



# STELLA ARTOIS

- Brewing a Better  
Reputation

# AGENDA

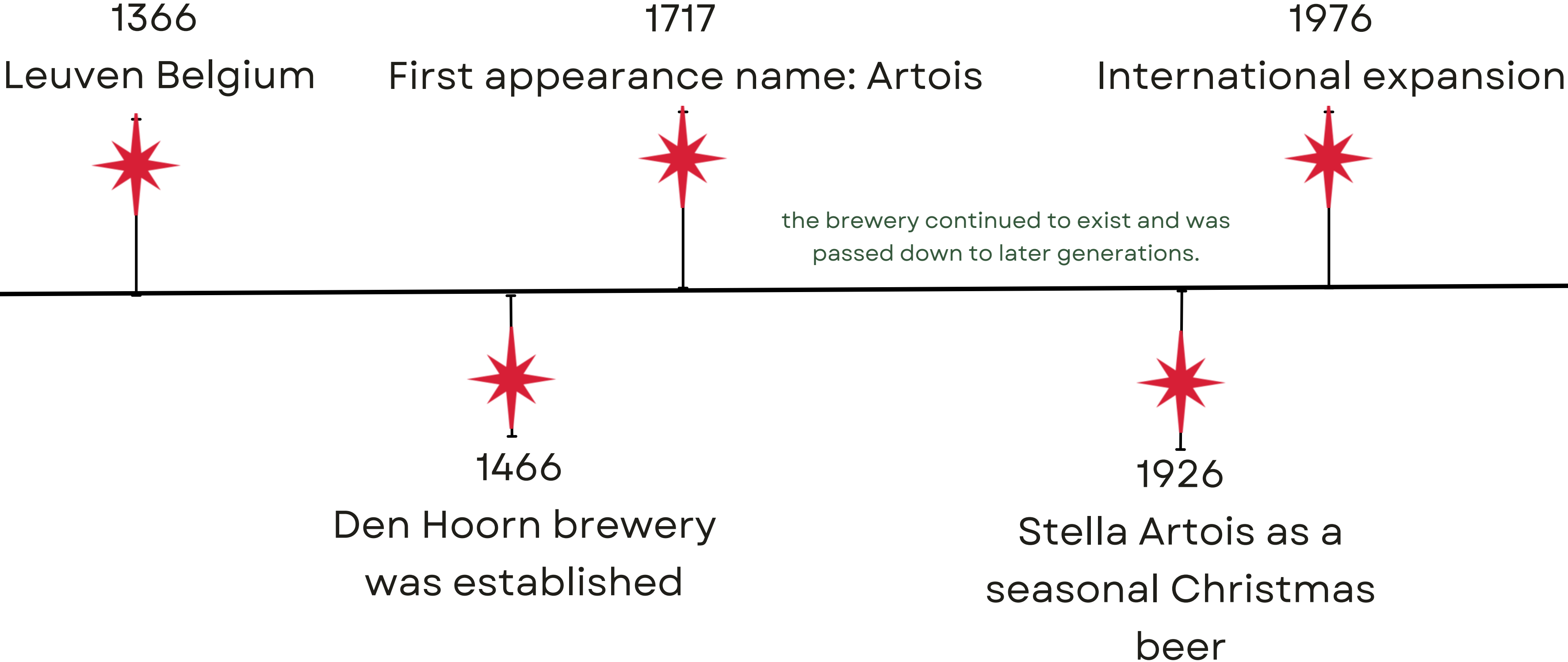
- Introduction and background to Stella Artois
- The incident
- Case question
- Board discussion
- Presentation managerial decisions



A Stella Artois beer glass filled with beer and a Stella Artois bottle are centered in the image. The background is a soft, out-of-focus bokeh of warm, golden lights. The text 'INTRODUCTION & BACKGROUND' is overlaid in a large, bold, dark red font.

