

Finlandia Campaign Plans Book



FINLANDIA[®]
VODKA OF FINLAND

Created By

Lauren Treiber

Table of Contents

Executive Summary and Pitch.....	3
Situational Analysis	3
Audience Analysis.....	7
Target Recommendation.....	8
Communication Objectives.....	8
Big Idea.....	9
Explained.....	9
Advertising Strategy.....	9
PR Strategy.....	9
Direct Marketing Strategy.....	10
ISC Executions.....	11
Budget Allocation.....	14
Media Recommendation.....	14
Timing and Scheduled Executions.....	16
Post Campaign Evaluation.....	16
Bibliography	17

Executive Summary and Pitch

Finlandia Vodka is ready to take over the vodka industry by combining its rich heritage with a forward-thinking approach. Embracing purity from Finnish glacier water, each sip of Finlandia Vodka brings a legacy of craftsmanship and quality. Our vision extends beyond consumption, offering an immersive experience where every moment becomes an opportunity to savor the essence of Finland. Through innovative marketing strategies, strategic partnerships, and a commitment to sustainability, Finlandia is not just a vodka brand but a lifestyle choice—it is the face of elegance, purity, and modernity in the world of spirits.

Indulge yourself in the essence of Finlandia Vodka, where tradition intertwines with innovation. Through the campaign, "Finlandia Your Way," we will grow consumer engagement and brand awareness, using a blend of social media trends, exclusive events, and strategic partnerships. By utilizing the power of storytelling and marketing, we are ready to grow our target audience, making Finlandia the face of purity and premium quality in the vodka industry.

Situational Analysis

Strengths: Brown-Forman

Dominant Global Reputation: Brown-Forman is the 5th largest spirits company in the world, the largest American-owned spirits and wine company, and among the top 10 global spirit companies by value. The company has a presence in over 170 countries and sells various alcohol types ranging from champagne to whiskey and scotch. (Forman Corporation, n.d)

Strengths: Vodka

Market Leader: The vodka industry leads in both sales and volume in the United States, generating \$7.2 billion in 2022. Globally, experts believe that by 2030, vodka will be worth roughly \$40.25 billion. (Carruthers, 2023)

Strengths: Team's Product - Finlandia

First Scandinavian Vodka in the USA: Finlandia Vodka was introduced to the US market in 1971, being the first Scandinavian vodka in the US. (Finlandia, 2021)

Sustainability: Through practices involving the vodka recipe, distillation and bottling, Finlandia has aimed to be as sustainable as possible while still producing high-quality vodka. The bottle was recently redesigned to be less heavy to create more sustainable transportation emissions and the use of fewer raw materials.

High Volume of Sales: In 2022, Finlandia generated 2.9 million 9-liter cases worldwide. Finlandia is seen in a variety of different countries, economies, and cultures. (Conway, 2023)

Weaknesses or challenges to overcome: Brown-Forman

Competition: The alcohol and spirits industry is highly competitive and always changing. Brown-Forman has to find a way to stay relevant to compete with established brands and the upcoming competitors that use new platforms to sell their brand.

Weaknesses or challenges to overcome: Vodka

Internal Competition: The vodka market is highly competitive. The price, product range, distribution and so many other factors affect who is going to be at the top of the industry. From national brands to local distilleries there is a fight to get to the top.

Weaknesses or challenges to overcome: Finlandia

Social Media: Finlandia's social media presence lacks significantly. They have not posted on Instagram since May 2023 and on Facebook since June 2023. If their social media was more active, they could attract more customers.

Identity: Finlandia hasn't done a great job of being memorable in the vodka market. They could benefit from better branding or a tagline that makes them stand out among other vodka brands.

Competition: There are so many vodka brands on the market and everyone is fighting to be at the top. Finlandia not only has competition with other vodkas but also seltzers, whiskeys, rum, and more.

Threats: Brown-Forman

Supply Chain Issues: Due to the conflict between the United States and Houthi militants, passage through the Suez Canal has been volatile so shipping companies have been forced to take longer routes around southern Africa. This has caused consumer prices to rise as well as stretching the capacity of global supply chains and delaying shipments exponentially.

Threats: Vodka

Alcohol Consumption Decline: Studies have shown that alcohol consumption among multiple generations is on the decline. In regards to Gen Z, studies show that they drink 20% less than millennials. Not only that, but Millennials are also drinking less than both Baby Boomers and Gen X. Plus, the demand for non-alcoholic drinks in the United States is growing. An alternative to alcoholic drinks is the non-alcoholic malt beverages. The market for malt beverages is expected to boom by 2033 with 62.7 billion dollars.

Threats: Finlandia

Lack of Brand Awareness: Due to a lack of brand awareness from consumers, Finlandia has a geographic footprint of only 29 countries and struggles to reach over 3 million cases when brands such as Absolut get over 13 million.

