

How a huge global company operated
like a small start-up...
...and found fortune.

David Gluckman

Athens

20th February 2019



GUINNESSUDV

DIAGEO

1973

Someone in Ireland said to someone in
London, who said to someone else in London,
who said to me : “We need a new alcoholic
drink to be exported from Ireland.”





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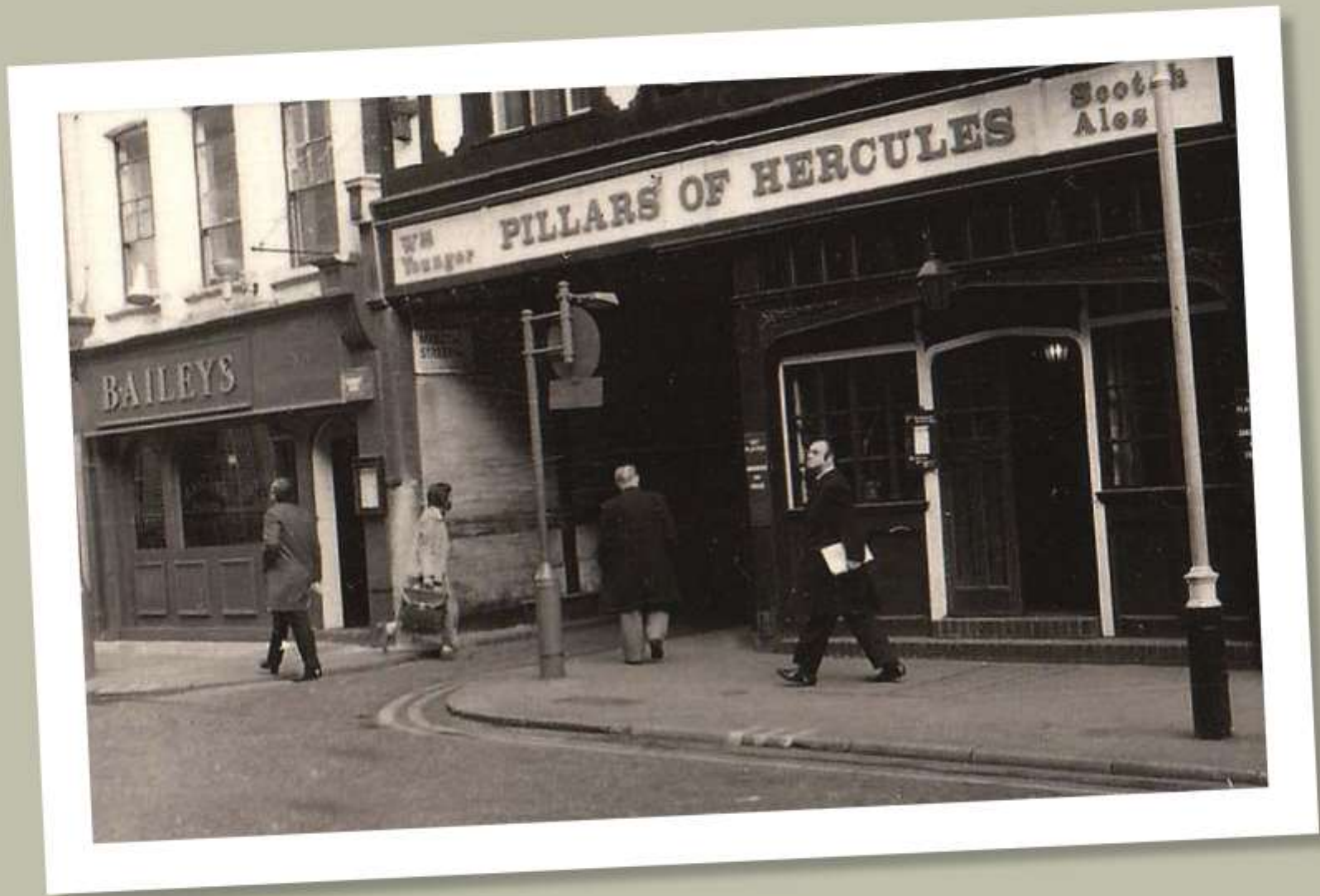


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BAILEYS

IRISH CREAM



IRISH CREAM CHOCOLATE LIQUEUR

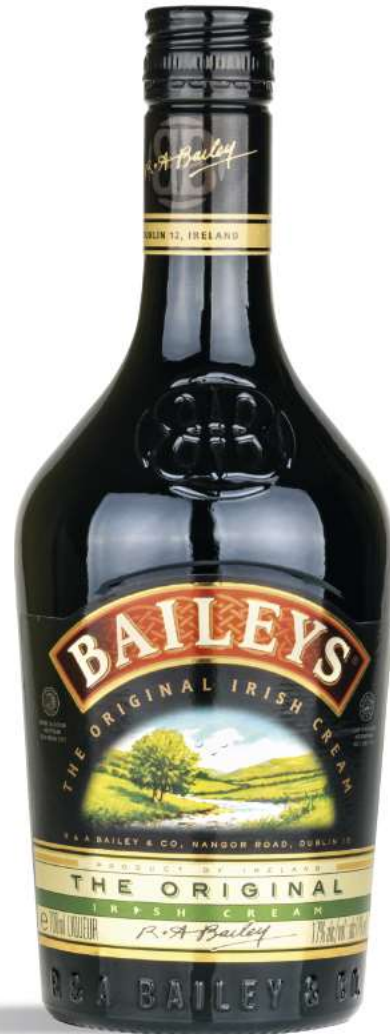
ONE
U.S.
QUART

PRODUCE OF IRELAND
R&A BAILEY LTD DUBLIN IRELAND

40
U.S.
PROOF

6.6 million cases

\$1.5 billion



1985

Idea : 30 seconds

Pitch : 180 seconds

Buy : 60 seconds

2018 : 305,000 cases, \$98 million



305,000 cases

\$98 million



1985

Why develop a new Single Malt whisky to
appeal to 3% of Scotch drinkers when you can
create one for the other 97%?

518,000 cases

\$289 million



The 'me-one' approach

If you see an idea beginning to take off in another market
steal it, adapt it and launch it in your own market

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Why 'the IDV way' worked

1. Commissioning of ideas a top management function
2. 'Champion' system
3. Central funding for world-wide development
4. Tiny operating team annexed to R&D
5. 'No Plan B' approach
6. Judgement trumped consumer research



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