CASE STUDY

Repositioning a Regional FMCG Brand

How consumer insight helped reconnect a Gujarat-based FMCG brand with the market it actually served.

INSIGHT. STRATEGY. RESULTS.

A growth problem that advertising alone could not solve

A Gujarat-based FMCG brand had reached an uncomfortable point: advertising investment was increasing, but sales had remained broadly flat for two consecutive quarters. The issue was not a lack of visibility. The brand was already present in the market and consumers were familiar with the product. The bigger question was whether the brand's communication still reflected the people who were actually buying it.

A mixed-method consumer study was designed across three districts of Gujarat. The research combined in-depth interviews, focus group discussions and a quantitative survey of 400 respondents. The objective was to move beyond surface-level campaign metrics and understand the relationship between the product, the brand message and consumers' everyday lives.

The research uncovered a clear disconnect. Consumers continued to trust the product, but the brand's communication leaned heavily toward aspirational urban imagery. That tone did not closely reflect the regional, family-oriented and everyday contexts in which the product was actually used.

The strategic response was therefore not to reinvent the product. It was to reposition the communication: make the brand feel closer, more familiar and more relevant to its core market. Regional identity and everyday use-cases became the foundation of the new messaging direction.

Following the repositioning, the brand observed measurable improvement in regional engagement and renewed sales momentum in the next quarter. The case demonstrates a simple principle: when a trusted product stops growing, the first question should not always be how loudly the brand is speaking - but whether it is speaking to the right consumer in the right language.

02 MARKET CONTEXT

The brand had recognition. What it needed was relevance.

Regional FMCG brands often grow through a combination of product familiarity, distribution strength, repeat purchase and local trust. As they expand their communication, however, there can be pressure to imitate the visual language of larger national brands polished urban lifestyles, aspirational settings and broadly generic messaging.

For this brand, that shift had created a potential mismatch. The product remained rooted in a Gujarat market where daily routines, family occasions, local preferences and regional familiarity shaped consumption. Yet the advertising increasingly presented a lifestyle that felt more metropolitan than local.

This created an important research question: was the brand facing a product problem, a pricing problem, a distribution problem, or a communication problem? Rather than assuming that higher media investment would automatically produce growth, the study was designed to identify where the consumer relationship was weakening.

Context to investigate

1) Whether consumers still trusted the product and its quality.
2) Whether the brand's advertising felt personally relevant.
3) Which situations and occasions naturally triggered product use.
4) How regional identity influenced familiarity and emotional connection.
5) Whether current communication reflected the brand's real consumer base.



03 THE BUSINESS CHALLENGE

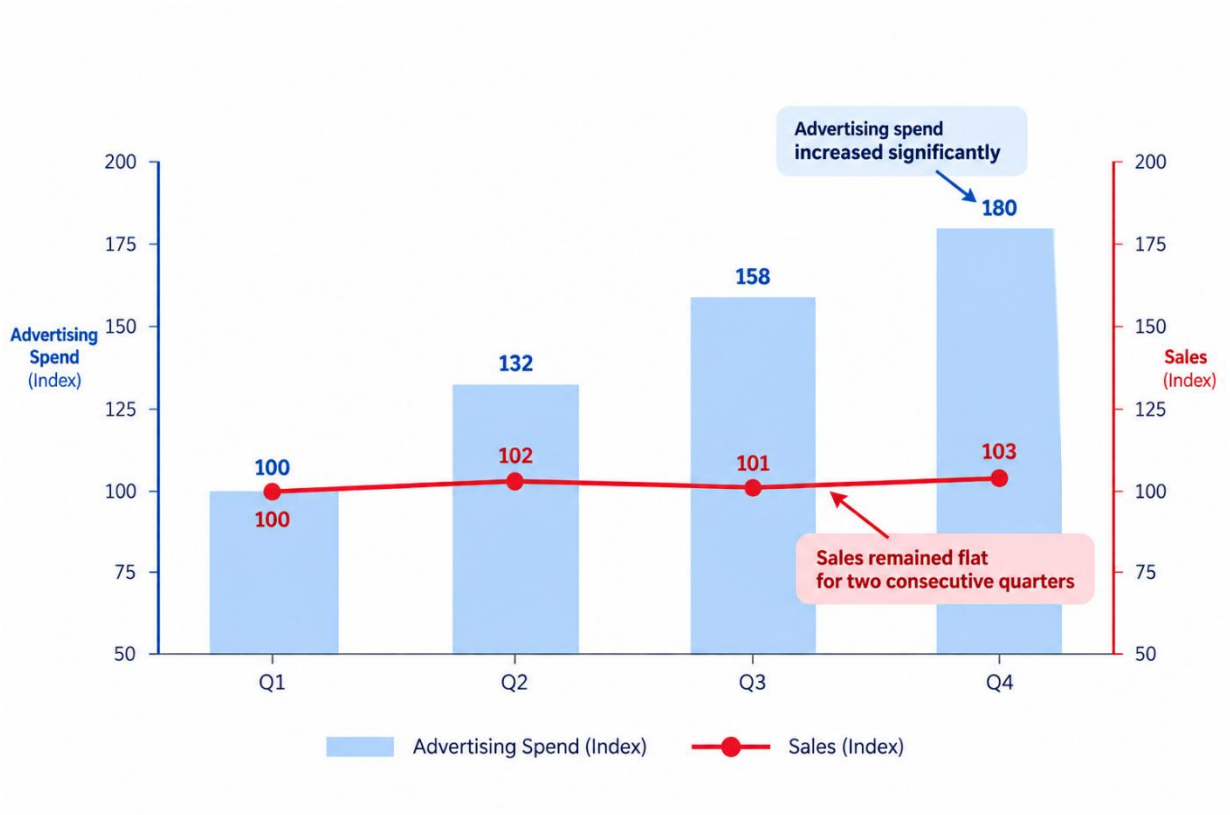
More advertising. Little movement in sales.

