and in 1839 construction began on the new Civic Brewery. After the completion of the Civic Brewery in 1842, the first beer of Bavarian stway was brewed in Pilsen which has a unique quality and unforgettable taste. The first brewer was Josef Groll, who brewed beer as we know it today. In the same year the beer spread throughout Bohemia and before long Pilsner beer was tasted in Vienna, Paris and, in the second half of the 19th century in, America. Pilsner beer's long history and increasing export resulted in many attempts to emulate beer. Therefore, on March 1, 1859 it became a registered mark called "Pilsner Bier". Later in 1898, at the Chamber of Commerce and Trade in Pilsen registered the brand itself under "**Pilsner Urquell**". [2, 4]

All the achievements of the Civic Brewery inspired the construction of the other breweries in Pilsen. Among the newly built breweries belonged to the first joint-stock brewery founded in 1869, which is today known as the Gambrinus brewery. Next, in 1892 Pilsner brewery Prior social was founded and finally, the last brewery founded under great success was the Czech Pilsner brewery in Pilsen called Světovar. [2]

The 1<sup>st</sup> May, 1992, the Pilsner Urquell brewery, Inc was signed in the commercial register, which was formed from the Citizen's oldest brewery. In 1994 the company was renamed Pilsner Urquell, Inc. as we know it today. In 2009, the brewery obtained a permission to use a protected geographical indication "**Czech beer**" on their products. [4]

### **2.1.5 Acquisitions**

Since 1999, the company Pilsner Urquell became a part of the world's second largest brewing company SABMiller plc. Since 1999, there was a merger of Radegast and Velké Popovice Brewery Inc. In 2002, the merger was completed and there was the only one company, Pilsner Urquell. At this time, the main and the only shareholder of Pilsner Urquell is a Dutch company Pilsner Urquell Investments, BV, which owns 100% shares of the company. Prior to 2005 the Dutch company owned 96.9% of the shares. The remaining 3% of the shares were owned by individuals, 0.1% of the shares owned by the Association of Pilsen brewers and the rest of the shares were owned by other companies. [1]

### **2.1.6 Current customer base**

Customers can be analyzed in terms of geographic, social, gender, age, occupation, income, etc.. The Pilsner Urquell divides its customers primarily by age and based on these segments then aim at individual groups with precisely targeted marketing policy for that segment. Customer of the Pilsner Urquell is everyone older than 18 years.

- The main group of customers are people from 35 - 44 years, among which is classic men consuming bitter beer (Pilsner Urquell, Gambrinus, Radegast, Velkopopovický Kozel, ..). This group can boast weekly alcohol consumption of 9 liters for men and 2 liters for women. This group also includes people who prefer healthy lifestyle and believe in the quality of raw materials. The Pilsner Urquell brand among consumers is associated with traditional, quality production of high quality, natural ingredients.
- Another important group are people 18 years or older consuming non-alcoholic beer (Radegast Birell). This segment consists primarily of automobile drivers (campaign for a beer with reason), and also young people who live according the current healthy lifestyle trend, especially without alcohol.
- A relatively new customer segment are customers under 35 years, primarily women. They consume fruit beers (Radler, Frisco, Cider, ...). This segment in recent years is increasing and is becoming essential for future marketing strategies targeting customers. We are talking about a modern and attractive drinks that are popular among the younger generation. [10, 13]

### **2.1.7 Sales/ revenues**

All of the company's financial results are compiled during the financial year, beginning the 1<sup>st</sup> April and ending 31<sup>st</sup> March. The financial (accounting) year since 2002 has been the same as SABMiller, until Pilsner Urquell showed results for the calendar year. The exception is export, which still follows the calendar year.

#### **Revenues from sales of goods, own products and services**

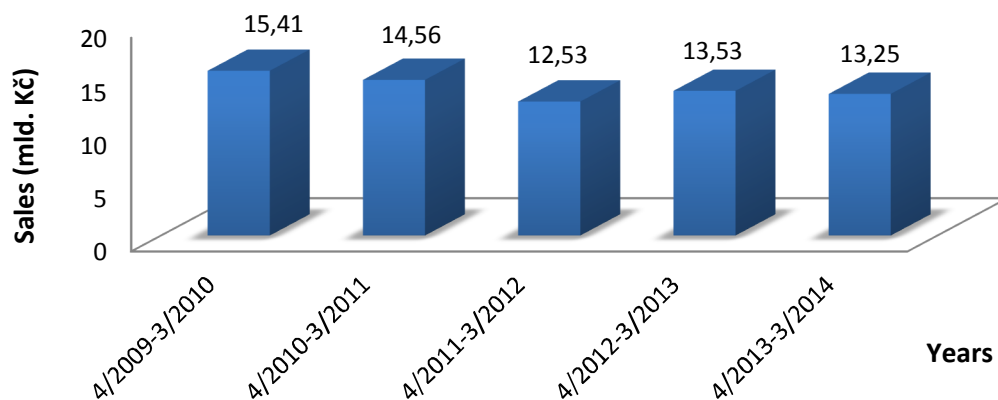
Revenues from sales of goods, own products and services are graphically illustrated on a graph. Results of sales are tracked for the past five years, starting in 2010 until 2014.

