

## Owasis Drinks Company — Brand Portfolio Analysis & Go-To-Market Strategy

*Strategic brand portfolio analysis and go-to-market strategy developed for Owasis Drinks Company, a beverage company with multiple brands at varying stages of market growth. Includes BCG Matrix analysis, SWOT analysis, and a comprehensive GTM strategy for the Natural Energy brand.*

Owasis Drinks Company (ODC) has a diverse product portfolio, with several brands at different market growth and profitability stages. Using the Boston Consulting Group (BCG) Matrix, we can categorize these brands based on their market share and growth potential. Natural Energy is positioned as a Star in ODC's portfolio. It represents 9% of total revenue and has experienced impressive growth, with a compound annual growth rate (CAGR) of 32.4%, making it the fastest-growing brand. Its natural and organic energy drink positioning aligns well with consumer trends favoring health-conscious products. Although Natural Energy has yet to dominate the market, its strong growth trajectory suggests significant future potential.

ODC's Cash Cows, which generate high revenue and steady profits, include Hadlock Falls Spring Water (39% of revenue) and Deer Isle Iced Tea (26% of revenue). Hadlock Falls is the company's biggest brand in terms of sales and volume. At the same time, Deer Isle Iced Tea remains one of the most successful and profitable brands,

capitalizing on the demand for natural, ready-to-drink beverages. These brands provide financial stability to the company and help fund investment in newer products like Natural Energy.

The company also has Question Marks, brands with growth potential but uncertain future success. Blue Hill Juices (19% of revenue) was acquired to expand ODC's presence in the growing juice category. Still, its performance has remained flat, suggesting the need for further innovation or marketing efforts to drive growth. Another Question Mark is The Original Cream Soda (2% of revenue), which has struggled to maintain relevance among younger consumers, leading to a steady decline in sales. Without strategic changes, these brands risk becoming low-value assets.

Finally, ODC's Dogs, or low-growth, low-share brands, include PB Cola (1% of revenue). PB Cola is a niche product targeted at a specific consumer base, but its market share has been shrinking. Its bitter, strong cola taste does not appeal to a broad audience, making competing with more prominent cola brands difficult. PB Cola's future remains uncertain without a significant repositioning or differentiation strategy.

By analyzing ODC's portfolio through the BCG Matrix, it is evident that Natural Energy presents the most significant opportunity for expansion. Cash Cows like Hadlock Falls and Deer Isle Iced Tea can financially support future growth initiatives. Meanwhile, Question Marks like Blue Hill Juices and The Original Cream Soda require strategic innovation, and Dogs like PB Cola may need to be reconsidered for long-term viability.

## 1. SWOT Analysis of ODC

### a) Strengths (Internal)

- **Health-conscious positioning:** Natural Energy is perceived as a "better for you" energy drink, aligning with consumer trends.
- **Strong regional presence:** ODC has a loyal customer base in the Northeast, leveraging local market penetration.

### b) Weaknesses (Internal)

- **Limited geographic reach:** Brands are well-known in the Northeast but have little recognition beyond the region.
- **High production costs:** Natural Energy's ingredients are expensive, leading to a higher cost of goods (35.37% vs. industry avg. 25%).

### c) Opportunities (External)

- **Expansion to new regions:** Leveraging market demand for organic energy drinks outside the Northeast.
- **Product innovation:** Introducing new flavors (e.g., cherry, watermelon) and new formats (e.g., energy shots) to capture more consumers.

### d) Threats (External)

- **Intense competition:** Blue Danube dominates with a 45% market share, while Dynamo and Dragon Juice aggressively compete with promotions and pricing.
- **Economic sensitivity:** Consumers are price-sensitive due to global economic pressures, making premium-priced products harder to sell.

### **Growth Strategy for Natural Energy**

To expand its energy drink business, ODC should expand distribution channels to reach a broader consumer base. While Natural Energy has established a strong presence in the Northeast, increasing availability in major supermarket chains and gym or sports retailers across other regions will help drive sales growth. Additionally, leveraging e-commerce platforms such as Amazon and grocery delivery services will allow ODC to reach digital-first consumers and capitalize on the growing trend of online beverage purchases. Expanding vending machine placements in high-traffic locations, such as universities and fitness centers, can further boost accessibility and brand visibility.

Another key strategy involves product line expansion to cater to diverse consumer preferences. Market research indicates that flavor preferences vary by region, presenting an opportunity for ODC to introduce new region-specific flavors—such as tropical flavors in the South or seasonal fruit flavors in the Northeast.

Additionally, developing energy shots (50 mL) as a convenient, portable option could attract consumers looking for a quick energy boost. Incorporating functional ingredients like ginseng, guarana, or vitamin blends may also enhance product appeal among health-conscious consumers seeking added benefits from their beverages.

Lastly, cost optimization is essential to improve profitability without compromising quality. Natural Energy's cost of goods is currently higher than the industry average due to its premium natural ingredients. ODC should explore alternative sourcing strategies or partnerships with sustainable suppliers to mitigate this to lower raw material costs. Investing in packaging innovations—such as lightweight or recyclable materials—can also help reduce production expenses while appealing to environmentally conscious consumers. ODC can strengthen its competitive edge in the energy drink market by optimizing costs and maintaining quality while sustaining long-term profitability.

### **Go-To-Market (GTM) Strategy**

The target market for Natural Energy consists of health-conscious millennials and Gen Z consumers, as well as athletes, gamers, and young professionals seeking a clean energy boost without artificial additives. These consumers are drawn to natural and organic ingredients, making Natural Energy's plant-based formulation a key selling point. Additionally, with the rising demand for functional beverages, ODC can position Natural Energy as a premium alternative to traditional energy drinks, emphasizing its

natural caffeine sources, fair trade practices, and organic ingredients to differentiate itself from competitors.

A critical first step in the go-to-market strategy is geographic expansion. Natural Energy is currently strong in the Northeast, but expanding into high-growth markets—such as the West Coast and Southern states—can significantly boost brand awareness and sales. These regions strongly demand energy drinks, particularly among active and health-conscious consumers. Strategic partnerships with national supermarket chains, gym retailers, and convenience store distributors will ensure broader product availability. Additionally, securing placement in e-commerce platforms like Amazon and Walmart.com will enable direct-to-consumer sales and subscription-based purchases, providing recurring revenue streams.

Digital and influencer marketing will play a crucial role in driving brand engagement. Partnering with fitness influencers, athletes, and nutritionists to promote Natural Energy on social media platforms such as Instagram, TikTok, and YouTube can enhance brand credibility and reach a larger audience. Engaging content, such as workout routines, energy-boosting challenges, and behind-the-scenes sustainability efforts, can further strengthen consumer connection to the brand. Additionally, targeted digital ads and loyalty programs can encourage repeat purchases and build a dedicated customer base.

Retail promotions and in-store activations will complement digital efforts by increasing consumer trial and brand exposure. Implementing sampling campaigns in gyms, health food stores, and supermarkets will allow potential customers to experience

the product firsthand. Offering limited-time discounts, bundle deals, and promotional multipacks can incentivize trial purchases and drive initial conversions. Furthermore, collaborating with event organizers for sports competitions, gaming tournaments, and wellness festivals can create direct engagement opportunities with key consumer segments, reinforcing Natural Energy's brand presence in relevant lifestyle communities.

By integrating geographic expansion, digital marketing, and in-store promotions, ODC can successfully grow Natural Energy's market presence and compete more effectively in the crowded energy drink industry. This multi-channel approach will ensure that the brand reaches both digital-savvy and retail-focused consumers, maximizing sales potential while supporting its unique value proposition as a natural, organic energy drink.