

Redoxon®

05

**Brand
Growth
Strategy**



CATEGORY

Nutritional Health is a huge and attractive category.

- **Sizeable:** VMS + Sleep Aids combined is the biggest CHC Category - €126 Billion – 41% of Total CHC Market, with a 5% projected CAGR for the next 5 years.
- **Highly Competitive:** the category holds a vast variety of competitors: from large players to small brands (low barriers to entry), from pure consumer health players to FMCG and from generalist brands to specialist ones. It translates into a high freshness index at 23% (+7pts vs. total CH).
- **Evolving Trends:** in the last decade, and particularly post COVID, the category has seen a significant evolution with more engaged and knowledgeable consumers, shifting demographics (ageing population, informed health-conscious millennials) and more preventive health (from 'lifespan' to 'healthspan').

CHALLENGE & AMBITION

Within Nutritional Health, Immunity is a big demand space but Redoxon has limited room for growth within it and needs new sources for growth.

Redoxon is trusted for its immunity solutions and has become a household brand through time, reaching market share saturation in many of our top markets. By elevating our Immunity definition to Protection and using it as an anchor across, we are expanding our right-to-win to more strategic demand spaces, bringing our size of prize opportunity from €4.7B to €11B.

AMBITION

Evolve from an immunity expert to **The Guardian Of Health**, protecting you the daily health challenges of modern life

STRATEGIC TERRITORIES OF CHOICE

Demand Spaces: Immunity, Healthy Routine, Age Well, Kids.

Geographic Presence: LATAM, APAC, EMEA.

Growth Audience: **The Everyday Protection Seekers**, caring about their health because they know even the small everyday issues can get in the way of them being at 100%.

BRAND DEVELOPMENT MODEL

STEP 1: BUILD BASE

Strengthen our base with Immunity (Adults + Kids) and use it as equity credentials by elevating it to Protection

STEP 2: BUILD BREADTH

Unlock new usage occasions by entering close adjacent segments with our Protection anchor (Energy/Healthy Routine and Ingredient-based)

STEP 3: BUILD DEPTH

Expand brand usage and future-proof the brand by addressing new segments under our Protection anchor (Age Well)

GLOBAL STRATEGIC PRIORITIES

1. BUILD A LOVED BRAND ANCHORED IN PROTECTION

- **Elevate our positioning from immunity to Protection** to enable the brand expansion with a tight common anchor.
- **Build our 'Protecting Guardian of Health' equity** to strengthen differentiation and connection by bringing to life our new communication platform and brand world with excellence.
- **Secure a healthy core with immunity protection**, that will be used as our credibility and awareness window as we expand, through the right in-market support and cogs optimization programs.

2. STRENGTHEN SUPERIORITY THROUGH PROTECTION

- **Develop a credentialing strategy** that redefines the narrative of protection and makes it ownable for the brand.
- **Reinforce our efficacy perception in direct-to-consumers communication:** defending our superior value equation via bolder claims, commercial innovations, formats and pricing.
- **Own the protection narrative with HCPs:** (Pharmacists and GPs) via best-in-class science storytelling for everyday needs and vulnerable groups (elder, kids).

3. EXPAND OUR PROTECTION STRONGHOLD INTO NEW STRATEGIC TERRITORIES

- **Further establish our Protection leadership in Immunity** via the right innovation plan on base and by fixing the Kids business through support and innovation model.
- **Increase our presence by expanding within the defined frames of our brand architecture**, building our guardian of health equity in validated demand spaces based on trusted science.
- **Future-proof the brand** with new spaces in which the brand has a solid right-to-win with its protection anchor (e.g. metabolic health).

4. EXECUTE PROTECTION HOLISTICALLY AT EVERY TOUCHPOINT. IN EVERY MARKET

- **Win across all key daily protection occasions:** providing the right offering (format, price tiers, pack count), distribution, claims, promotions and visibility
- **Crack a viable support model** by driving hero/halo thanks to our protection anchor and working across demand spaces and adults/kids
- **Develop flexible plans anchored in protection** to accommodate to the different market landscapes (market share, demand spaces development, channel landscape, income groups) and **Execute with excellence and consistency** throughout the funnel with modular toolkits

Audience Strategy

The Everyday Protection Seekers

They are conscious about their health because they know even the small everyday challenges can get in the way of them being at 100%. They want to feel protected, without constantly worrying about their health. They seek simple, effective, and proactive solutions.

Growth Audience

Sub-segments

What they're looking for

The Kid Growth Protection Seeker

Protection of the growth and immunity of their kids so that they grow unstoppable.



The Immunity Protection Seeker

Protection of their immunity all year round including pre, during and post sickness.



The Vitality Protection Seeker

Protection of their vitality/energy levels so that they can keep up with their day-to-day activities.