Total sales of goods, own products and services fluctuated and fell slightly. In these years, the decline was largely responsible for the lingering economic crisis, which affected this large and powerful company. Greater fluctuations in revenues are mostly caused by changes in



legislative terms, which have a negative impact on society. Specifically, between 2010 and 2011 was a decline in sales due to the increase of excise duty on beer. [10]

**Chart 2: Sales – Pilsner Urquell (v mld. Kč)**

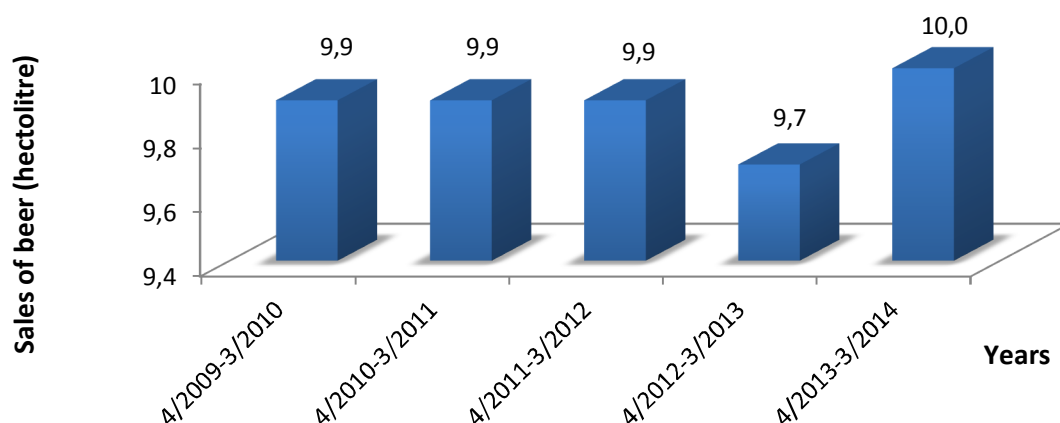


*Source: Own, 2015*

### The total volume of beer sales

The total volume of beer sales is calculated from both domestic and foreign sales of all brands of Pilsner Urquell. In most years, the volume of beer generally stable in 2014 the company recorded a larger increase primarily due to new product - Cider Kingswood. [10]

**Chart 3: Total sales volume of beer – Pilsner Urquell (hectolitre)**

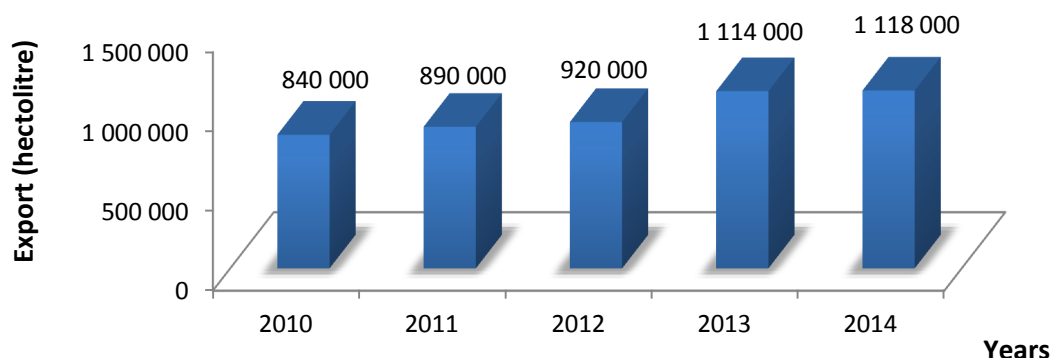


*Source: Own, 2015*

## Export

Pilsner Urquell exports its products to more than fifty countries on all continents, this makes it a leading exporter of the Czech beer and also a major exporter of beer in the whole of Central Europe, where it presents its top quality, best traditions and unique taste of the Czech beer. The Company also exports to countries like USA, UK, South Africa, Italy, Russia, Hungary, Finland, Sweden, Vietnam, Syria, South Korea, United Arab Emirates, Oman and Honduras. Beers of PP (what is PP?) are increasingly sought after, as evidenced by the fact that the Czech beer exports to New Zealand, which is the furthestmost export market society. In 2012, PP expanded its export to Cyprus, Azerbaijan, Netherlands Antilles, Brazil, Macedonia and Taiwan. Advertising and distribution of a beer in abroad is carried out through the distribution channels of the subsidiaries, but only if a country has a subsidiary SABMiller. In other countries where the subsidiary does not operate, the Czech beer is presented and distributed through the Sales departments, which is provided through the partner distributors in a foreign country. [10]

**Chart 4: Export – Pilsner Urquell (hectolitre)**



*Source: Own, 2015*

## **2.2 MilerCoors**

### **2.2.1 History**

As found on [www.millercoors.com](http://www.millercoors.com) Frederick J. Miller founded Miller Brewing Company in Milwaukee in 1855. Later in 1873 Adolph Coors, a Prussian immigrant, opened the Golden Brewery in Colorado with his partner Jacob Schueler. Eventually Coors would buy out his partner and take sole ownership of the brewery. Both companies were able to survive prohibition in the United States by venturing into other products. For example, Coors

operated as a malted milk factory, selling most of their product to Mars Candy Company. In 1975 Miller launched Miller Lite, the first nationally distributed low calorie beer. Coors would follow the same direction in 1978, creating Coors Light. Between 1986 and 1995 Coors launched Blue Moon and Keystone while Miller launched Miller Genuine Draft and bought Leinenkugel. South African Breweries would eventually buy out Miller in 2002 and in 2005 Coors merged with Molson to create Molson Coors Brewing Company. Finally in 2008 SABMiller and Molson Coors joined in on a joint US venture to create MillerCoors. [11]

### **2.2.2 Acquisitions**

In 2002 Miller was acquired by South African Breweries. In 2005, SABMiller joined with Molson Coors to create MillerCoors. Since this merger more acquisitions have occurred. Recently Tenth and Blake Beer Company, MillerCoors's Craft and import division, acquired the Minneapolis based Crispin Cider Company. In the wake of an enormous boom in interest and sales in hard ciders, MillerCoors acquisition of Crispin as well as the development of their own ciders is their attempt to have a large presence in the fast growing category. In the future it is projected that MillerCoors will start acquiring smaller, craft breweries. As another emerging trend in craft beer, MillerCoors have developed a variety of craft beers. These include Leinenkugels, Blue Moon and Third Shift. However, with the market growing greatly, it is projected that MillerCoors will also acquire other craft beers and small breweries. [11, 12]

### **2.2.3 Current customer base**

The current customer base are LDAC (Legal Drinking Age Consumer). While Miller Brewing Company was very successful at appealing to the baby boomers, this generation is starting to decline as the years go on. Millennials have become a very large and popular generation that most beer companies are targeting. This new generation does not have as much loyalty to a specific beer or brand as older generations do and therefore are more open to new products. This makes product promotion very important. With a customer base that is willing to try almost anything, product promotion and brand recognition is vital. If a customer views an ad on TV or social media and it appeals to them, they are more likely to try the product next time they are purchasing alcohol.