Focus on Health: Consumers have started becoming more health-conscious which has led them to stop drinking alcohol and search for non-alcoholic beverages instead. These societal aspects would lead them to buy fewer brands like Finlandia.

Climate Change: Water is a key element in the creation of Finlandia's vodka. With rising water temperatures, droughts, and worsening sea levels, Finland's main element that they pride themselves on is in constant danger of being compromised.

Opportunities: Brown-Forman

Social Media: When looking at Brown-Forman as a whole, there is not much of a social media presence around it. This could be a great opportunity for the company to expand its presence as a whole.

Partnership with other brands: Many times when you are thinking of liquor you are thinking of a cocktail that includes a mixer of some type. There is so much opportunity to partner with other brands as they have done with Jack Daniels and Coke. They can carry this on to the other brands that they have in their portfolio.

Acquisition: There is such a wide variety of liquor out there so being able to acquire new brands will help push Brown-Forman to success

Opportunities: Vodka

Growing Markets: With the market predicted to expand in the vodka industry, this allows for new brands to be able to come in. The Vodka market is growing in Asia and will allow for the vodka industry to grow further into other countries.

Opportunities: Finlandia

Premium Flavors: The food and beverage industry has witnessed a growing trend towards more premium products. One way this trend can be characterized is by its focus on flavor. Finlandia has very few flavors, so they can take advantage of this brand by creating new premium flavors.

Ready-to-Drink Products: Although vodkas have been losing momentum in the United States, Ready-to- Drink products could give vodka the power they need to gain popularity due to the fact that vodka is the most popular base for the cocktails, which Finlandia could also utilize.

Celebrity Partnerships: Now that Finlandia is owned by Coca-Cola HBC, they have the opportunity to pair with celebrities that are contracted with this company. This would help the brand gain more awareness with consumers and can be valuable to the success of a brand.

Direct Competitor 1: Brown-Forman – Diageo

Most Important Strength: Diageo's most important strength is its geographic reach. Diageo currently has sales in nearly 180 countries and sells over 200 brands. Not only does Diageo reach many places geographically, but it also employs over 30,000 people with jobs globally.

Key Identifiable Weakness: Diageo is a relatively new company (1997) and has grown so fast that there is a potential for brand dilution that can result in negative views of the brand and not living up to consumers' needs. The company is so large there is less personal attachment than smaller companies.

Brand Differentiation/Positioning: Diageo shows brand differentiation through its diverse supply. Diageo highlights their bold ambition and the future growth they see for themselves. Diageo focuses on ensuring consumer happiness and brand obsession to ensure optimal growth in sales.

Current Campaign/Promotion: Diageo has strong campaign ideas that reach many demographics. Current campaigns with lots of media attention have to do with a campaign regarding the importance of safe drinking in the holidays called 'The Magic of Moderate Drinking.' Another strong campaign from this past December focuses on Diageo pairing up with their clients Smirnoff and J&B to spread awareness and draw attention to celebrate the International Day of Persons with Disabilities. Diageo felt these campaigns would help shape a more inclusive and tolerant society, bettering the way consumers see their brand.

Direct Competitor 1: Vodka – Tequila

Most important strength: Tequila contains fewer sugars than other spirits. Tequila is made from natural sugars while other spirits can be made of refined or processed sugars.

Key identifiable weakness: Tequila often has a higher alcohol by volume level compared to other spirits. Tequila's ABV ranges from around 40-50% while vodka is often from 35-50%.

Brand differentiation/positioning: Tequila is different from other alcohol due to its unique distillation process.

Current campaign/promotion: Currently, tequila is being promoted on social media forms from influences and others by calling it the 'healthy' way to drink. This has to do with the less calories compared to other alcohols such as Vodka or Rum. Lots of celebrities have also been releasing their own types of alcohol seeing tequila as a top spirit.

Direct Competitor 2: Vodka – Whiskey

Most important strength: Whiskey's popularity has grown exponentially over the years due to its introduction of flavored whiskeys to production lines which is something that has generally been avoided. The whiskey industry is also growing at a booming rate being America's best selling spirit; so in the market of alcohol whiskey has a large prominence in the market.

Key identifiable weakness: Current overseas regulations on whiskey- such as extensive tariffs- indicate a dangerous future for the export whiskey market. Another significant weakness of the whiskey industry is its strict regulations. For whiskey to be quantified as such, it cannot have no more than 3% of added flavors in the United States. A lack of different flavors is something that can really push many consumers away from whiskey

Brand differentiation/positioning: Whiskey has positioned itself as a premium product with a dominance in the spirits industry.

Current campaign/promotion: The usage of period dramas have opened new avenues for interest in the history of American whiskey. Furthermore, there is a new trend in attending high-end cocktail bars, speakeasies and premium alcohol which has led to the rediscovery of class

whiskey cocktails. Brands are even taking the initiative to introduce consumers to these high end products by crafting affordable mixing options and YouTube in order to teach consumers about whiskey. Their promotion methods are well done seeing as these brands are committed to understanding how they can help consumers engage with their product in accessible ways.

