

New chat

Create 15 precise questions for the CEO of Carabao about the company's long-term strategy, competitive advantages, capital allocation and risks that they see on the horizon. Order by information value.

High Information Value

1. Given Red Bull's 38% global market share versus Carabao's ~3%, what specific strategic moves will you execute over the next 5 years to capture meaningful share in your top 3 priority markets, and what market share targets have you set?
2. Your CLMV markets (Cambodia, Laos, Myanmar, Vietnam) represent significant growth potential but also political and currency risks - how are you balancing aggressive expansion with capital preservation, and what percentage of revenues do you expect from these markets by 2030?
3. With your UK subsidiary posting losses despite Premier League sponsorships, what is your break-even timeline for Western markets, and would you consider divesting if profitability targets aren't met within that timeframe?
4. How do you plan to defend against potential margin compression as sugar taxes expand globally and consumers shift toward zero-sugar alternatives where you have less pricing power?
5. What is your M&A strategy regarding adjacent categories (sports drinks, functional beverages, RTD coffee), and do you have the balance sheet capacity for a transformational acquisition without diluting shareholders?

Medium-High Information Value

6. Your manufacturing footprint is concentrated in Thailand and China - how vulnerable are you to supply chain disruptions, and what would trigger investment in additional geographic diversification?
7. Given your reliance on the 'Thai heritage' brand story, how do you plan to maintain authenticity while localizing for diverse markets like Africa and Latin America where this narrative has less resonance?
8. What percentage of free cash flow will you allocate to marketing/sponsorships versus geographic expansion versus shareholder returns over the next 3 years, and what metrics determine this allocation?
9. With Celsius and other functional energy brands growing at 50%+ annually by targeting health-conscious consumers, are you developing or acquiring capabilities in adjacent wellness categories, or staying focused on traditional energy?
10. How do you assess the risk of your international expansion being blocked or restricted by protectionist policies, particularly in markets where local competitors have government relationships?

Medium Information Value

11. Your distribution agreements with PepsiCo and other partners provide reach but limit control - what triggers would cause you to invest in direct distribution, and in which markets?
12. Climate change threatens agricultural input costs, particularly for sugar and caffeine - what percentage cost increase would force reformulation, and are you locking in long-term supply contracts?
13. Given your sponsorship-heavy marketing strategy, how do you measure ROI on sports partnerships versus digital marketing, and will you shift allocation as younger consumers move away from traditional sports viewing?
14. What is your succession planning philosophy for key executive positions, particularly given the founder-led nature of the company, and how do you balance family involvement with professional management?
15. With potential global recession risks, what demand elasticity have you observed in different markets during past downturns, and what is your playbook for maintaining volumes during economic contractions?

These questions are structured to extract specific, actionable information about strategy, competitive positioning, financial priorities, and risk management while avoiding generic responses.