### **2.2.4 Sales/ revenues**

Both the Miller Brewing Company and the Coors Brewing Company were started in the United States. While started independently, as it stands today MillerCoors is a joint venture

between SABMiller and Molson Coors Brewing Company. Miller was founded in 1855 in Milwaukee, Wisconsin by Frederick J. Miller. The Coors Brewing Company was started in 1873 in Colorado by Adolph Coors. The two companies merged in 2008 to form MillerCoors which encompasses many different brands and is headquartered out of Chicago, Illinois. Due to the fact that MillerCoors is a privately held company, limited financial information is released thus resulting in unknown financial sales and revenues. [11]

### **3 Trends used in product promotions**

#### **3.1 Industry trends**

In recent years, the emergence of new trends in the brewing industry are primarily associated with globalization and the changing lifestyle and consumer preferences. On the market Microbreweries appear frequently and are becoming very popular. Microbreweries are associated with smaller, domestic production and high quality beer that is more appealing to consumers than large-scale breweries. Another very modern trend is called „Beer specials“ that complement the range of breweries and attract a new group of consumers. Mainly fruity beers with different flavors (Cider, Radler) and wheat or unpasteurized beer are included among the beer specials. Additionally seen in the brewing industry is new, engaging and innovative packaging and is a common trend used in the promotion of the product. This packaging may be an unusual bottle shape, attractive label or a new opening (cap). Another trend in the field of promotion focuses on the lifestyle of the population which focuses on using quality, fresh and healthy products. Consumers prefer a lighter beer and follow the ad that highlights quality, local ingredients. Breweries are trying their best to satisfy new and modern customer requirements and produce new products, flavors, packaging or non-traditional marketing campaigns to promote a beer.

#### **3.2 Country trends**

##### **3.2.1 Czech Republic**

Currently in the Czech Republic many trends are spreading that are either taken from other states, or the originality of the Czech business environment. Among some of the major ones include the sale of beer flavored drinks and beer sales in PET bottles. The survey found that the Czech consumers in the warm summer months prefer flavored, low-alcohol beer and

non-alcoholic beers. At this time it is the best to target advertising campaigns and place the news on the market.

Whereas that Pilsner Urquell is part of a large international group, this fact is projected into the international marketing strategy, that is very similar to the whole SABMiller. Promotion of the beer is mainly in the media (television, radio, newspapers), as well as it sponsors many events in the region like organizing local festivals (Pilsner Fest). The types of beer advertising campaign people like the most consist of: humor, inventiveness, originality and the story. Since Pilsner Urquell has a market share in the Czech Republic of 50%, we can say that it determines the market trends and other breweries follow. In recent years, the Pilsner Urquell brought on the market several innovations like low-alcohol beers with different flavors in 2011 and competition immediately followed. The market share of the main competitors are mentioned in the following table. [7, 10]

**Table 1: Competition in the field**

Brewery	Market share
Pilsner Urquell	49 %
Heineken Czech Republic	17 %
Staropramen	14 %
Budweiser Budvar	8%
Others	12 %

*Source: Own, 2015*

### **3.2.2 USA**

Currently there is a growing spirits market geared towards millennial consumers. Currently millennials “constantly change their drinking habits in search of variety -- unlike previous generations that were more loyal to certain styles or brands.” [14]

MillerCoors as well as other companies in the beer industry are starting to target this trend. MillerCoors acquired the Crispin Cider Company and developed their own products like Redd’s Apple Ale. MillerCoors is also in the process of developing more spirits to compete in the market with Mike’s Hard Lemonade and Smirnoff Ice.

## **4 Current and historical comparisons**

### **4.1 Pilsner Urquell**

#### **4.1.1 Product Portfolio**

Pilsner Urquell makes traditional Czech beer from three basic ingredients - hops, malt and water. Currently, the product portfolio includes 11 products, that are well known in the Czech Republic and most of them are widely exported abroad, where they increase in demand. The company's products are designed according to the diversity of customer segments, thus the production includes premium brands, which are referred to as the flagship of the individual breweries, economic signs that are cost effective and in recent years a very desirable fruity alcoholic or non-alcoholic beers.

**Pilsner Urquell** – is referred to as the first brewed beer Pilsner Urquell and is often called as Super premium beer. It has acquired a sign through its marketability not only at home but also abroad, where it is considered one of the tastiest beers with excellent quality. This fact is confirmed by statistics export of the brand, which in 2012 exported to 920 000 hectoliters. Pilsner Urquell also boasts a long tradition and a unique know-how that makes its famous bitter taste. The company is very proud of the good promotion of the brand through advertising campaigns and sponsorship of the sporting events. Consequently, there is price, which is higher than other brands of beer.

**Gambrinus** – is ranked among the most popular and the second best selling beer of Pilsner Urquell mainly due to its affordable price for consumers. Marketability is increased with marketing activities, which are always focused on the sports activities. Gambrinus is often associated primarily with football, which its sponsors and since 1996 the Football League has been called the 1st Gambrinus liga. Between Gambrinus products are include Gambrinus (classic bitter beer), Gambrinus Premium, also success product Gambrinus Excelent.