Direct Competitor 1: Finlandia - Smirnoff

Most important strength: Smirnoff is the best-selling vodka worldwide.

Key identifiable weakness: There are many competitors facing the company.

Brand differentiation/positioning: Smirnoff is extremely well-known worldwide. If you say the company name, most people will know the brand and some of its products.

Current campaign/promotion: Smirnoff is partnering with various Y2K brands to create a Y2K look on their products. This appeals to millennials and Gen Z (who can drink), and makes their flavored products more fun and trendy. Therefore, it is a good campaign.

Direct Competitor 2: Finlandia - Absolut

Most important strength: Absolut has global brand equity, meaning many consumers will buy the product because they recognize the name.

Key identifiable weakness: Absolut vodka often comes with a higher cost, resulting in fewer people being able to afford the product or drink it on a regular basis.

Brand differentiation/positioning: Absolut has used its tagline for campaigns since 1979 which is “Absolut...” oftentimes being something whimsical, fun or something that goes along with the meaning of the campaign. The brand is fun, yet still maintains a respectable and more expensive position in the market.

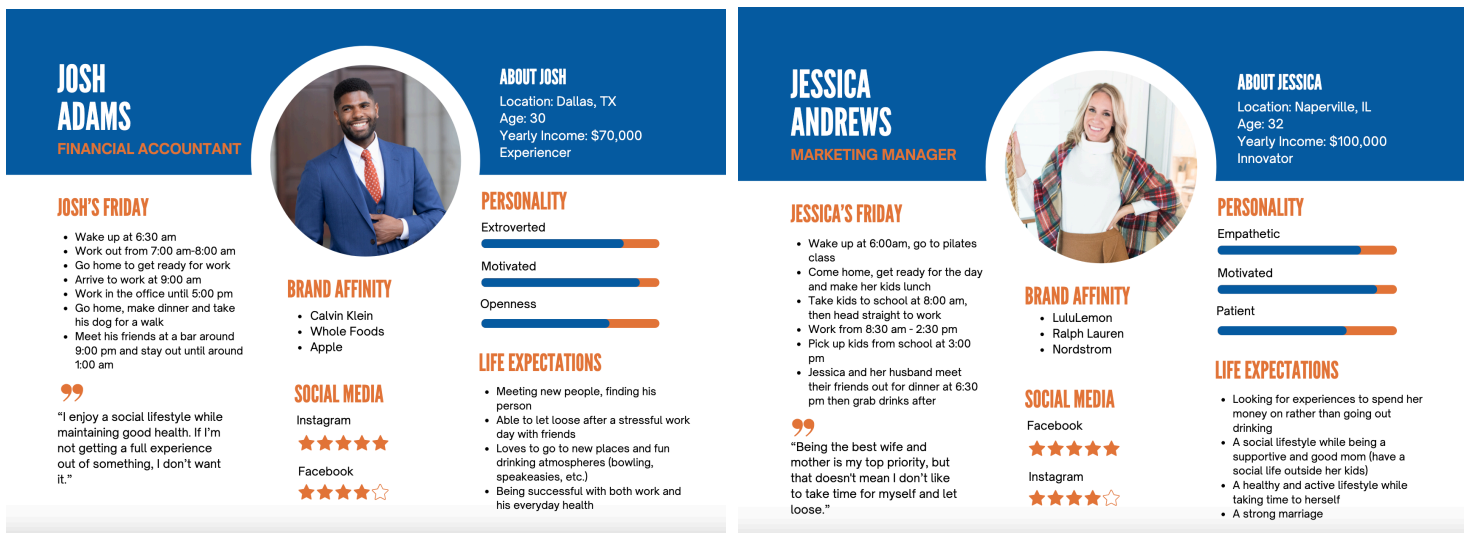
Current campaign/promotion: Their current campaign is “Leading With Pride” featuring Pride-themed bottles to show that they fight for inclusion. This is a very important topic right now, so this campaign is effective and good.

Audience Analysis

Finlandia’s current audience is made up of 23% men and 10% women from ages 45-54. The average Finlandia consumer lives in the southern region of the United States and their average household income is \$150,000 to \$199,000. They are environmentally conscious and buy their products based on quality, not price. This group of consumers enjoys taking risks and chooses their family as their top priority.

Target Recommendation

The target audience we have curated for Finlandia is men and women between the ages of 29-35. They live in the United States, make at least \$60,000 annually and enjoy premium experiences. These individuals pride themselves on their career and work ethic. They enjoy socializing with their friends, meeting new people and are health-conscious. They believe that they are fun, make an impact in their communities, and that they have reached a level of affluence for their age range.



Critical Insights

- This target market enjoys experiences and memories over physical objects.
- This target market likes to stay relevant and up-to-date on trends.
- This target market chooses to consider brands' values to see how they compare to their own before purchasing.