The immediate business signal was straightforward: sales had remained flat for two consecutive quarters even though the brand had increased its advertising effort. Continuing to increase the budget without understanding the underlying problem risked creating more exposure to a message that was not working hard enough.

> ***The challenge was therefore reframed. Instead of asking, "How can we advertise more?" the study asked, "What is preventing existing brand awareness from converting into stronger consumer response?"***

Several hypotheses needed to be explored. Consumers might have been losing trust in the product. Competitive brands might have become more attractive. The brand could have been losing relevance in important usage occasions. Alternatively, the communication itself could have drifted away from the attitudes and realities of the core consumer.

This distinction mattered because each problem would require a different strategy. A product-trust issue might require quality reassurance. A value issue could require pricing or pack architecture. A distribution issue would require availability improvements. A communication mismatch, however, would require the brand to change how it represented consumers and their lives.



Understand the gap before deciding the strategy

The research was built to diagnose the brand-consumer relationship rather than simply measure campaign recall. The objective was to understand both what consumers thought about the product and how they felt about the way the brand presented itself.

Primary objectives

1) Assess current product trust, familiarity and perceived value.
2) Understand consumer response to existing brand communication.
3) Identify the strongest purchase drivers and barriers.
4) Explore the role of family, regional identity and everyday routines in product usage.
5) Understand whether urban and aspirational imagery strengthened or weakened relevance.
6) Identify communication territories that could increase emotional and practical connection.
7) Translate consumer findings into a clear repositioning direction.

The intention was not to chase a new audience at the expense of the existing one. It was to clarify who the brand was already serving successfully and build communication around that reality.

Qualitative depth. Quantitative validation.

A mixed-method design was used across three districts in Gujarat. Qualitative research helped uncover language, emotions, associations and everyday consumption contexts. Quantitative research then helped test and validate the patterns emerging from those conversations across a broader respondent base.

In-depth interviews

One-to-one conversations were used to explore personal purchase habits, product perceptions, brand memories, usage occasions and reactions to the existing communication. The format allowed respondents to explain not only what they preferred, but why.

Focus group discussions

Group discussions were used to explore shared cultural associations, household decision-making, local identity, communication cues and the language consumers naturally used when discussing the category.

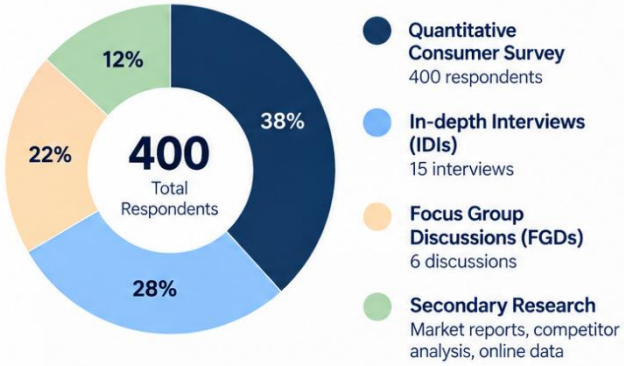
400-respondent quantitative survey

The survey provided a structured view of brand perceptions and helped validate whether the themes identified qualitatively were visible across the wider sample. Measures focused on awareness, trust, relevance, usage, communication response and purchase behaviour.