It is a beer with reduced level of a sugar content. This low-energy beer Gambrinus managed to reach a new segment, thus gaining a competitive edge.

**Radegast** - is the most popular-selling beer in Moravia, where it is produced. Among the products is Radegast Premium and Radegast Original, which are produce at the Radegast brewery, where marketing actions support regional development in Moravia.

**Radegast Birell** - non-alcoholic beer and also is ranked among the best-selling Czech non-alcoholic beer. It represents a responsible approach to alcohol consumption for drivers and cyclists. This non-alcoholic beer belongs to Radegast brewery and it is produced in Nošovice.

**Kozel** - produced in Velké Popovice brewery in central Bohemia. The products are Kozel Premium, Kozel Bright, Kozel Medium and Kozel Dark. It is a dark beer that has repeatedly won awards like Dark Beer of the Czech Republic and has had many victories at international competitions.

**Master** - ranked among beer specials of Pilsner Urquell, which are characterized by a high alcohol level. On the market we find Master semi-dark 13°, Dark Master 18° and Master Gold 15°.

**Primus, Klasik** - among the economic leaders of beers that are highly cost-effective. Thanks to the favorable price and quality it is very successful in retail networks.

**Frisco** - modern low-alcohol malt-based drink with fruit flavor. Pilsner Urquell managed to penetrate a new market since 2004. Frisco acquired, in a relatively short time, a great admiration and now is produced in several flavors. The most famous is the lemon Frisco, Frisco Cranberry, Frisco Black Currant and newly Frisco Dry with reduced sugar content.

**Fénix** - in early 2012 the company came with the news of fresh wheat beer Fénix. Among consumers it reached an admiration because of the unusual combination of wheat malt with a hint of orange peel and coriander. It is served in an original vaulted glass with a piece of orange on top of a rich dense foam.

**Gambrinus Lime & Elderflower, Lemon Gambrinus and Gambrinus Grep** - in the spring 2012 Pilsner Urquell expanded its range with the hottest news, which is light mixed drink beer and natural fruit juices. Marketability of the brand's most sought after in the summer months when it can freshen up in the highest temperatures.

**Cider Kingswood** - the biggest news of the year 2014. It is an alcoholic drink made from apples. Cider is a refreshing drink, not as hot as classic beer, but not as sweet as the classic lemonade. Not as hot or sweet as lemonade. In addition, gluten-free, so it is suitable for celiacs. [5]

#### **4.1.2 Packaging**

Manufacturers in all industries place a special emphasis on packaging, because they know that they sell goods and are synonymous with advertising. Packaging can simply sell a

product and the same can be said for the Pilsner Urquell brand. Modern technology has allowed the industry to go in this new direction. The actual printing of packaging in the most cases shows the ongoing advertising campaign. Nowadays we can find a wide variety of shape types of shipping containers for glass bottles and cans. From the packaged beer, consumers in the Czech Republic mostly buy bottled beer, beer in PET bottles or in cans. Packaging in PET bottles was formerly regarded as a cheap way of packaging and despised beers, but today it is widely used. Among the most important benefits of innovative packing include: increasing packing, closable package, lower costs, easier handling bottles and package weight. The so-called multipacks are available to consumers in different sizes, but they are not preferred in the Czech Republic. The base package of the brand Pilsner Urquell is a green color that dominates the entire package. It should also have a visible logo and the name "*Pilsner Urquell*". The packaging of beer has also changed and developed. The classic mugs used to be preferred in the past time and later high and slender glasses began to be sought by customer, than the classic mugs. In this time the past is repeated and the classic mugs are coming back-first appeared on the anniversary of 180 years of Pilsner Urquell.[6, 8]

#### **4.1.3 Customer preferences**

Customer preferences arise primarily from the new lifestyle of the population. The current trend is, as mentioned above, a healthy lifestyle with the use of natural and quality ingredients. In this respect, Pilsner Urquell has a big advantage over the competition because it is associated with quality and long tradition. For consumers, it is still more preferable than a packaged draft beer. However, beer consumption in restaurants or pubs (*On Trade*) in recent years has decreased and vice versa increased consumption of beer at home (*Off Trade*). The preferences of the customer in the world are similar to the preference of the customer in the Czech Republic. An example of this is fruit flavored beers and beers of any unusual flavor (Cider, Radler). Furthermore, there are growing preferences for the low alcoholic beers, especially among younger consumers under 35 years. Low alcoholic and non-alcoholic beers have success in the warm summer months when they are refreshing, unlike the classical bitter lager. On the market are also successful unpasteurized beers and wheat beers. [3, 6]

#### **4.1.4 Customer lifestyles**

As already described several times, consumers currently recognize a healthy lifestyle and prefer quality ingredients. Due to the fact that people want to be fit and eat only healthy foods, this way of living, is for classic breweries, a major threat. Consumption of classical



bitter lager slightly declining because people are afraid of caloric beverages, which is often found and associated these beers. Even some consumers are concerned about low-alcoholic flavored beers because they have artificial flavoring agents and artificial sweeteners, which is not healthy lifestyle at all. [8, 10]

## 4.2 MillerCoors

### 4.2.1 Product Portfolio

MillerCoors products can be divided into three sections – domestic, craft and speciality.

