



MARKETING SOCIETY EXCELLENCE AWARDS 2016

CATEGORY N:

BRAND REVITALISATION

Final Issue 05/02/16

No content from this submission may be reproduced without prior written permission of Unilever.

EXECUTIVE SUMMARY

This is the story of how we brought our forgotten but well-loved baking brand back to life.
Happy reading!

SCALE OF THE TASK:

Baking is hot! Unfortunately the Unilever spreads business, including its baking brand Stork, didn't benefit from this recent buzz around baking. In contrary it suffered from overall decline in yellow fats and a switch from margarine to butter. Due to a lack of support, Stork lost awareness and became the brand that the younger generation of bakers could only remember from when their mum used it. This in combination with an intensification of butter promotions led to a longer term decline of Stork's penetration.

OBJECTIVE:

1. Revitalise Stork:

Make Eager Bakers (25-45 women) aware that Stork is THE brand to use when you want the best baking results.

2. Switch from butter to Stork:

Get Eager Bakers (25-45 women) who bake with butter, to bake with Stork with Butter by convincing them that it will deliver great fluffy cakes with a rich buttery taste.

WHAT WE DELIVERED:

- **Traditional brand back to growth**

An increase of total brand penetration ██████████

A positive trend for the brand attribute "good for baking", ██████████

An increase of retail sales value of ██████████.

- **Switch from butter to Stork:**

Switching gains from butter and retailers' own label margarine, resulting in value share growth ██████████ within the margarine market and ██████████ within total yellow fats.

WE ACHIEVED THIS BY:

- Relaunching the brand; improving its salience and making it more contemporary.
- Launching a line extension that can compete with butter.

WHY SHOULD WE WIN?

In less than a year we managed to reverse the negative trend for Stork, by leveraging the growth potential of baking with a revitalised brand. By executing a perfect marketing mix, including a new visual identity, proper support in traditional and modern channels and the launch of a relevant NPD, we let the consumer fall in love with Stork again. In 2016 we continue to rise to the occasion and expect great results to celebrate. For us, winning this marketing excellent award would be the icing on the cake!

OUR ENTRY HAS FOUR SECTIONS:

- I Background
- II Strategy
- III Perfect mix
- IV Results

I BACKGROUND

BACKGROUND:

Home baking has become tremendously popular over the last years. TV Shows like the Great British Bake Off continue to fuel a boom in consumer interest. The baking fever is so contagious that in 2015 each episode of the Great British Bake Off was watched by at least 12mio people and Google processed over 10.8mio “cake” search queries.

This buzz has obviously impacted the baking market too. The baking renaissance led to premiumisation of the market, with some great value growth as a result. Between 2008 and 2013 the market grew with +37% (Mintel '13).

Unfortunately the Unilever spreads business, including its baking brand Stork, didn't benefit from this growth. In contrary it suffered from overall decline in yellow fats and a switch from margarine to butter, driven by changing consumer perceptions and habits, and the rapid intensification of butter promotions. Due to a lack of support Stork lost awareness and became the brand that the younger generation of bakers could only remember from when their mum used it. The brand was perceived to be outdated and old fashioned. This combined with the butter promotions led to a longer term decline of Stork's penetration.

This case will address how we managed to reverse the negative trend for Stork, by leveraging the growth potential of baking with a revitalised brand.

II STRATEGY

STORK'S CONSUMERS:

Stork's bulls-eye target is Eager Bakers. These women (25-45) bake infrequently, mostly for special occasions like Christmas, Easter, Birthday's and other celebrations. They make time for baking because it is a demonstration of how important the occasion is to them and a way to express their love to their friends and family. The moment of truth is when they share their cake. Therefore, the end result really matters and because this is such an important moment, Eager Bakers tend to follow recipes word for word.