Communication Objectives

Behavioral Objective: To increase consumer engagement of Finlandia Vodka, measured by their social media interactions, website visits and participation in brand events to gain earned media attention.

Informational Objective: To inform the target market of men & women ages 29-35 about Finlandia's rich history and unique distilling process.

Attitudinal Objective: To convince consumers that Finlandia is an ethical, quality and premium brand that consumers can trust over other vodka brands.

Big Idea

Where Purity Meets Perfection

Finlandia has a deeply rooted and rich history that we want our consumers to be able to experience. For generations, distillers have utilized the Finlandic glaciers to create Finlandia Vodka, making every sip connect our consumers back to Finland. Each glacier contributes to the pure taste that Finlandia offers, whether sipped straight or mixed in a cocktail. Through our history in distilling, we are crafting a community of people who will always connect to Finland by offering one of the cleanest and pure vodka on the market.

At Finlandia, we want to carve new paths. Finlandia will highlight the purity of the vodka and how our consumers choose to drink it. Based on our target market, having positive experiences and being health-conscious is a top priority for what we want to do with Finlandia. A drink with friends or family means more than just a drink, it is all the connections made from the first sip to the last. We want our consumers to consider us more than just vodka, we want them to consider us an experience. Finlandia is built on the pure distillation process, which we want to continue to carry on every step of the way. The pure distilling and bottling process gives our consumers the best experience.

Advertising Strategy

One part of our advertising strategy we will be using is traditional media, such as TV ad, billboards and transit ads. This will help raise consumer awareness and allow us to reach different parts of our consumer target audience.

- Billboards placed along busy roads where our PR events will be to raise awareness of the event along with awareness of Finlandia vodka.
- Transit ads placed around bus stations and subway stations, this will help with geo targeting and high exposure for consumers.
- Seasonal Tv advertisements in the summer and winter months to help with the two different types of campaigns that we will run based on the seasons.

PR Strategy

For the PR strategy, Finlandia will host private parties in the following four cities: Chicago, New York, Los Angeles, and Miami. At these parties, Finlandia merchandise will be given out and unique cocktails with Finlandia vodka will be served. The events are open to anyone who purchases a ticket, along with select invited influencers based in each city. Tickets

will be available on our website and social media links. Finlandia will also send PR boxes to influences, liquor stores and other brands related to the alcohol industry.

Rationale:

- Finlandia is a premium vodka that is often oversaturated in a competitive market so they need to find ways to increase brand awareness in consumers.
- Bars provide a laid-back and classy environment that would be enjoyable for our target demographic, however, there is an exclusivity element to it due to the limited number of people who can attend.
- Although there is an exclusive element to it, it was still vital for us to invite everyday people so anyone who wants to attend can do so by purchasing a ticket
- The use of influencers to relate to our target demographic would be greatly beneficial because they could generate word-of-mouth amongst their audiences
 - These influencers are Hailey Bieber types, whereas they are known to be classy and respected during the day but can enjoy a fun night out, similar to a lifestyle content creator.
- PR boxes will include customized merchandise such as hats, cups, shirts, etc.

Direct Marketing Strategy

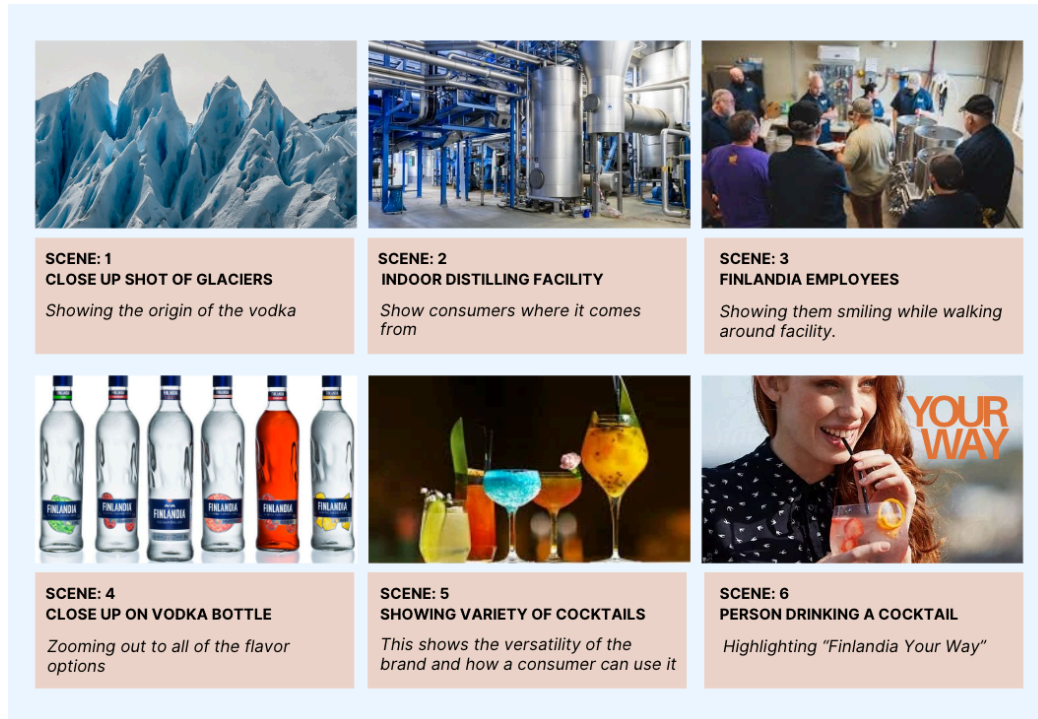
This campaign will utilize social media marketing as its direct marketing strategy. We will focus on Instagram, Facebook, TikTok, and YouTube. Each platform will allow consumers to become acquainted with the brand and keep in touch with what Finlandia offers while simultaneously growing awareness and interaction.