**Table 2: Product portfolio of MillerCoors**

DOMESTIC	CRAFT	SPECIALITY
Coors Banquet	Batch 19	Coors Non-Alcoholic
Coors Light	Blue Moon Agave Nectar Ale	Foster's
Extra Gold Lager	Blue Moon Belgian White	Foster's Premium Ale
Hamm's	Blue Moon Harvest Pumpkin Ale	Molson Canadian
Icehouse	Blue Moon Abbey Ale	Molson Canadian Light
Keystone Ice	Blue Moon Valencia Grove Amber	Molson Golden
Keystone Light	Crispin Pacific Pear Cider	Molson Ice
Keystone Premium	Crispin Original Cider	Molson XXX
Magnum Malt Liquor	George Killian's Irish Red	Red's Apple Ale
Mickey's	Henry Weinhard's Redwood Flats Amber	Redd's Strawberry Ale
Mickey's Ice	Henry Weinhard's Woodland Pass IPA	Sharp's
Miller Chill	Leinenkugel's Berry Weiss	Smith and Forge
Miller Fortune	Leinenkugel's Creamy Dark	Sparks
Miller High Life	Leinenkugel's Fireside Nut Brown	Sparks Blackberry
Miller High Life Light	Leinenkugel's Honey Weiss	Sparks Iced Tea
Miller Lite	Leinenkugel's Oktoberfest Lager	Sparks Lemonade

Miller64	Leinenkugel's Original Lager	Third Shift Amber Lager
Milwaukee's Best Ice	Leinenkugel's Red Lager	
Milwaukee's Best Light	Leinenkugel's Sunset Wheat	
Milwaukee's Best Premium	Winterfest	
Olde English 800		
Olde English High Gravity 800		
Red Dog		
Steel Reserve Triple Export		
8.1%		
Steel Six		

*Source: Own, 2015*

Development of new brands: In 2012 MillerCoors launched Third Shift and Redd's Apple Ale. Through these new brands MillerCoors sought to appeal more to the emerging millennial demographic that has proven to consistently change their drinking habits. Redd's Apple Ale was sold overseas before being introduced in the United States. This brand was introduced to be competitive with the growing popularity of flavored malt beverages such as Mike's Hard Lemonade and Twisted Tea. Third Shift was created to compete with the new trend of craft beers. While MillerCoors already has a select amount of craft beers like Leinenkugel's and Blue Moon, Third Shift is a specialty beer that markets to consumers of craft beer but do not want to pay the higher prices. MillerCoors also launched the Smith and Forge brand, which is a new type of hard cider.

#### **4.2.2 Packaging**

Recently within the past few years Miller Lite launched their retro cans. They returned to their original packaging from 1975. The switch to the original white labels has received a lot of positive responses from consumers. Furthermore, Miller Lite sales have also seen a significant increase in sales since the change of the labels.

#### **4.2.3 Consumer preferences**

In 2014 the beer market in the United States saw a "compound annual growth rate of .8%" and this trend is "expected to remain, with a very slight deceleration" (MarketLine USA, 7). Data also reflects that the lager market segment is the most financially lucrative

(approximately \$28.2 billion a year in revenues); however that the premium lager segment is very close behind with an estimated \$27.5 billion a year in revenues (MarketLine USA, 7). While the lager market is both profitable and growing, there are other areas of the market that, if not paid attention to, could substantially hit MillerCoors bottom line.

#### **4.2.4 Marketing restrictions**

In regards to marketing “An alcohol company gets in big trouble when they "market" to underage drinkers or in venues that are perceived to be youth oriented or even around colleges” (Professor Korpela). In the United States the legal drinking age is 21 which is different than most other countries. Due to this, MillerCoors is also dedicated to marketing to legal drinking age consumers. They conduct audits of their media buys twice a year to make sure that their advertisements are meeting the standard of reaching at least 71.6% adult, 21 and older audience. Slogan: “It’s Not Miller Time Until You’re 21”.

## **5 Large successful campaigns**

### **5.1 Pilsner Urquell**

#### **5.1.1 Campaign descriptions**

During the production of Pilsner Urquell, many campaigns have been successful. Some memorized have included an eye-catching slogan, television advertising, melodic jingle. Some have been successful in terms of adjustment and fit a new product on the market. And others have been successful with respect to sales, new customers, etc. Can not be unambiguously identify one campaign, which was successful.

Two years ago Pilsner Urquell celebrated 170 years of its existence on the market. This event was created several interesting campaigns, which have helped support the Pilsen region and its revenue mainly premium brands Pilsner Urquell.

Another very successful campaign was created for Christmas. From the perspective volume best-selling time is always Christmas. So I wouldn't talk about best campaign but about occasion. Pilsner Urquell beer is for special moments which Christmas is. Which X-mas are. As already mentioned, consumers of Pilsner Urquell are people with higher incomes. However, during Christmas and other traditional holidays there are additional consumers. Festive customers have lower incomes who, in these special times, most of these customers make an exception and buy Czech beer with a rich history and a long tradition.

Now Pilsner Urquell Searching how to capture Easter- although it is a special moment - sometimes we have attitude unsure how to capture Easter (not to get it childish appearance) and make "X-mas" out of them. We are also trying to create a campaign for the news on the market, especially Cider Kingswood. New specials are very tempting, because it changes the customer base and attract the attention of the brewery.

Consumers expect more new products to indicate that the campaigns. In the very popular beer specials. Advantage is that they are not such as seasonal (radler). New cider can be served chilled in summer or heat in the winter. Younger consumers prefer beer specials before these classic bitter lager. This fact is a big challenge for Pilsner Urquell. Company seeks to produce other beer specials, which will be accompanied by catchy campaign.