# INTRODUCTION & BACKGROUND

# STELLA ARTOIS' HERITAGE



# STELLA'S PREMIUM POSITIONING



# A PREMIUM PRICE, A PREMIUM ABV



**VS.**



**VS.**

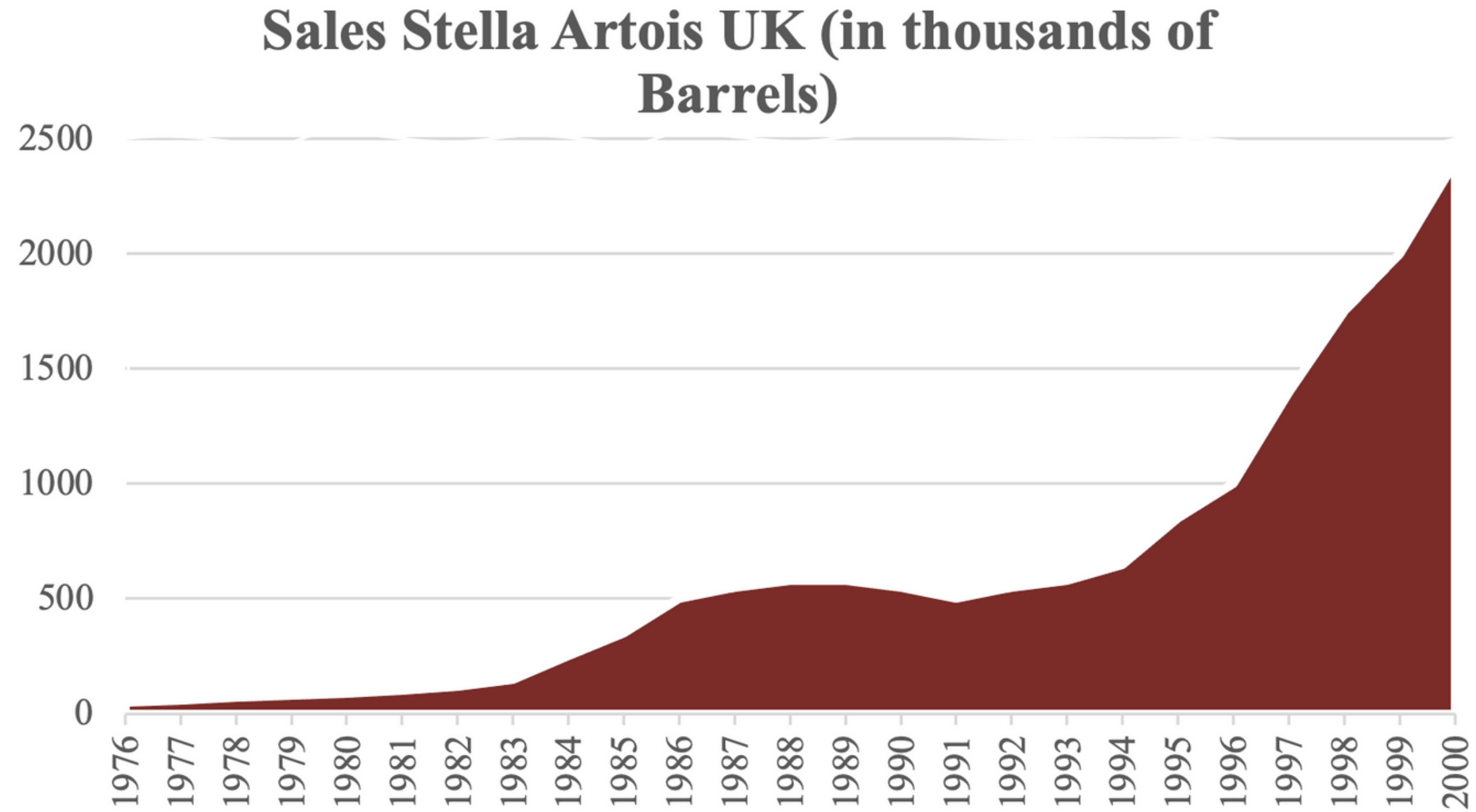


*ABV - 4.1%*

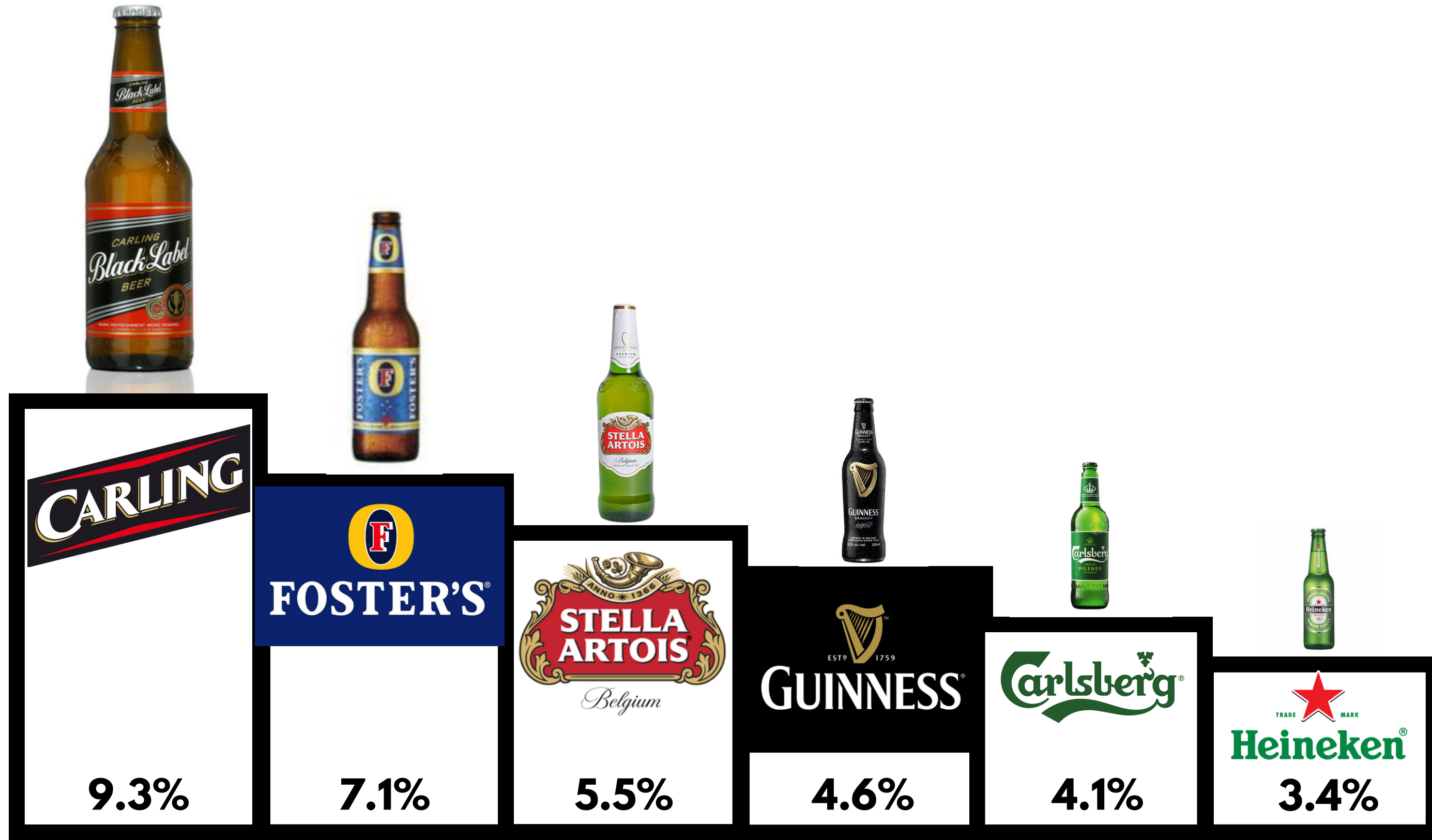
*ABV - 5.2%*

*ABV - 3.4%*

# STELLA'S SPRINT TO THE TOP



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A man with long, wavy, light-colored hair is shown in a close-up, drinking from a glass of beer. He is wearing a white shirt and a dark vest. The background is a blurred pub setting with other patrons. The text 'THE INCIDENT' is overlaid in a large, bold, dark red font across the center of the image.