Rationale:

- *TikTok*: The videos that will be posted on the Finlandia TikTok account are highlighting all of the best parts of the brand. There will be short videos that touch specifically on the production, types of flavors, history of the brand, etc.
- *Facebook & Instagram*: Finlandia will post on Facebook three times a week to keep consumers updated on the old and new ways of Finlandia. Here, the idea is to gather pictures of consumers drinking ‘Finlandia Your Way’ to grow connections and show real people drinking the vodka.
- *YouTube*: Finlandia will create special videos (longer than TikToks) that share information about all things Finlandia (production, history, flavors, etc.). Finally, we will utilize YouTube to launch advertisements directly correlated with the ‘Finlandia Your Way’ campaign.

Execution Examples

Video Advertisement



Music Examples Used in Advertising:

Warm/Empowering:

- <https://www.youtube.com/watch?v=Styhm6Bz5Zk>
- <https://www.youtube.com/watch?v=VCIBGcNqEsI>

Fun/Uplifting

- <https://www.youtube.com/watch?v=QyV5OIX42p4>
- https://www.youtube.com/watch?v=W1xwTqgzO_g&list=PLIILL6veL7802G94eulr2fzj0wz7CwKqh

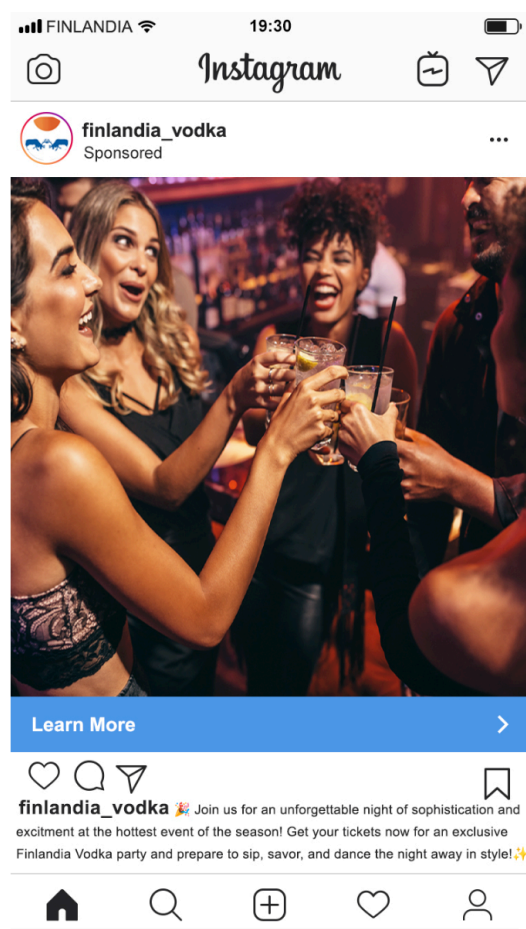
Billboard



PR Examples



Instagram Post





The advertisement features a background image of a woman smiling and holding a glass, with a hand pouring a drink. A bottle of Finlandia Vodka is prominently displayed on the right. The text "FINLANDIA" is in blue, and "YOUR WAY" is in large orange letters. Below this is a search bar with the hashtag "#showusyourway" and a magnifying glass icon. A paragraph of text describes the vodka's quality and heritage. At the bottom, "VODKA OF FINLAND" is written in blue.