[13]

### **5.1.2 New products**

Thanks to beer specials like Phoenix, Frisco or Cider Kingswood, it created an entirely new market segment - the market of fruit beers and beer specials. Pilsner Urquell sees this as a great market potential and has future considerations of new specialty beers that would satisfy the needs of new customers. Recently there has been a new partnerships and cooperation between the Pilsner Urquell brewery and Koppaberg of Sweden. Koppaberg mainly manufactures a premium cider with different flavors. This partnership is intended to market ciders and Pilsner Urquell will strive for leadership in a new market segment. [13]

### **5.1.3 Changing customer base**

The new ciders segment is attractive to the younger generation of consumers with higher incomes. Beer specials have not only interesting flavors, but also a higher price. Furthermore it gradually reduce the age demographic for typical consumers of Pilsner Urquell. According to estimates, ciders consumers aged 20-35, which reduces Purmer customer base from 35-55 years to 30-55 years. The lower age limit for consumers for ciders requires new marketing channels. The most frequently used advertising tools are through Facebook, online advertising, etc. [13]

## **5.2 MillerCoors**

### **5.2.1 Campaign descriptions**

One of MillerCoors most successful campaigns was the Miller Lite "Great Taste, Less Filling" campaign. Up until this campaign launched the common perception was that low calorie

beers lacked the flavor and taste that higher calories beers had. “The television commercials typically portrayed a Miller Lite drinker noting its great taste followed by another who observed that it was less filling. This usually led to a parody of Wild West Saloon fights in which every patron got involved in the dispute for no real reason. The commercials were closed with a voiceover from actor Eddie Barth, who read the slogan, Lite Beer from Miller: Everything you’ve ever wanted in a beer. And less.” [15]

### **5.2.2 New products**

The Great Taste Filling campaign was so successful because the new product essentially created a new market. MillerCoors was able to dominate this market because it did not exist before they created it. They purposefully targeted a customer base that wanted to be more health conscious but did not want to sacrifice that great taste

### **5.2.3 Changing customer base**

As stated earlier, millennials are one of the largest and most important customer bases. By utilizing the Internet and social media, MillerCoors is able to reach far more potential customers than before. Facebook, Twitter and online ad campaigns are vital for reaching the millennial generation. Many millennials prefer watching TV and movies online rather than physically on TV. By partnering with various broadcasting companies as well as internet television companies like HULU, MillerCoors is able to more efficiently reach this customer base.

## **6 Introduction of social media and the impact of marketing**

### **6.1 How this new technology has altered in Pilsner Urquell**

#### **6.1.1 Products**

In the summer of 2015 a new product should come to the market through the collaboration with the Swedish brewery. The new products will be a series ciders, which are currently very popular. The expected Koppaberg new product will be manufactured in many flavors. Last year, Pilsner Urquell invested 143 million CZK into a new production line for producing ciders. With this investment it will expand production of ciders with new, non-traditional flavors. The production includes the most modern technology which is different than the technology used for classical lagers. Therefore, investment in production lines for beer

specials are inevitable. It is therefore necessary to take this opportunity to extend the range of ciders and new products. [13]

Finally, it is expanding unpasteurized beer. The company wants to break into the market with the help of unpasteurized Gambrinus, which is gaining popularity with customers again. In the case of the Gambrinus, which is the mainstream brand, there was problem because the brand lost the mark of being a beer with consistent and very good taste. There was information about poor quality on social media which was very difficult to cope with. It seems that the brand is gaining the “name” back which was reached by the special batches of non-filtred Gambrinus and patient explaining the beer has really good taste and quality. So any learning how to cope with defamatory information on social media would be welcomed.

### **6.1.2 Packing**

Pilsner Urquell traditional packing is a green glass bottle with a distinctive character of Pilsner (gate, logo, sign, ...) and typical features of Pilsner Urquell. Current trends include of using new materials and technologies and it includes all the senses, special effects on papers as well as embossing etc. Cover ciders is a clear glass bottle. New product Koppaberg will require new packaging. According to internal information it is going to be a dark glass bottle with a plump shape. Ciders are packed in glass bottles as cans or PET bottles aren't preferred. Although Pilsner Urquell is mtrying to reduce costs for packaging, they still adhereto the same style packaging, especially for premium products. Big changes for these products are excluded due to the traditions and values of society. [13]

### **6.1.3 Consumer preferences**

The company's customers are young people who require some innovation in the services provided. The current period also requires more, new technologies to attract customer's interest. The company Pilsner Urquell reconginizes that there are significant gaps in this area. The company provides its customers with several applications, eg. Calculation per mille alcohol according beers consumed, application, informing about events in the region or on events that are sponsored by Pilsner Urquell, etc. Unfortunatelycustomers are not attracted to these applications and there is large gap for improvement. Consumers prefer information provided through the social networking sites like Facebook. Here they can share photos, participate in projects and competitions, read news and information about the brewery and many other useful things. [13]

#### **6.1.4 Customer lifestyles**

The turbulent time requires rapid adaptation, communication and learning. This is supported mainly through the internet, specifically via social media. As already noted, uses the social network facebook and mobile applications, which are currently at the Pilsner Urquell for young consumers, are insufficient. [13]

#### **6.1.5 Promotion**

In recent years, there has been a partnership with the Swedish brewery Koppaberg, which mainly manufactures a premium cider. The suitable target market allows for introducing a new product to the summer months, In the summer months Pilsner Urquell annually organizes Pilsner Fest, which will be a good opportunity for running hot news. I'm sure everything will be accompanied by a marketing campaign - advertising on television, on radio, in the newspapers.. Ciders are currently more consumed in restaurants than at homes. It is therefore appropriate to think about promotion in restaurants through events, competitions and small concerts. Given that the suspended beer consumption, these hot new items are great opportunities to start new growth in beer consumption. [13]

### **6.2 How this new technology has altered in MillerCoors**

#### **6.2.1 Packing**

Cost and material reduction are a large trend based on technology development and growth. "Any change that can reduce a few pennies per unit will result in several millions of dollars in additional revenue. You can't always charge more or sell more but if you can reduce the cost to produce, it's pure profit. Some examples: trayless 2/12 cans, 204 and then 202 lids, shrink wrap cans, bottle cases without partitions inside, lock N Pop spray to hold cases together on a pallet during transportation, converting all 32oz, 24oz, and 40oz bottles from glass to PET." Professor Korpela

#### **6.2.2 Customer lifestyles**

In 2014 MillerCoors partnered with UrbanDaddy to launch their new product Miller Fortune. Together they created the 'Next Move' App in which the customer hits the submit button, which is shaped like the Miller Fortune spade, and is then given options as to what to do with their night based on where they are and who they are with. The customer is told to make their night a fortune night. By using social media and apps like this, MillerCoors is able to cater to customer lifestyles of being on the go. Furthermore, it embraces the millennial

party lifestyle. By using an app that caters towards people looking to go out, MillerCoors can link those people already out and about to their new beer.