INSIGHTS:

We have spoken with these women and gained the following two insights:

1. Although many bakers somehow recognised Stork, most of them could only describe it as the brand their mum used to bake with. The brand lacked salience and was seen as artificial and slightly old fashioned.
2. For more standard weekend bakes, our bakers dare to use margarine. They praise it for the ease of use and the perfect fluffy results it gives. However for those moments when it really matters, they tend to bake with butter as per recipe or because they believe butter gives a better taste to their cake and icing. Interestingly, some bakers mentioned that with butter their cake sometimes becomes a bit heavy.

We captured the findings of our conversations with the bakers in the following task map:

	CURRENT	DESIRED	TRIGGERS	BARRIERS
FEEL THINK BELIEVE	I often bake with butter as it adds a rich taste to the cake as well as giving perfect velvety icing. Sometimes, however, when using butter the cake can become heavy and doesn't have the light fluffy texture that I desire.	With Stork with Butter I can now have the best of both worlds: a great fluffy cake with a delicious buttery taste and rich, creamy buttery icing.	Stork (margarine) gives fluffy cakes Butter adds a delicious taste Softer product than butter hence easier to cream	Stork is perceived as a bit old fashioned Stork (margarine) is perceived as artificial Butter is associated to great taste
DO	Bake with butter, and settle for "a heavy cake" with butter icing.	Bake her loved ones a fluffy, buttery cake with Stork with Butter.		

Visual 1: Task map

This gave us a clear direction for the revitalisation of Stork, which we split in two phases:

- Firstly dusting off our well-loved but forgotten brand.
- Secondly seizing the opportunity of switching consumers from butter to Stork by introducing a “butter-beating” product.

CORE RELAUNCH:

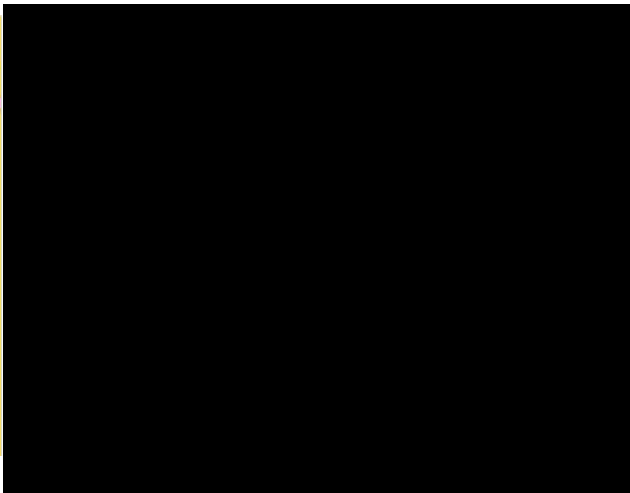
To improve the salience of Stork and make it feel more contemporary, we decided to relaunch the brand with a new visual identity, an ATL campaign on the core and a real step-up in digital.

LAUNCH STORK WITH BUTTER:

Besides the core relaunch, we wanted to further strengthen Stork’s proposition, by convincing bakers that Stork is the brand to use when the end result really matters. Hence we developed a product that offers consumers the best of both worlds: the fluffy cakes they expect from Stork, now with a rich buttery taste and creamy smooth icing. The results of the quantitative research clearly showed bakers’ appetite for new Stork with Butter.



Visual 2: Concept



III PERFECT MIX

A NEW VISUAL IDENTITY

To make Stork more contemporary we refreshed the logo, tuned the yellow colour down to a more natural colour and updated the food photography. Rather than a design revolution, we chose for an evolution, to keep Stork's iconic features and ensure shoppers could still recognise Stork on shelf. Eye-tracking research confirmed that our new pack was just as easy to find as our old one, while quantitative research showed a significant shift in the attributes "is a baking expert", "is contemporary" and "inspires me to bake".