FINLANDIA[®]

YOUR WAY

#showusyourway 🔍

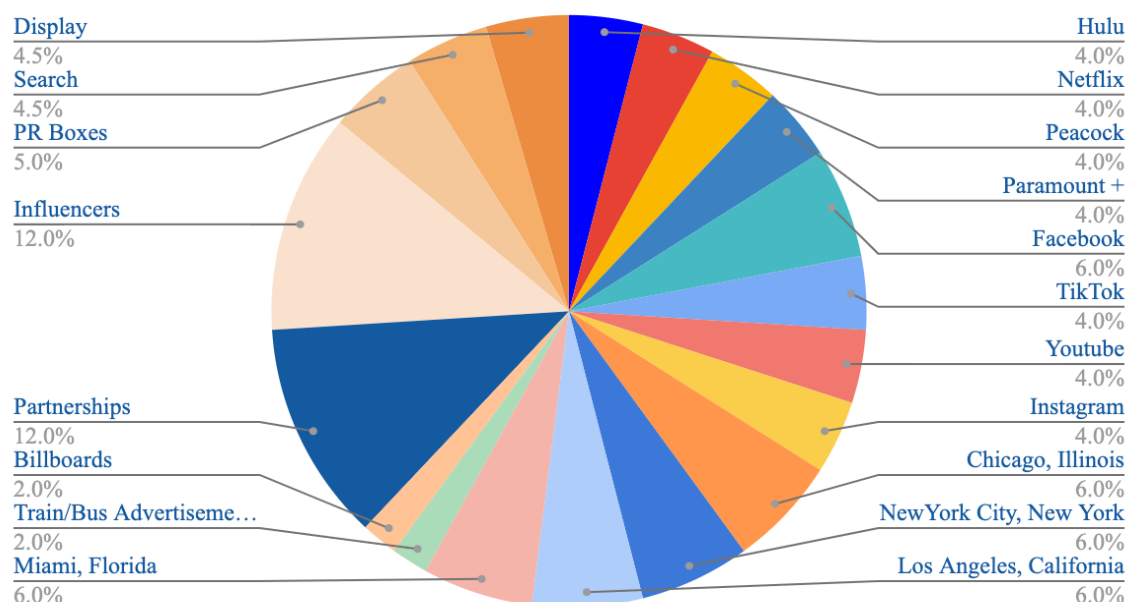
The perfect vodka does exist, and it's Finlandia. Finlandia offers a smooth, pure taste that is perfect for any occasion. Whether sipped neat, mixed in cocktails, or enjoyed on the rocks, its exceptional quality shines through, allowing you to savor it however you prefer. With its authentic Finnish heritage and dedication to excellence, Finlandia Vodka invites you to explore your own unique way of enjoying this iconic spirit.

VODKA OF FINLAND

Budget Allocation

Budget \$25 million for 12 months (January 2025 – December 2025)

Finlandia Marketing Budget



Media Recommendation

Streaming Networks: We have selected Hulu, Netflix, Peacock, and Paramount + as our four main streaming services, as our target audience uses these platforms the most. We are highlighting our advertisements seasonally, specifically highlighting Finlandia as a refreshing drink for the summer months and a perfect mixer for the holidays. We are dedicating 1 million in each platform for the 6-month period that Finlandia's ads will air.

Social Media: The social media channels we chose are Facebook, TikTok, YouTube and Instagram. The social media category got a decent part of our budget due to its importance to our target audience. To them, social media is where they spend a lot of free time and are heavily influenced. Because of this, we decided to push social media presence all year long. With a steady flow of Facebook reels, TikToks, Instagram stories, YouTube videos, etc., Finlandia will get the most engagement from our consumers. We are dedicating 1 million each to Instagram, Facebook and TikTok. We are dedicating 1.5 million on Facebook.

Event Marketing: Our target market frequently enjoys experiences, therefore we felt that as a brand we should hone in on this aspect of our demographic by investing a significant amount of money into this area. Word-of-mouth is incredibly vital in building brand awareness; so it is important to us that we leave a positive impression amongst our audience with these

events. We chose Chicago, New York, Los Angeles and Miami for the epicenter of these events due to these locations being highly desirable for our target audience as well as their prominent drinking culture. We decided to scatter the events in the various cities throughout the year due to the key times in the year when drinking would be the most prominent. We are dedicating 1.5 million to each of these events.

Transit Advertising: Transit Ads were important to us to ensure we reach our different demographics through traditional media along with everything else. We positioned our transit ads to be during the holidays because it is a busy travel season. We felt that billboards and train/bus ads would be a better form of traditional media. We did not give this an overly large budget but we still wanted to make sure it did not lack funds. We are dedicating \$500,000 each to billboards and train/bus advertisements.

Public Relations: We are focusing on three forms of public relations to improve Finlandia's overall brand: partnerships, influencers, and PR boxes. We are focusing on partnerships in February, March, and October. February was chosen because of the end of football season and the Super Bowl, making this the perfect time to pair with another brand to make Finlandia's name more well-known. March was chosen for March Madness, and October was selected because of baseball season. Each of these months involves lots of social gatherings and fun adventures. Influencers are the second vehicle used, and they are essential because our target market likes to follow what others do. Not only does this make people want to try the product more, but it increases brand awareness significantly. We will send the product to these people in April and November because they are each the start of two busy seasons, summer, and Christmas. Finally, the third vehicle that will be represented is the PR boxes. These boxes will be sent out throughout the year to alcohol companies (like Brown-Forman) and other bars and events. They will contain vodka samples, merch, and other fun items. We are dedicating 3 million each to partnerships and influencers, and 1.25 million to PR boxes.