### **6.2.3 Promotion**

Recently MillerCoors entered into a three-year agreement with FX to be the official beers of FX, FXX and FXM. "FX Networks has enjoyed a wonderful partnership with MillerCoors for many years, most notably through their exclusive category placements in Sons of Anarchy and It's Always Sunny in Philadelphia." [16]

In addition to the TV promotions, MillerCoors products will also be featured on the FX digital App, giving them access to even more of the FX fan base. MillerCoors products will be used and promoted on the app through various

## **7 Suggest new marketing initiatives**

Not surprising, there are similarities and differences between Pilsner Urquell and MillerCoors, which translates to similarities and differences between consumer's needs within the United States and the Czech Republic. After collected data from interviews and independent research, there are many suggestions that can be made. As the focus of the paper, the suggestions laid out will center solely on marketing initiatives with the intent of increasing sales for MillerCoors and Pilsner Urquell and capturing the growing marketing base. Successful penetration of the growing market is essential the success of both companies. Based on the market data above, it is suggested the MillerCoors and Pilsner Urquell make a total of four changes; two of which will focus on both Pilsner Urquell and MillerCoors and one unique initiative for each company.

### **7.1 Recommendations**

The first recommendation focuses on the demand of customers requesting fruity flavors in their alcoholic beverages. Both MillerCoors and Pilsner Urquell should focus their marketing on ciders, apples ales and shadies with the hopes of increasing sales. They should emphasize their current products while also expanding their product portfolio via new product releases. The growth of the cider consumer market in both companies is expanding quickly, which resulted in companies introducing products that were fairly successful. Furthermore, when asked if ciders are going to be in the market long-term Jimenez explained that ciders are gluten-free and that she believes that trend is here to stay. [17] That being said, it is



suggested that both companies actively pursue this market as it markets to both males and females, allows both companies to diversify their portfolio, and still allows them to use the highest quality of ingredients which in turn can allow them to play in the craft beer market.

MillerCoors introduced Crispin, an actual cider known for being produced with the highest quality of ingredients, Redd's which is an apple ale beer, and Smith & Forge which is a cider marketed to males. Jimenez explained that MillerCoors released Miller Fortune, a burban tasting beer that was to be served in a brandy glass, and Redd's Apple Ale at the same time. While the marketing focus was mostly on Miller Fortune, which eventually did not receive the sales as expected, Redd's Apple Ale was a surprise success for the company. [17]

Likewise MillerCoors also released Crispin and Smith & Forge which are hard ciders. Crispin, which comes in a clear bottle with modern packaging vibe, and Smith & Forge, which comes in cans and is branded black, grey and orange with the purpose of attracting male consumers, round out the current offering by MillerCoors of apple-based fruity products. Any additional marketing resources applied to these products can help increase sales and make MillerCoors a synonymous with hard cider.

MillerCoors also has the Leinenkugel brand which releases multiple shady beers a year. This summer alone they have re-released their Summer Shandy and Orange Shandy, and introduced a Ginger Shandy and Grapefruit Shandy. Drawing additional attention to these products can help MillerCoors capture consumers attentions especially as the summer season approaches and consumers are looking for refreshing beers that quench their thirst and remind them of summer. Besides the Leinenkugel branded beers, MillerCoors also produces Blue Moon which is beer that has a hint of orange in it and is traditionally served with an orange to garnish. Blue Moon a great beer for MillerCoors to spotlight in the future as the orange taste can draw the attention of consumers that want a fruity flavor and it is still technically considered a craft brew. Furthermore, unless customers is well versed on the MillerCoors product line, they would have no way in knowing that the products are part of the MillerCoors, which may be a hidden benefit.

Additionally Pilsner Urquell introduced Cider Kingswood in 2014 which was incredibly successful. Other new entrants introduced in 2013 include Gambrinus Juicy Grapefruit, Birell Lemon and Pomegranate, Birell Ginger and Frisco White Grapes and Lotus. In order to maintain the market lead Pilsner Urquell should introduce a new cider line or apple based beer. The quickest way to do this is via an acquisition of another company that already has one or more of these products. Any new releases by Pilsner Urquell can only help them

capture this market and to bring a new, refreshing product to consumers. If purchasing an established company is not an option, Pilsner Urquell should focus on research and development to produce a new offering to be made available as soon as possible. The major advantage to focusing on apple based beers and hard ciders is that it directly targets multiple demographics; those that are requesting new alcoholic beverages and those that want a fruitier tasting beverage.

The second suggestion is for Pilsner Urquell and MillerCoors to continue their retro branding as it has been successful for both markets. Moreover it draws attention back to their flagship products, which in a time where consumers are requesting new items, can never be a bad thing. Korpela states that the Miller Lite white cans “has created a buzz for authenticity and sales are on fire”. [18] This, combined with Pilsner Urquell reintroducing the classic mugs and retro branded cans, has strangely sensationalized the products. Both products have seen increased sales and attention due to the innovative packaging. When asked back to Korpela why this retro branding is so popular, he explained that it has to do with authenticity and showing the roots of the products [18].

Consumers nowadays want to connect with the roots of products, which seems to directly contradict their pushing needs for new products. This would lead one to believe that although consumers, mostly millennials, want change, they also want their tried and true products to shine and to show their history and heritage. The quickest way to do this is visual branding which allows customers to feel as if they are drinking a part of authentic history. Both MillerCoors, via Miller Lite, and Pilsner Urquell has authenticity on their side and should continue to flaunt it as long as sales reflect this need.