Three-district coverage

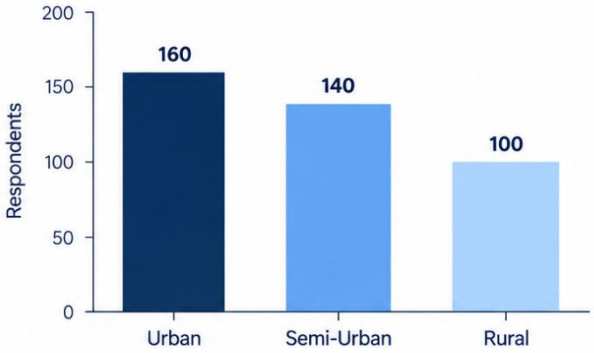
The multi-district approach ensured the research was not based on a single local pocket. It provided a broader regional view while keeping the study focused on the market the brand actually served.

Research Methods Mix

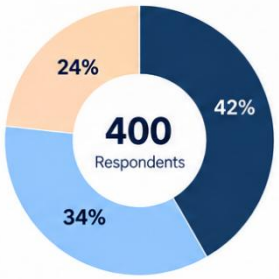


- **Quantitative Consumer Survey** — 400 respondents
- **In-depth Interviews (IDIs)** — 15 interviews
- **Focus Group Discussions (FGDs)** — 6 discussions
- **Secondary Research** — Market reports, competitor analysis, online data

Respondents by Location

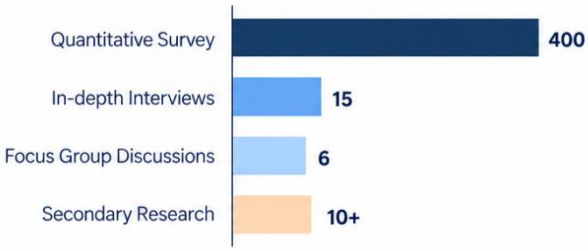


Respondents by Demographic



- **Male** — 42% (168)
- **Female** — 34% (136)
- **Others / Prefer not to say** — 24% (96)