Digital/Internet: Digital and internet was something we wanted to make sure we included in our budget and did not overlook. Sponsored search messages are something that can help draw attention to a brand if someone searches vodka brands and Finlandia is at the top. This can lead to greater exposure for the brand. Display falls in the same category, forcing digital posts on websites that sell vodka to bring our brand to the top can help customers see our brand. We are dedicating 4.5% of our budget each to search and display.

Timing and Scheduled Executions

Media Class	Vehicle	January	February	March	April	May	June	July	August	September	October	November	December
Streaming Networks	Hulu												
	Netflix												
	Peacock												
	Paramount +												
Social Media	Facebook												
	TikTok												
	YouTube												
	Instagram												
Event Marketing	Chicago, Illinois												
	New York City, New York												
	Los Angeles, California												
	Miami, Florida												
Transit Advertising	Train/Bus Advertisements												
	Billboards												
Public Relations	Partnerships												
	Influencers												
	PR Boxes												
Digital Internet	Search												
	Display												

Post-Campaign Evaluation

In order to deem this campaign successful, we want to see 5% growth in sales over a year. We would also like to measure how engagement has increased within Finlandia's social media pages as well as Finlandia's hashtag #FinlandiaYourWay. We will measure the success of our campaign by utilizing Google search analytics, page visits and click-through on the Finlandia website and social media channels to see how brand awareness has increased among vodka drinkers. To measure how consumers' attitude towards Finlandia we will conduct surveys, to be deemed successful we would like to see words such as "quality" and "modern".

Bibliography

- (n.d.). Discover Diageo | Diageo. Retrieved January 25, 2024, from <https://www.diageo.com/en> (2017, November 9). YouTube: Home. Retrieved January 25, 2024, from <https://firehousewinebar.com/wines-beers/is-tequila-stronger-than-vodka>
- Afanasieva , D., & Millan, L. (2023, June 7). *How climate change could impact global alcohol supply*. Time. <https://time.com/6285359/water-scarcity-alcohol-climate-change/>
- Beeson, J. (2022, October 26). *Alcoholic beverage industry facing “unprecedented” Challenge*. Just Drinks. <https://www.just-drinks.com/news/alcoholic-beverage-industry-facing-unprecedented-challenges-but-remains-resilient-data/>
- Benson, A. (2023, January 21). *Alcohol consumption on the decline for gen Z, studies suggest*. Global News. <https://globalnews.ca/news/9411516/alcohol-consumption-decline-gen-z/#:~:text=It's%20a%20social%20habit%20people,2010s>
- Brand catalyst - Finlandia*. MRI. (n.d.). <https://www.mrisimmons.com/tools/catalyst-platform/brand-catalyst/>
- Brown-Forman Completes Sale of Finlandia Vodka (Nov. 1, 2023) | Brown Forman*. (2023, November 1). Brown-Forman Corporation. Retrieved January 25, 2024, from <https://www.brown-forman.com/article/brown-forman-completes-sale-finlandia-vodka-nov-1-2023>
- Brown Forman Revenue 2010-2023: BFA*. Macrotrends. (n.d.). <https://www.macrotrends.net/stocks/charts/BFA/brown-forman/revenue#:~:text=Brown%20Forman%20revenue%20for%20the%20twelve%20months%20ending%20October%202021,a%2013.64%25%20increase%20from%202021>
- Carruthers, N. (2023, December 4). *World spirits report 2023: Vodka*. The Spirits Business. <https://www.thespiritsbusiness.com/2023/12/world-spirits-report-2023-vodka/>
- Choudhury, P. (2021, May 21). *5 most effective social media to reach millennials in 2021*. WP Manage Ninja. <https://wpmanageninja.com/5-most-effective-social-media-to-reach-millennials-in-2021/>
- Conway, Jan, & 13, J. (2023, July 13). *Finlandia Vodka's global sales volume 2022*. Statista. <https://www.statista.com/statistics/308805/finlandia-vodka-global-sales-volume/>