# THE INCIDENT

# HAPPY WIFE, HAPPY LIFE THEY SAY...



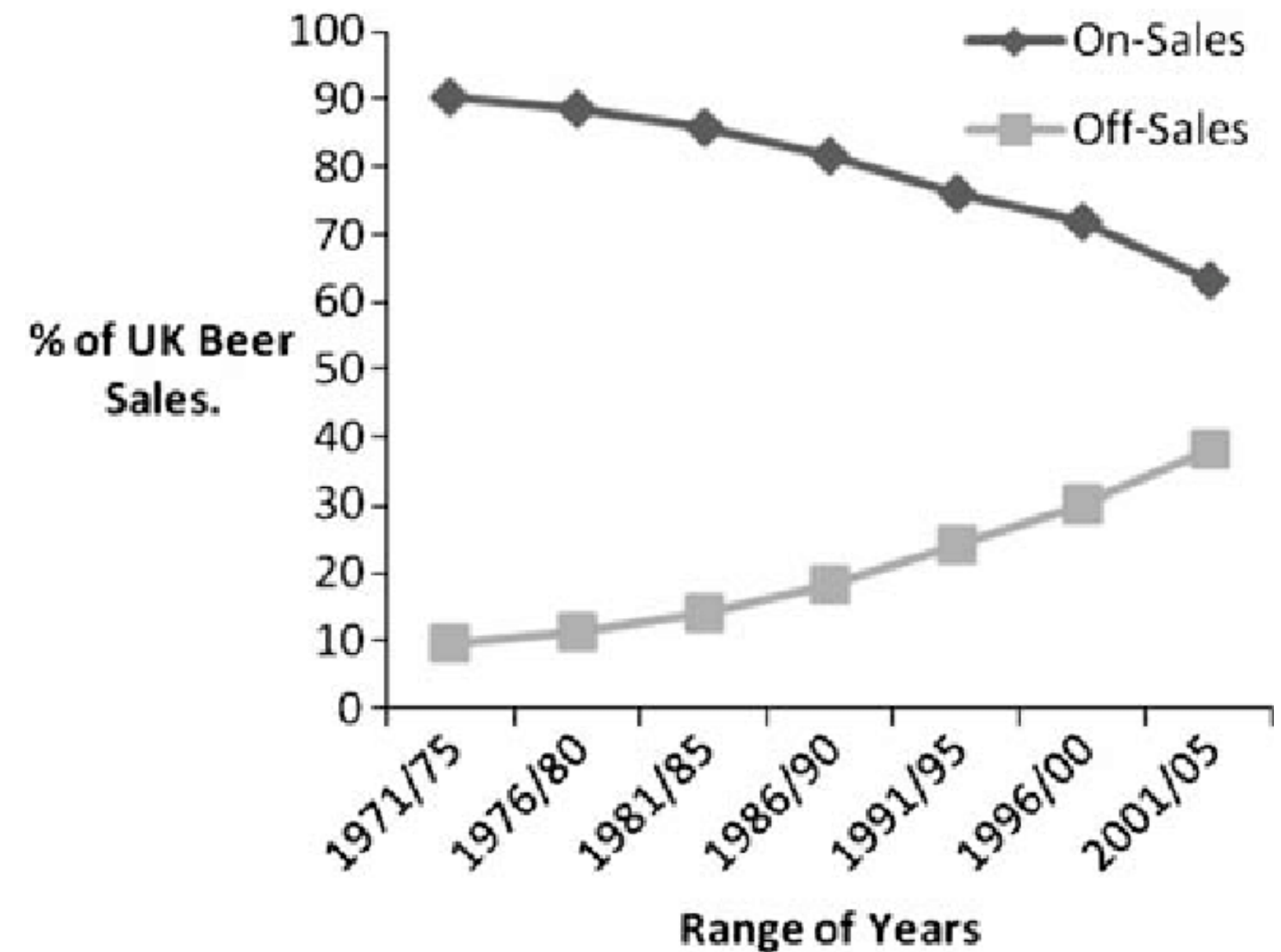
# STELLA DRINKERS AND THEIR MANSIONS

- Shift in Consumption: More Consumption at Home
- 1971: Only 10% sales volume off-licence
- 2000s: Off-licence sales 40% of total sales volume



- Supermarket Discounting to Drive Sales.

