

2025 AB InBev/SAB GradStar Summit Case Study

Background:

At SAB our commercial strategy is key to enabling our dream of creating a Future with More Cheers, In order to do this we have to capitalize on the trends of today while also understanding what the trends of tomorrow will be and innovate to satisfy the ever-changing needs of our consumers. You are required to prepare a 10 minute presentation which answers the below questions referencing the attached data as well as any research you conduct from external sources.

Questions:

1. Please provide a detailed analysis of the data explaining what companies, brands and packs trends have been driving the growth/decline of *alcoholic drinks in South Africa since 2018. What has happened to SAB's market share position over this period? Your answers should be substantiated with assumed reasons why this may be the case (i.e. macro-economic factors, global trends, etc.)
2. It has been announced that Competitor A & C will merge within the next year. What would be the biggest threat to SAB and how should they respond to this threat?
3. Taking external consumer and market trends into consideration as well as provided data. Which category or price tier should SAB focus on for new products to ensure future growth?

**The alcoholic drinks industry in South Africa in this case study is made up of the Beer category and the sweeter liquid Beyond Beer category which is typically comprised of Ciders/Ready-to-Drinks/Fermented Malt Beverages*