- Constellation Brands to Present at the 2023 Morgan Stanley Global Cons.* (2023, December 5). Constellation Brands. Retrieved January 25, 2024, from <https://www.cbrands.com/blogs/news/constellation-brands-to-present-at-the-2023-morgan-stanley-global-consumer-and-retail-conference-on-december-5-2023>
- Corona® Partners With Talia Coles on Feliz Navi-Drip Collection.* (2023, November 14). Constellation Brands. Retrieved January 25, 2024, from <https://www.cbrands.com/blogs/news/corona%C2%AE-partners-with-talia-coles-on-feliz-navi-drip-collection>
- Dara, J. (2023, August 3). *Vodka may soon lose its spot as the U.S.'s top selling spirit. can the industry still turn things around?* Liquor.com. <https://www.liquor.com/vodka-sales-decline-fix-7569142#:~:text=With%20the%20meteoric%20rise%20of,Analysis%2C%20a%20drinks%20industry%20tracker>.
- Forman Corporation.* Brown. (n.d.). <https://www.brown-forman.com/>
- GhostRetail. (2024, February 20). *Understanding millennial consumer behavior in Ecommerce.* The Ultimate Video Shopping Platform. <https://www.ghostretail.com/post/understanding-millennial-consumer-behavior-in-ecommerce>
- Goodkind, N. (2023, November 13). *Why the American Whiskey Industry is freaking out - CNN.* CNN. <https://www.cnn.com/2023/11/13/investing/premarket-stocks-trading/index.html>
- Home Page.* Finlandia US. (2021, December 21). <https://www.finlandia.com/us/>
- Howe, N. (2016, March 31). *Millennials gone mild.* Forbes. <https://www.forbes.com/sites/neilhowe/2016/03/16/where-the-wild-things-arent/?sh=5157d3e942a1>
- Jack daniel's-maker Brown-Forman cuts annual sales forecast as demand ...* Reuters. (2023, December 6). <https://www.reuters.com/business/retail-consumer/jack-daniels-maker-brown-forman-cuts-annual-sales-forecast-demand-softens-2023-12-06/>
- Karlovitich, S. (2022, July 19). *On ice: How whiskey brands are marketing to a new crowd.* Marketing Dive. <https://www.marketingdive.com/news/whiskey-industry-marketing-millennials/626706>
- Meisenzahl, M. (n.d.). *Millennials reveal their 105 favorite brands, from Gucci to Amazon.* Business Insider. <https://www.businessinsider.com/millennials-reveal-their-100-favorite-brands-amazon-apple-nike-ford-2021-4>

- News, B. T. (2023, September 21). *Vodka market 2023-2030: Navigating insights and opportunities in industry*. LinkedIn.
<https://www.linkedin.com/pulse/vodka-market-2023-2030-navigating-insights-opportunities/?published=t>
- Non-alcoholic malt beverages market*. Future Market Insights. (2020, January).
<https://www.futuremarketinsights.com/reports/non-alcoholic-malt-beverages-market>
- Peterson, S. (2023, October 27). *When did American whiskey get so popular: A brief history*. Truly Experiences Blog.
<https://trulyexperiences.com/blog/when-did-american-whiskey-get-so-popular/>
- Portfolio - Beer, Wine and Spirits*. (n.d.). Constellation Brands. Retrieved January 25, 2024, from
<https://www.cbrands.com/collections/featured>
- Reid, J. (2024, January 12). *Beer market isolated from supply chain woes, CEO of Budweiser-maker AB InBev says*. CNBC.
<https://www.cnbc.com/2024/01/12/beer-market-isolated-from-supply-chain-woes-budweiser-owner-says.html>
- Research, K. (2023, July 28). *Vodka market competition analysis and growth factors*. KBV Research Blog. <https://www.kbvresearch.com/blog/vodka-market-competition/>
- Reynolds, C. (2023, December 5). *Drinks supply-chain woes ease but cost headaches linger*. Just Drinks.
<https://www.just-drinks.com/features/drinks-supply-chain-woes-ease-but-cost-headaches-linger/?cf-view>
- Strategic business insights (SBI) logo*. Strategic Business Insights. (n.d.).
<https://www.strategicbusinessinsights.com/vals/ustypes/innovators.shtml>
- Technavio, <https://www.technavio.com/>. (n.d.). *Market research reports - industry analysis size & trends - technavio*. Vodka Market Size and Share , Analysis - 2024-2028.
<https://www.technavio.com/report/vodka-market-industry-analysis#:~:text=Increasing%20competition%20from%20other%20alcoholic,substitute%20alcoholic%20beverages%20for%20vodka>.
- Vachon, P. (2023, September 27). *The state of the whiskey market*. SevenFifty Daily.
<https://daily.sevenfifty.com/the-state-of-the-whiskey-market/>
- Vodka flavors*. Finlandia US. (2021, June 11). <https://www.finlandia.com/us/vodka-flavours/>

Vodka market - share, Trends & Statistics. Vodka Market - Share, Trends & Statistics. (n.d.).
<https://www.mordorintelligence.com/industry-reports/vodka-market>

Whisky production: Distillation and manufacturing process. Overproof. (2022, May 2).
<https://overproof.com/2022/05/02/whisky-production-distillation-and-manufacturing-process/#:~:text=These%20two%20factors%20are%20necessary,more%20than%202.5%25%20added%20flavors.>

Yahoo! (n.d.-a). *Decoding Brown-Forman Corp (BF.B): A strategic swot insight.* Yahoo! Finance.
<https://finance.yahoo.com/news/decoding-brown-forman-corp-bf-061253073.html>