Furthermore, if a consumer drinks beer at home, it is either in a can or bottle. Plzeňský Prazdroj acknowledges in their Annual Report that “The trend of beer consumption shifting from pubs and restaurants into Czech households has continued, with an approximate ratio of 4:6” [5]. Any additional attention to beverages that are sold in cans or bottles in the Czech market can only benefit the company as it would help meet the growing popularity of drinking from one’s home.

In regards to MillerCoors, it is suggested that MillerCoors continue to expand Pilsner Urquell in the United States. Jimenez stated that three years ago Pilsner Urquell was declining at a rate of 10% year-over-year in the U.S and the biggest driver of the decrease in sales was improper packing which led to poor tasting beer. [17] However, since then MillerCoors in Milwaukee has solved the packaging problems and has applied strategic

marketing initiatives focused solely on expanding Pilsner Urquell sales in the U.S. In addition to the retro branding of the cans, Pilsner Urquell is also sold in brown bottles in the U.S. as opposed to the green bottles at other worldwide locations. The reason for this is two-fold; US consumers, for some unknown reason, prefer their beer bottles to be brown and the brown bottles let less light in preserving the taste of the beer [17].

Moreover, Pilsner Urquell is known as a craft beer due to its immense legacy in being the first pilsner beer. "If you're a true craft beer drinker and you don't know Pilsner Urquell you're automatically discredited" [17]. Consumers in the United States are practically demanding craft beers and this is a massive opportunity for MillerCoors to exploit. Since executing their strategy MillerCoors has since increased sales Pilsner Urquell's draft beer consumption by 9% and increase sales of the retro branded bottles by 16% [17]. One major part of MillerCoors strategy was to get Pilsner Urquell into more bars, and in doing so they signed a contract with the franchise World of Beers which sells beers from all over the world in a bar setting [17].

Entering more contracts with national chains which focus on unique beers and craft beer offering is a great way for the company to push the beer while maintaining its prestige. However, MillerCoors should take caution with who they choose to carry the beer as, if they flood the market, it may become too mainstream and essentially take away some of its craft beer consumers. Organic growth of Pilsner Urquell is key in its future success.

Lastly the final recommendation is for Pilsner Urquell to focus on their interactive marketing with the goal of increasing consumer engagement and overall utilizing the medium as a source of instant press. An example of Pilsner Urquell's poor social media engagement can be seen in regards to their Gambrinus beer. Hůrková explained that "There [was] information about poor quality on social media which was very difficult to cope with...So any learning how to cope with defamatory information on social media would be welcome". [13] To avoid this mistake in the future, a proper social media strategy needs to be defined and implemented as it not only would help combat any rumors, but also help increase instant engagement with consumers.

An interactive marketing campaign is especially important to millennials as social media is a standard form of communication. The current interactive smart phone applications are not sufficient in engaging millennials and more thought needs to be taken into consideration when developing and executing a social media campaign targeted towards millennials. It is suggested that Pilsner Urquell work with MillerCoors as they have had previous success in

releasing smart phone applications that engage users. In marketing towards this demographic MillerCoors has started promoting their products in new ways. Social media has become an integral channel for connecting MillerCoors towards millennials. Facebook and Twitter as well as other outlets such as online TV sites have become increasingly popular with the younger generation. By placing ads on these channels, MillerCoors is increasingly reaching potential customers.

MillerCoors, when launching their Miller Fortune, established a unique and comprehensive marketing plans. As stated in the press release called "Miller Fortune Tells Beer Drinker 'Your Fortune Awaits'" MillerCoors released the new product with a marketing plan which includes "bartender engagement programs, influencer events, as well as a digital, mobile and social activations with media partners such as Urban Daddy, GQ, ESPN, Rolling Stone and Complex" (Miller Fortune). In addition, MillerCoors also strategically goes after their customer base by advertising on specific cable stations which they know their consumers watch. In a press release MillerCoors announced that they entered into a three-year agreement with FX to be the official beers of FX, FXX and FXM. "FX Networks has enjoyed a wonderful partnership with MillerCoors for many years, most notably through their exclusive category placements in Sons of Anarchy and It's Always Sunny in Philadelphia" (MillerCoors, FX). In addition to the TV promotions, MillerCoors products will also be featured on the FX digital App, giving them access to even more of the FX fan base. On top of their partnership with FX MillerCoors also partnered with the company Urban Daddy in 2014 to create an app to launch their new product Miller Fortune. Together they created the 'Next Move' App in which the customer hits the submit button, which is shaped like the Miller Fortune spade, and is then given options as to what to do with their night based on where they are and who they are with. The customer is told to make their night a fortune night. By using these various social media channels, MillerCoors is better reaching their potential millennial customer base.

An interactive marketing campaign does not just encompass apps, but also social media and commercials that engage their customers in a new age fashion. As stated, this is something the MillerCoors does fairly well in the United States, and it is suggested that Pilsner Urquell utilized their connection with MillerCoors and jointly agree upon a strategic and highly engaging interactive marketing plan with the goal of attracting the attention of millennials.

## **8 Conclusion**

The above are recommendations for both Pilsner Urquell and MillerCoors with the end goal to increase sales, reach growing markets and actively increase engagement with consumers. It encompasses new product expansions, research and development, branding and media usage. The strategies embrace the companies' uniqueness while confronting their challenges. Both companies have legacies to protect, and if properly implemented, these suggestions will cement Pilsner Urquell and MillerCoors places in the market and beer history. Both SABMiller and consumers are the end winners as SABMiller gains market shares and increased sales, and consumers get the opportunity to taste new beers and alcoholic beverages and enjoy them for years to come.

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