Data Collection Summary

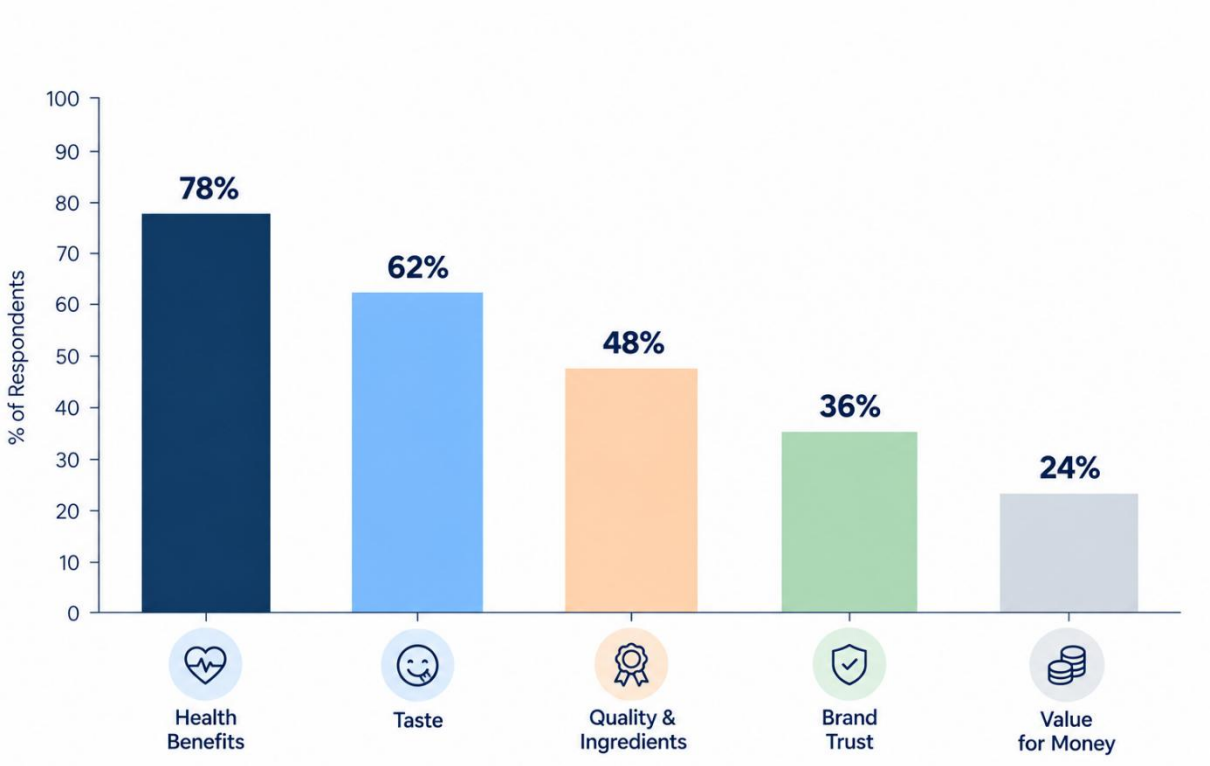


The product still had an important advantage: trust

The study did not reveal a rejection of the product itself. Consumers were familiar with it, and product trust remained an important strength. This distinction became central to the diagnosis because it suggested the brand did not need to rebuild its entire value proposition from the ground up.

Instead, consumers described a subtler problem. The product belonged in their lives, but the advertising increasingly felt as though it belonged to someone else's. The imagery and tone leaned toward an urban, aspirational world that did not closely resemble many of the situations in which the product was actually purchased, shared or consumed.

The gap was therefore between **product acceptance** and **communication identification**. Consumers could believe in the product while still feeling that the brand was not speaking directly to them.



07 THE CORE FINDING

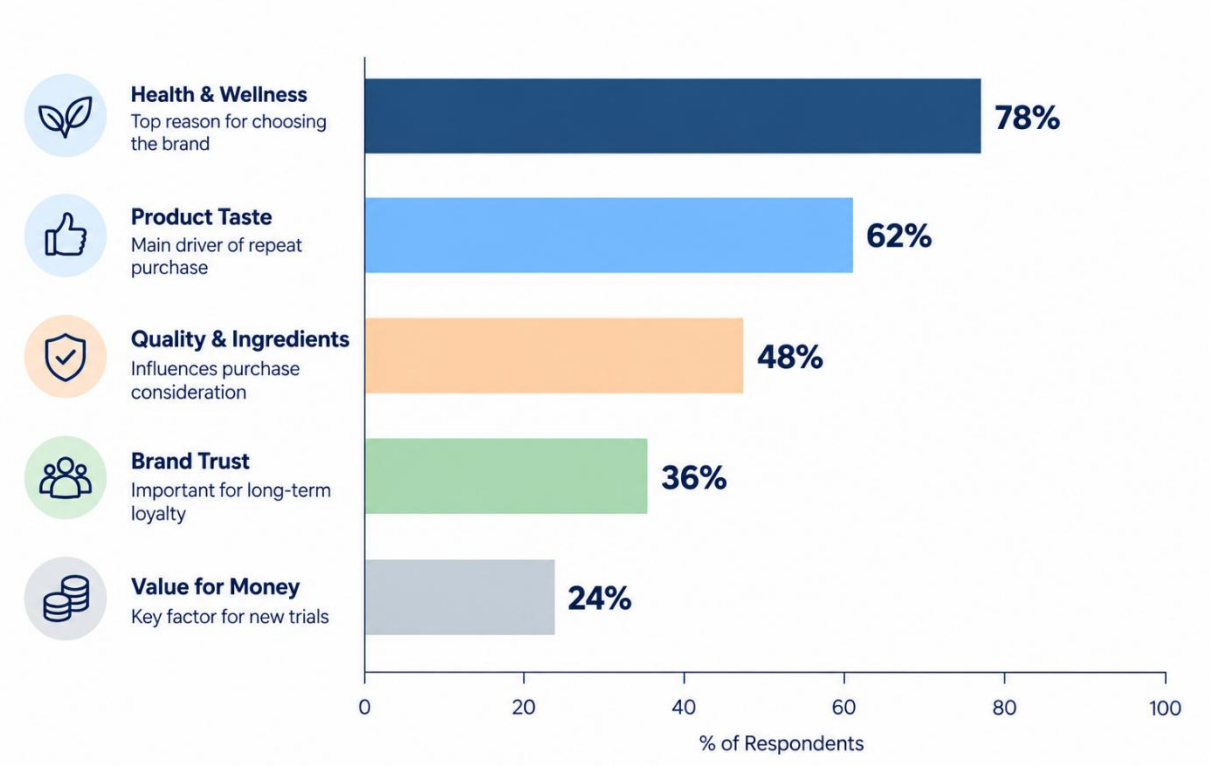
Consumers trusted the product - but did not see themselves in the message