**“Come along, gentlemen. Haven’t you got mansions to go to?”**



# REPUTATION

**Peadar**

28/06/2004, 11:39 AM

Tesco have Miller 18 for €20 at the moment, and Rolling Rock 24 for €20.

Still not as good as the Dunnes deal for 5.2% Stella or "Wife Beater" as you may know it. I remember the lads over used to call it that.

**Peadar**

28/06/2004, 10:49 AM

I drank a wagon load of Stella Artois. It's septic.

I think it's a grand beer.

Got 20 bottles for 20 yo's down in Dunnes and drank a fair dose of them at a BBQ the other weekend. Best fun and cheapest night I've had in years.

**Early 2000s Stella Artois was mentioned as a "wife beater beer" in online forums**

"For people who sit where I do, there are key words in the papers for this case which occur all too frequently in cases involving young men and alcohol," said recorder John Hardy. "They are "Stella" and "binge-drinking"."

**The negative association was highlighted by a verdict of a British judge**

"With Stella, we got a minimum amount of drinking and a maximum amount of aggravation," says Dave. "It didn't appear to be a social drink and seemed to have an adverse effect on people. Everyone who was drinking Stella was a pain."

**Pub owners started to see problems with the beer**

# CONSEQUENCES

- Reputational damage
- Declining sales
- Lost market share
- Bars stop serving the beer



## Pick a wifebeater



- +/-Belgian
- +Liquid courage
- Most courageous against those who'll let you get away with it



- +Comfy in the heat
- +Makes you look tough
- Makes you want to prove your toughness in whatever way you can



- +Cool musician
- +Gets you backstage for free
- His songs are mostly about hurting those you love

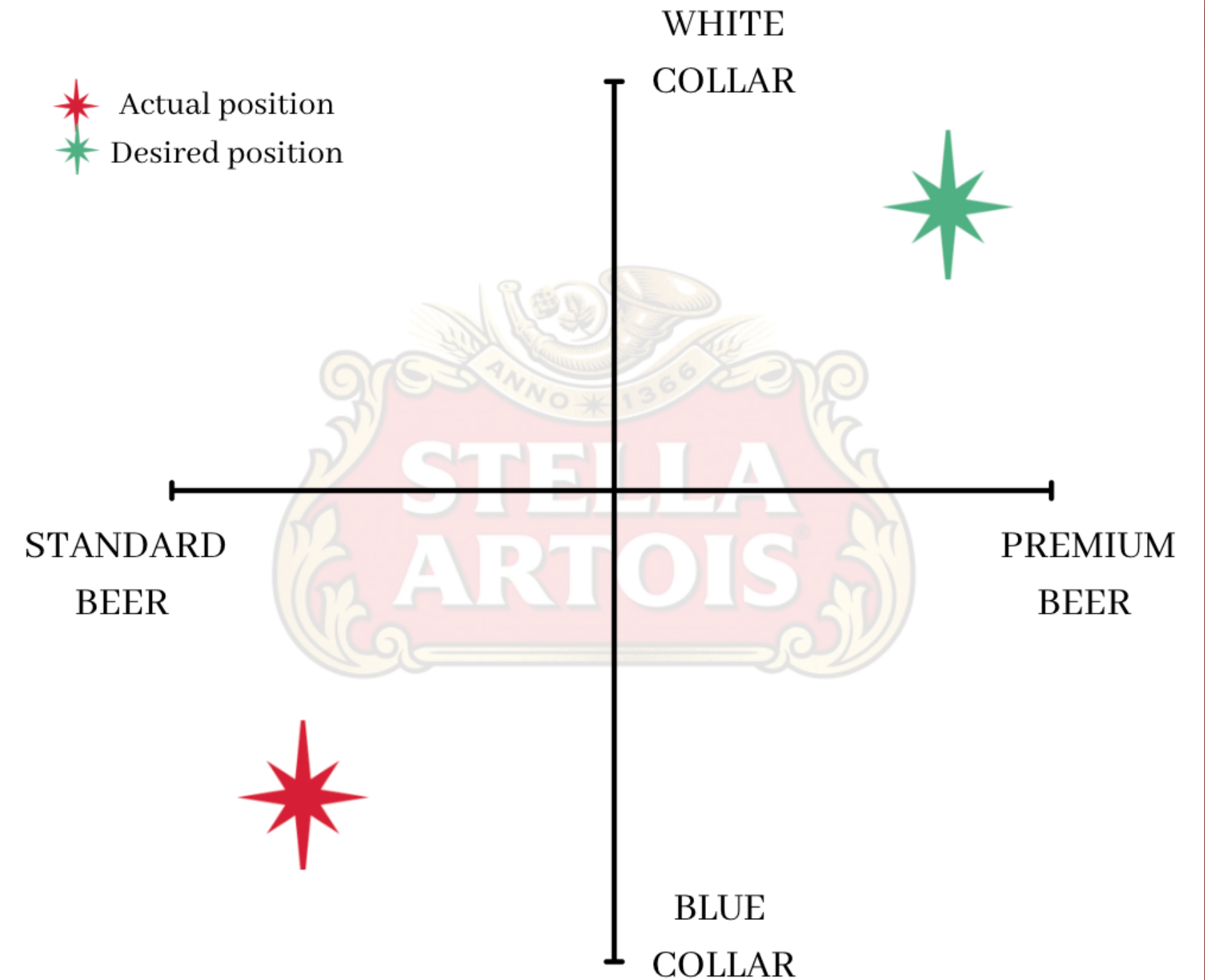
- +/-Retired marine
- +Master of combat
- +Excellent lawnmowing skills
- "Retired" after he came back home to find out his wife was