The Ageing Protection Seeker

Protection of their vitality and mobility as they grow older, so that they can age on their own terms.



Opportunity

Strengthen loyalty and increase year-long usage.

Increase brand penetration by encouraging new usage occasions.

Addressable Audiences & Moments

Parents of Young Children (35%)

Health Conscious (30%)

Mature Health Conscious (18%)

Parents of Young Children (35%)

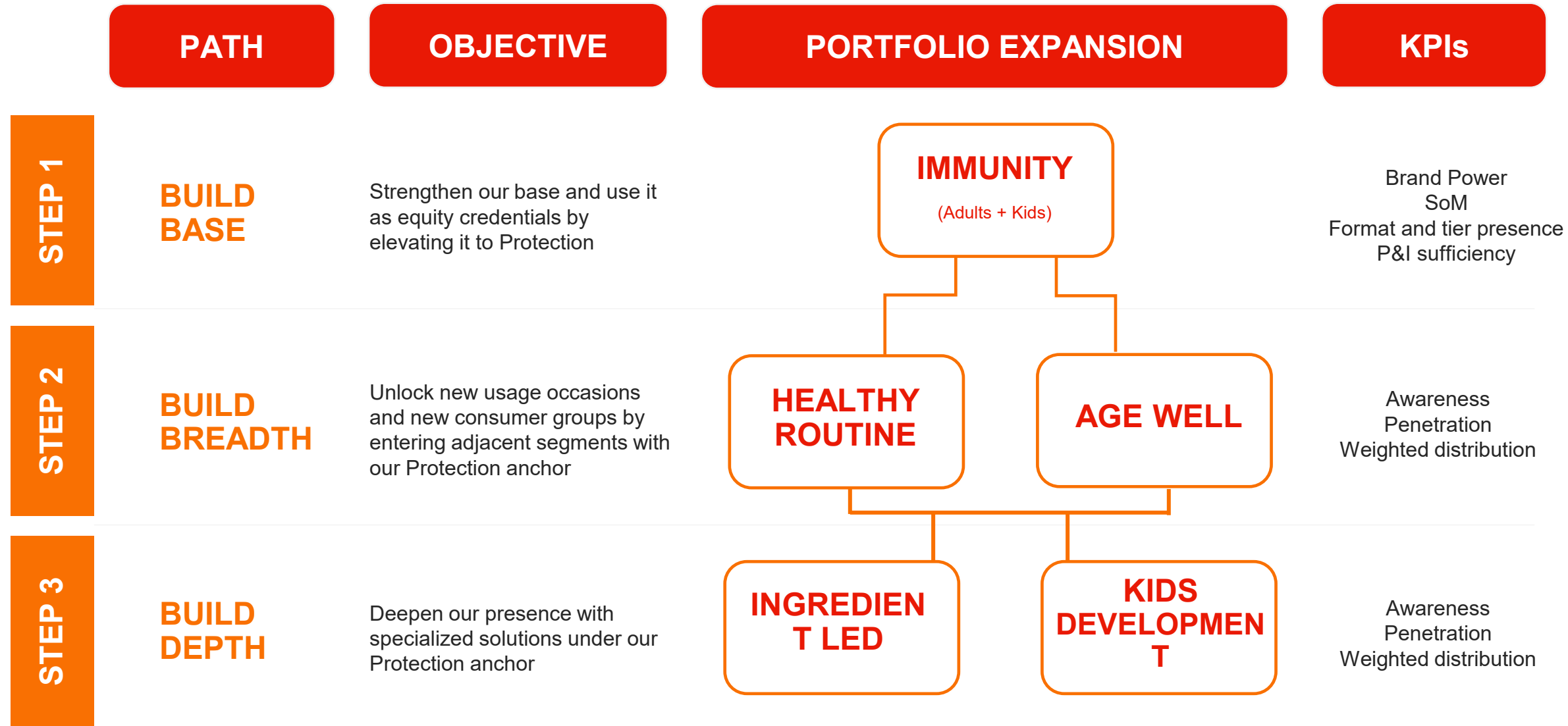
Age Empowerment champions (15%)

Travelers (37%)

Flu season

Back to school

Brand Development Model



Where NOT to Play

1. Outside of Nutritional Health

Our products should deliver protective benefits via formats that deliver nutritional value.

What it means: as an illustration, an immunity lozenge with nutritional benefits is **IN** scope, an allergy & immune spray is **OUT** of scope.

2. Conditions Bigger than Everyday Health Threats

Our products should address the 'everyday' type of health issues.

What it means: medical conditions are **OUT** of scope.

3. Popular nutritional spaces that don't fit the brand

Our products should only target nutritional needs that fit under the protection promise for which we have a credible right-to-win

What it means: as an illustration, beauty is **OUT** of scope.



Strategic Priorities

Redoxon®

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