Across the research, a consistent theme emerged: the brand's communication had moved further toward aspirational urban representation than the realities of its strongest consumer base.

The issue was not that consumers disliked modernity or aspiration. The issue was that the communication offered too little recognition of their own routines, families, occasions and regional context. The brand was presenting an imagined audience more strongly than the audience it was actually selling to.

> ***"The product feels familiar. The advertising feels distant."***

This insight changed the strategic conversation. Rather than attempting to make the brand appear more sophisticated through generic urban imagery, the opportunity was to make it more meaningful through recognizable situations and cultural familiarity.



From aspirational distance to everyday relevance

The repositioning was designed around a simple strategic shift:
move the brand closer to the consumer's real life without weakening its established product trust.

1. Regional identity became an asset

Communication was redirected toward a stronger sense of place and familiarity. Regional cues were used to make the brand feel naturally connected to the market rather than merely distributed within it.

2. Everyday use-cases replaced generic lifestyle aspiration

Instead of relying primarily on polished urban situations, messaging focused on recognizable moments in which the product already had a natural role. This helped consumers understand the brand through their own behaviour.

3. The consumer moved to the centre of the story

The communication became less about displaying an idealized lifestyle and more about reflecting consumers, households and familiar occasions. The brand's role was to fit naturally into those moments.

4. Familiarity was modernized, not abandoned

The objective was not to make the brand look old-fashioned or overly traditional. The new direction aimed to combine contemporary presentation with regional authenticity - keeping the brand current while making it more relatable.