The image features three Stella Artois beer glasses filled with beer and topped with a thick head of foam. The glasses are held by hands, and the background is a soft, out-of-focus light. The Stella Artois logo, including the text 'ANNO 1366' and 'STELLA ARTOIS Belgium', is visible on each glass. The text 'CASE QUESTIONS' is overlaid in a large, bold, dark red font across the center of the image.

# CASE QUESTIONS

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- How do you eliminate the "wife-beater" nickname or minimize the impact on Stella's reputation?
- How would you ensure that Stella becomes a premium brand again and how can you reverse its declining sales?



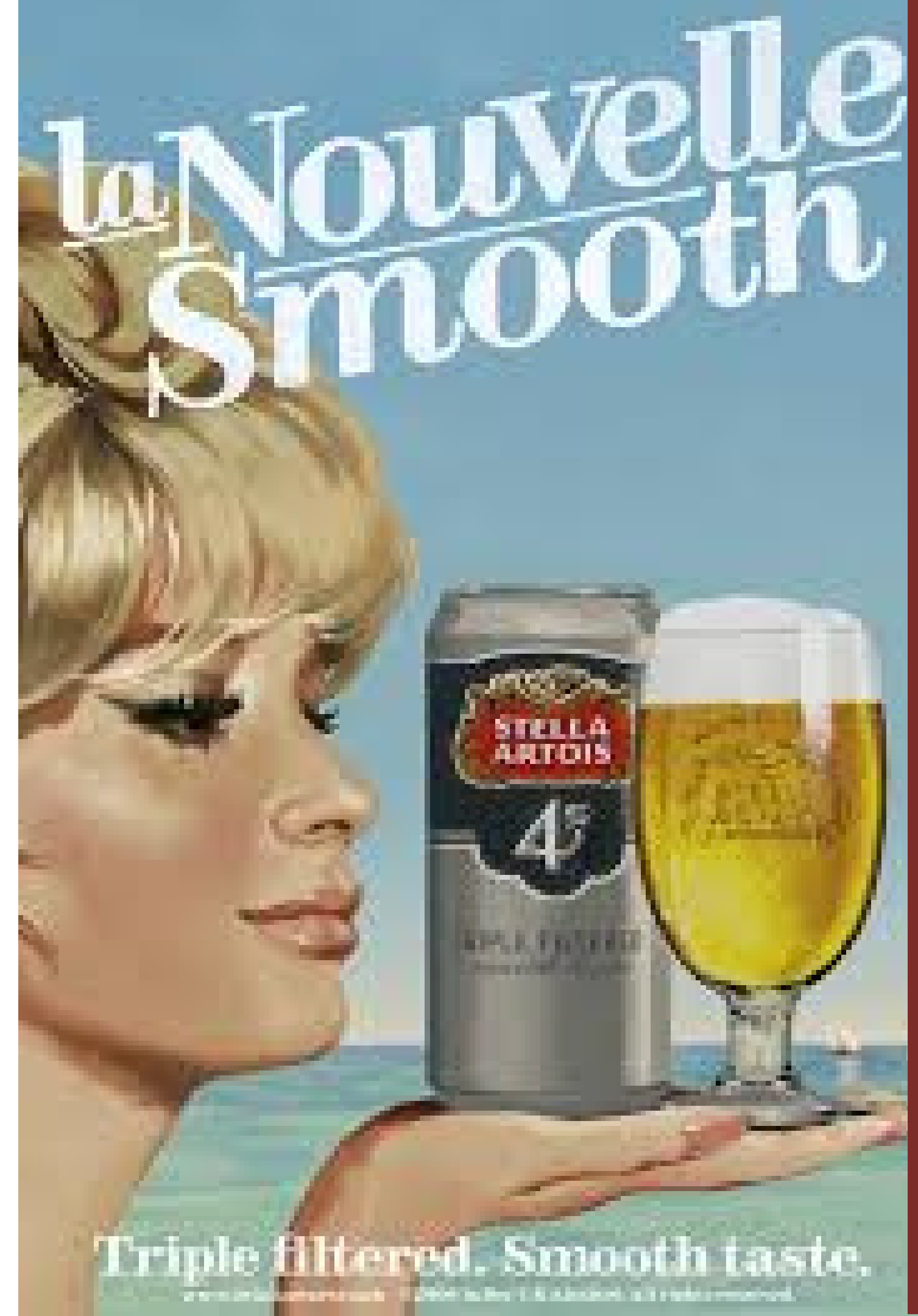
A photograph of a man and a woman sitting at a table in a restaurant. The man, on the left, has long white hair and a beard, and is wearing a patterned sweater. He is holding a green beer bottle. The woman, on the right, has long blonde hair and is wearing a dark, sequined dress with a large floral hair accessory. She is holding a glass of beer. The background shows other diners and a warm, lit interior.

# BOARD DISCUSSION



# MANAGERIAL DECISIONS

# NEW PRODUCT & ADJUSTED ABV



IT'S A **CHALICE**,  
NOT A GLASS.