Visual 4: New packaging design

A PHENOMENAL PRODUCT

To strengthen our proposition of baking expertise, we extended our portfolio with Stork with Butter: A perfect blend of Stork and Butter (22%) that makes light and fluffy cakes, with a rich buttery taste and creamy smooth icing. To differentiate from the core and give the product a more premium "buttery" look and feel, the product comes in transparent curved tub, with a golden lid. Visual 5: Stork portfolio



Visual 6: New Stork with Butter

"Surprisingly creamy, better than expected for Stork. The butter gives it a smooth and creamy texture. I usually use unsalted butter for baking, but will try this next time"

"Very nice, I like that it's light and fluffy and looks easy to use in icing"

"I love the creamy, smooth and rich taste, and it's great that you can use it straight from the fridge"

"I would never normally have given Stork a second thought but this today has changed my mind. I love the new taste of Stork with butter"

Visual 7: Consumer feedback

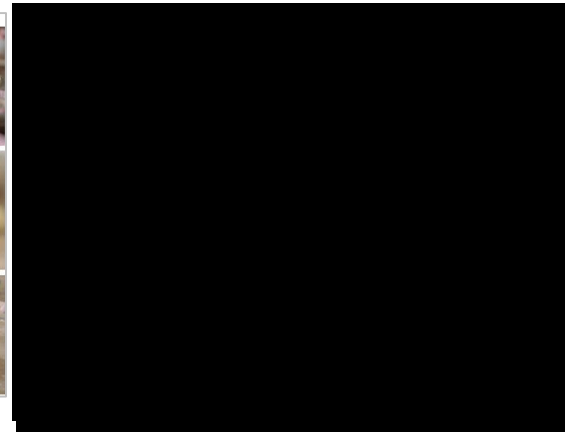
POWERFUL ADVERTISING

To bring Stork back on top of mind, we supported the brand with two multi-channel campaigns, balancing traditional advertising with more modern media.

We kicked off with an Easter campaign around Fluffy Easter Nest Cupcakes. This was the first time in 20 years that the core of Stork was back on air. The "Bake Someone Happy" TVC scored high on the awareness index and average on persuasion, making it a perfect piece of equity advertising.



Visual 8: TVC - Bake Someone Happy



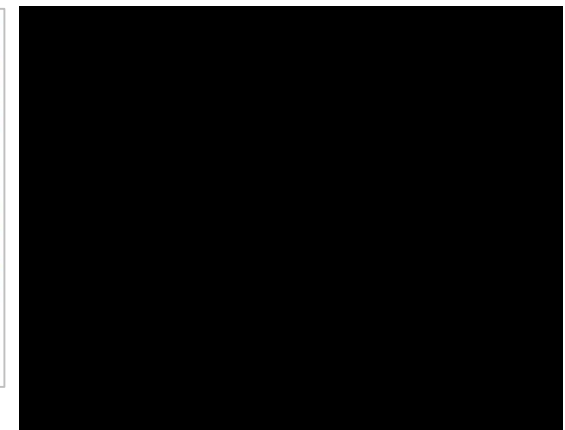
We followed up with the “Every cake’s a winner” campaign. With this highly persuasive ad we show consumers the advantages of Stork with Butter over butter in a very recognisable baking-off setting. The campaign was launched in May and was re-aired at the end of year, with a special Christmas edit.



Visual 10: TVC - Every Cake’s a winner



Visual 11: TVC - Every cake’s a winner Xmass edit



INSPIRING DIGITAL CONTENT

We identified “digital” as one of the most important channels for Stork. Eager Bakers spend a lot of time online seeking for recipes or getting inspired by bloggers and vloggers. In order to improve the user experience for our bakers, we launched a new baking platform that is mobile responsive, fully SEO optimised and has recipe search at its heart.

We extended our reach by becoming active on Facebook. Our top posts reached over 2mio bakers, of which 100k organically. The recipe posts had a high CTR to the recipes and the user generated content scored well on engagement.



