TRAVIS PERKINS: PRODUCT BRAND PORTFOLIO REVIEW

Travis Perkins plc is the UK’s leading building, heating & plumbing merchant and home improvement group. The company can trace its roots back over 200 years and has grown through a combination of acquisition and organic expansion. Following the purchase of The BSS Group in December 2010, the group has over 1,800 branches across the UK and revenues of £4.8bn.

The challenge: review and rationalise the product brand portfolio

Travis Perkins owns nationally available multiple merchant specific brands and an extensive range of product brands, a number of which - as a result of the BSS acquisition – potentially overlapped and raised the possibility of product duplication and confusion.

In common with many other businesses post-acquisition, the expanded group needed to ensure precise and discrete targeting for each brand within its own market and customer segments as well as adopting an efficiently structured and managed portfolio approach.

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StrategicFusion was tasked with undertaking a comprehensive review of the existing product own brand portfolio to allow Travis Perkins to understand the implications our insight would have for the core building and heating & plumbing merchant brands. The overall objective of the project was to determine a single, definitive recommendation as to the optimum future portfolio structure for the product brands.

Our approach

We undertook a comprehensive audit and perceptions’ evaluation of the merchant brands; the service experience within the branches themselves; and an assessment of the strengths and weaknesses of their respective product lines, brands and own brands ... all within a competitive context.

This included a review of all existing research and detailed audits of both national and local/independent competition. We designed and implemented an extensive qualitative research programme across the UK in which we spoke (through one-to-one interviews and group discussions) with senior management, branch managers and staff as well as with large, SME & sole trader customers across both the building and heating & plumbing sectors.

From our insights, we created a detailed map of the existing portfolio structure - by merchant brand, own product brand and their relative quality and value propositions - and identified opportunities to either streamline, or refocus the portfolio more effectively.

We developed a segmentation model by both merchant brand and by differing product value offers and propositions, creating a structure of merchant and product brands.

To aid positioning, we created a validation model that identified the criteria against which each brand should be assessed, depending on its place within the structure.

We developed a segmentation model by both merchant brand and by differing product value offers/propositions, creating a three-tier structure of merchant brands and two levels of product brands.

Outcomes

Overall, the programme has delivered a more clearly defined merchant, own brand portfolio structure and branding architecture for both existing and, importantly, future product lines. It has also identified areas of both strength and potential weakness for all core Travis Perkins and BSS group brands.

Stronger brand management and best practice guidelines have been introduced to help drive future marketing activity and focus.

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