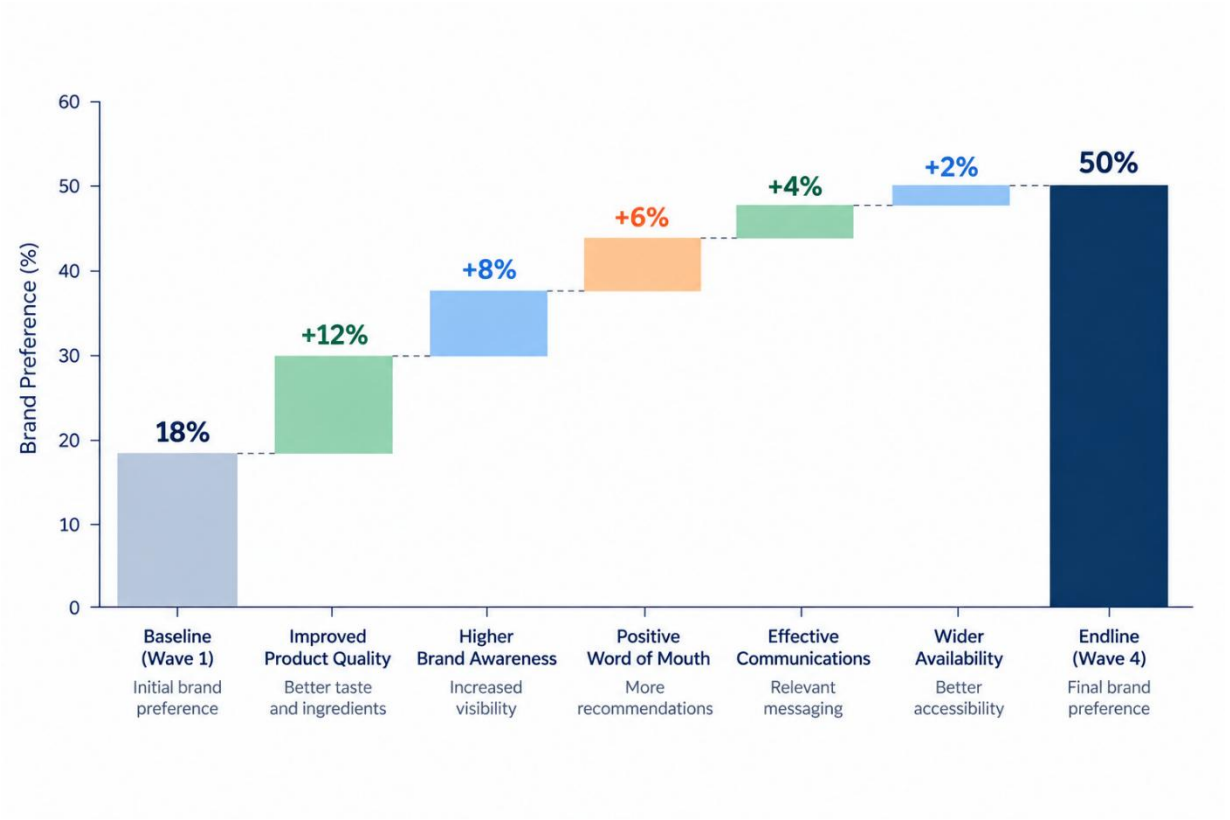
09 WHAT CHANGED

A clearer communication territory

The repositioning translated the research into practical communication choices. The change was not limited to a new tagline or campaign visual; it established a different way of representing the consumer.

BEFORE	AFTER
Urban-first imagery	Regionally familiar settings
Generic aspiration	Relevant everyday moments
Lifestyle-led storytelling	Consumer-life-led storytelling
Broad, less specific tone	Closer and more recognizable language
Brand displaying an ideal	Brand participating in real life
Distance from core market	Stronger regional connection

The central principle was consistency: every major communication element should reinforce the same idea of a trusted brand that understands the region, the household and the everyday context in which its product is used.



Research was converted into a practical brand brief

Consumer research creates value only when it changes decisions. The findings were therefore translated into a communication framework that could guide creative development, campaign planning and future brand evaluation.

Consumer truth - The product was trusted and familiar, but the communication was becoming less personally relevant.

Brand opportunity - Build stronger identification by reflecting the consumer's own environment, occasions and regional context.

Communication role - Demonstrate that the brand understands everyday life rather than simply projecting aspiration.

Creative direction - Use recognizable situations, regional cues and contemporary but familiar visual storytelling.

Measurement focus - Track not only reach and visibility, but also relevance, engagement, consideration and sales response after the repositioning.

Relevance returned - and momentum followed

Following the repositioning, the brand recorded measurable improvement in regional engagement and renewed sales momentum during the next quarter. The outcome supported the strategic premise that the core issue was not simply insufficient advertising pressure, but insufficient relevance in the message being amplified.

The result should be interpreted carefully: a market outcome can be influenced by multiple factors, including distribution, pricing, seasonality, competition and execution. However, the post-repositioning movement provided an important business signal that communication aligned more closely with the market.

Observed direction of change

1) Stronger regional engagement with the repositioned communication.
2) Improved alignment between brand expression and consumer context.
3) Renewed sales momentum in the following quarter.
4) A clearer communication platform for future campaigns.

12 KEY LEARNINGS

What this case tells us about regional brand growth

More media cannot automatically solve a relevance problem.

If the message is misaligned with the audience, increasing exposure can amplify the mismatch rather than correct it.

Product trust and brand relevance are different assets.

Consumers can continue to trust a product while becoming less emotionally connected to its communication. Both need to be measured.

Regional identity can be a growth asset, not a limitation.

Local familiarity can create differentiation when it is expressed in a contemporary and authentic way.

Everyday use-cases make brands easier to recognize in real life.

Showing the product in credible consumer situations can strengthen both practical relevance and emotional identification.

Research should precede repositioning.

The most effective strategic change is not based on what a brand wants consumers to feel. It begins with understanding what consumers already feel, where the gap exists and what should change.

Sources

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II. NIQ — Five Key Trends Shaping Grocery Shopping in India — Useful for **price sensitivity, brand loyalty, promotions, innovation, online/offline shopping, and locally produced products**. It includes actual survey findings from Indian shoppers. NIQ

III. NIQ — SMB Playbook: Small Brands, Big Moves — Very relevant to your **regional FMCG brand** case. NIQ reports that smaller/regional players are gaining momentum and highlights regional taste profiles and market relevance. NIQ

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