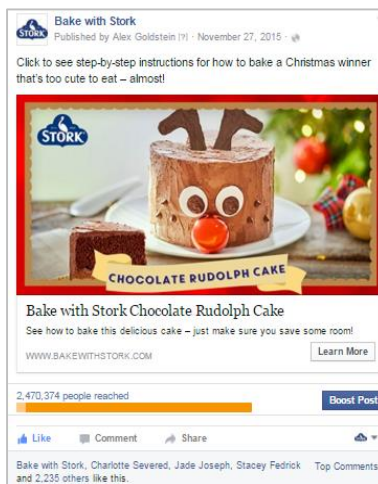
Visual 13: Bakewithstork.com



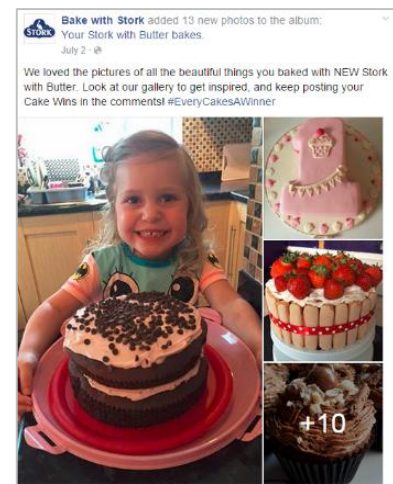
Visual 14: Facebook



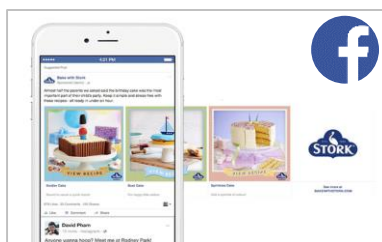
Visual 15: Stork with Butter post



Visual 16: Christmas recipe post



Visual 17: User generated content



Visual 18: Carrousel post

Our carrousel post, a Facebook format we used to inspire consumers with several recipes, was so successful that Facebook now uses it as one of their best practices.

To further strengthen our digital presence we whipped up a YouTube channel, where we offer a range of inspiring but fool proof recipe videos featuring the Great British Bake Off's first finalist Ruth Clemens, also known as the Pink Whisk.



Visual 19: Recipe video by Ruth

CREDIBLE BRAND AMBASSADORS

Ruth's videos were part of a broader influencers-strategy. We teamed up with several bloggers, vloggers and well-known bakers like Tanya Burr, Jemma Lloyd (Iced Jems), Ed Kimber (the Boy who Bakes) and Louise Lennox. They developed enticing recipes with Stork and shared those with their own social networks.

For example Tanya Burr posted two recipe videos on her YouTube channel (3.5mio followers), both were viewed over 630k times. These partnerships extended Stork's reach amongst younger bakers, as well as it build its credibility through ambassador endorsement.



Visuals 20-22: Tanya Burr sharing her butterfly cake made with Stork

BREATHTAKING BUZZ

On top of the word of mouth the ambassadors generated for us, we also created some extra buzz with the “Science of Scrumptiousness”. This idea, which was all about dramatising the benefits of Stork with Butter, was brought to life in PR and digital.

We invited the latest on-trend food experimentalists called The Robin Collective to demonstrate that Stork’s cakes are so light and fluffy they can fly. We also sent cakes baked with Stork suspended by helium balloons to food journalists/bloggers. Hereby we gained spectacular national PR coverage with 57 pieces, generating 2.2mio opportunities to see.

