

Guinness Anchor Berhad

Anticipating & meeting diverse needs for a pedigree portfolio of brands and a winning brand of spirit

Guinness Anchor Berhad, as one of two beer breweries in Malaysia, controls around 50% of the Malt Liquor market with its portfolio of brands. Owned by Diageo, the company grew from a mid 1980's merger between Guinness Malaysia Berhad and Malayan Breweries Berhad, and the name changed to reflect ownership of their two 'hero' product brands--Guinness and Anchor beer. Twenty years later, the Guinness Anchor Berhad brand no longer reflects its extensive portfolio of brands(including strong brands like Tiger and, Heineken among others). The Guinness Anchor management found that their visual identity system needed to be updated to reflect recent strategic and visionary changes to the company's values. By signaling change through the brand, the management seized the opportunity to unify the organization behind a collective vision.

FutureBrand developed a brand positioning for the corporate brand through a collaborative and iterative process with the management team and key staff members. Guinness was identified as having three distinctive attributes that differentiate it from its only competitor Carlsberg Breweries: (1) Diversity (employees with diverse backgrounds, a diverse portfolio of brands and mixed parentage: Heineken, Asia Pacific Breweries, Diageo) (2) Professional Pedigree (a truly rich heritage and a wealth of experience in brewing, distribution & marketing) (3) A 'Winning Spirit' amongst its employees (G.A.B is known for its down to earth attitude and 'roll up our sleeves' mentality, while Carlsberg is more seen as the 'clinical', technological brewery from Europe) . Based on these strengths, the name Guinness Anchor Berhad was abbreviated to G.A.B, and a new set of core elements have been developed based on the new brand positioning. The abbreviated name will help G.A.B strategically position itself as a portfolio management company as well as stimulate unity amongst staff.

The brand positioning was used to develop internal 'on-brand' initiatives in a collaborative workshop between FutureBrand and G.A.B employees. Short-listed on feasibility and relevance, a series of initiatives are now being implemented. Amidst a dropping volume of the Malt Liquor Market in Malaysia (6% drop in 2004 and another 10% expected for 2005) due to hikes in duties for beer and stout, G.A.B has announced a 9.7% growth in profit for FY05. In response G.A.B's Managing Director Theo De Rond was quoted in The Star [a leading Malaysian business paper] saying "The strategy is very clear and it has everything to do with building on our strong diverse portfolio of brands in ensuring we have different brands for different moments, on different occasions for different customers," clearly claiming ownership of the diversity attribute.

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