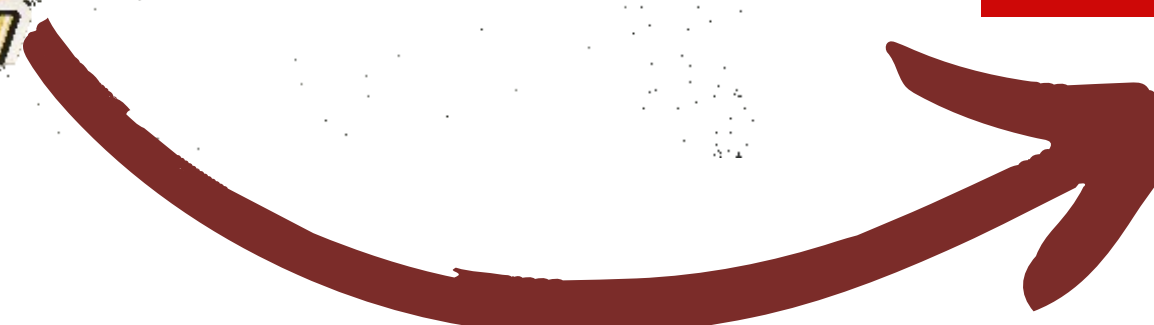
# NEW POURING RITUALS & THE BIRTH OF CHALICE



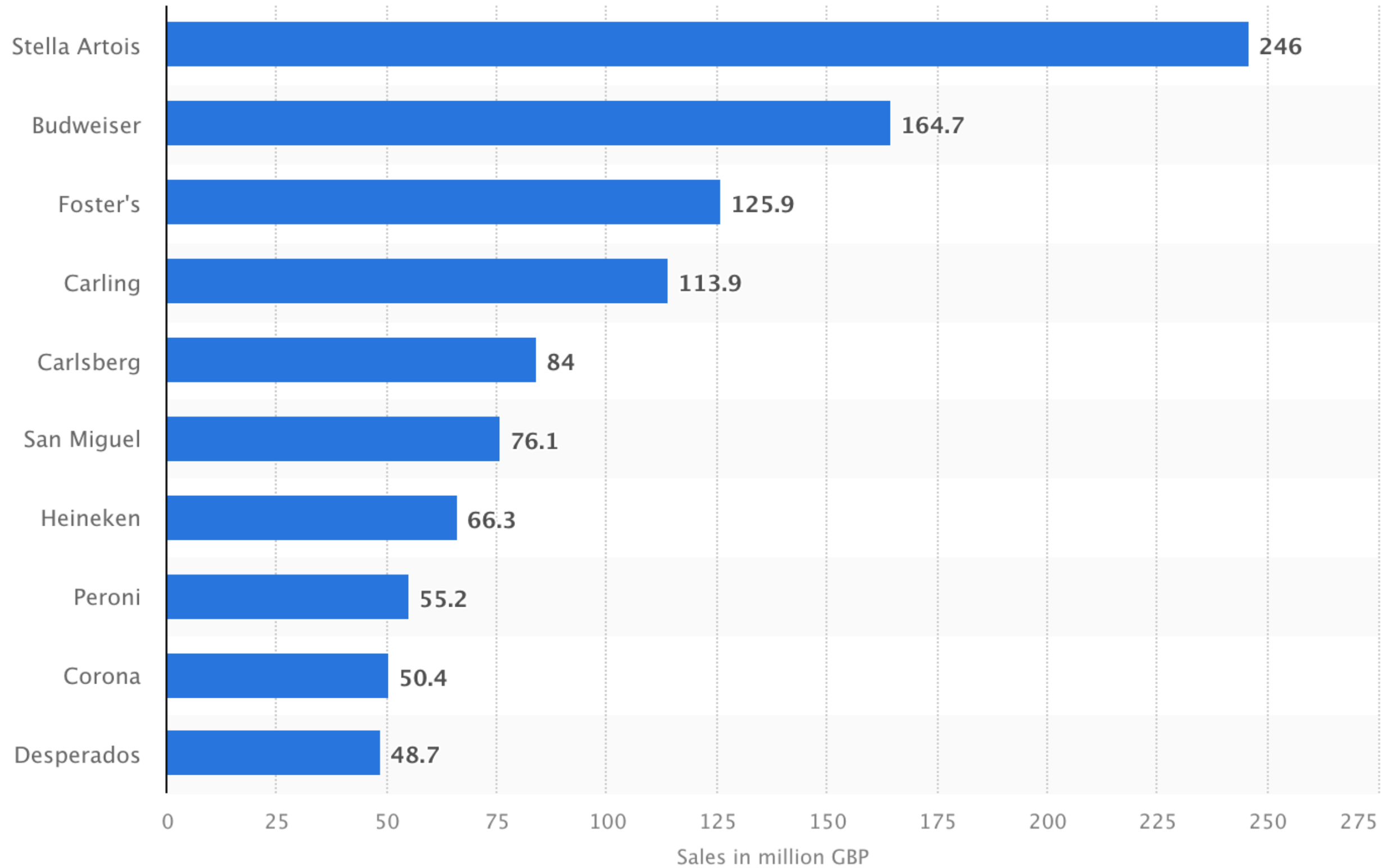
# SHE IS A THING OF BEAUTY



# STELLA OUT, ARTOIS IN



# UK MARKET 2022



**What lessons did we  
learn?**

**Thanks for your attention  
and participation!**