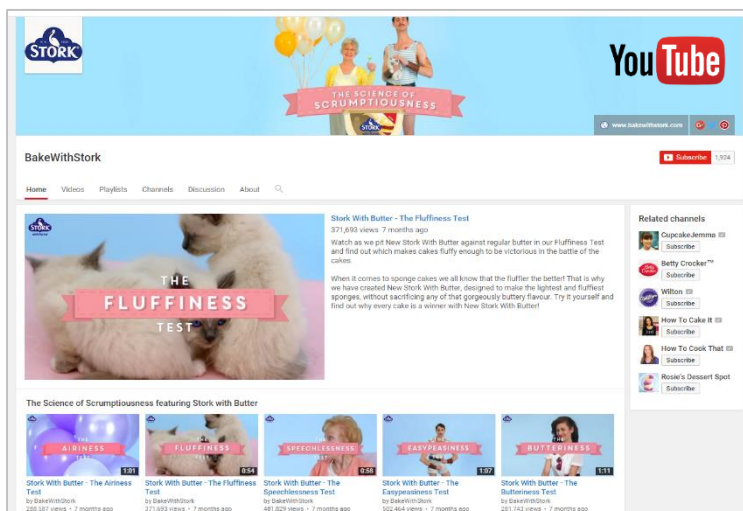
For digital we developed funny videos in which we put Stork with Butter to the test. For example our experts on easypeasiness, two strongmen, showed how easily Stork with Butter blends compared to butter. The six videos that sit on our YouTube channel and were used as pre-rolls gained an impressive 2mio views.



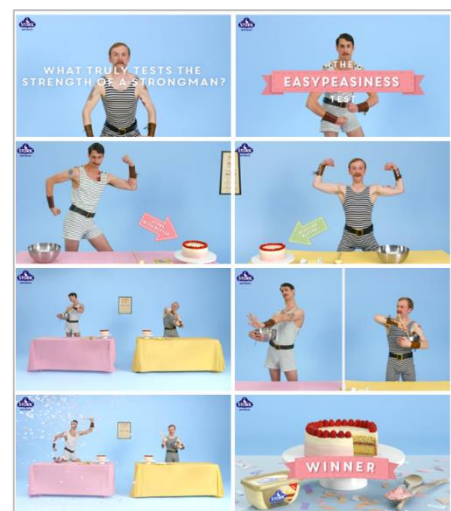
“New Stork with Butter teamed up with food futurologists The Robin Collective in a one-off experiment to see if a cake can be so light it can fly, fuelled by candle power.”

The experiment saw the butterfly cake, complete with rich, buttery icing and attached to a hot air balloon, lifting off the ground of the Barbican Conservatory, much to the delight of onlookers who watched as the cake hovered over the blooming, exotic plants at a height of approximately 13 feet - for a staggering 30 minutes.”

Visual 23: Making the headlines with a flying cake



Visual 24: Science of Scrumptiousness



Visual 25: Easypeasiness test



Visual 26-27: Every Cake's a Winner banners

DIGITAL DUE DILIGENCE

To raise even more awareness for Stork and its recipes we targeted Eager Bakers with pre-rolls and banners on relevant websites like Allrecipes and Food Network. We also applied SEA to ensure that our bakers could always find our top recipes.

All of these digital activities helped us to double the traffic to bakewithstork.com to a staggering number of [REDACTED] visitors.

WIN IN STORE

Noticeably, the best place to persuade our bakers is the shop floor. To gain visibility we first had to convince our retail partners to support Stork's activities. A trade story based on strong investment in ATL and BTL support, promotional activity to drive an extra purchase for category value growth and various in store activations made them really excited.

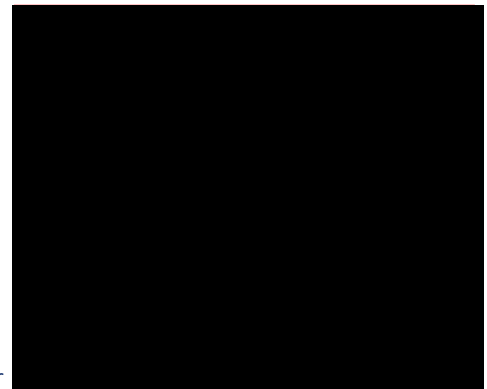
With a price point of £1.99 we provided the trade with a premium proposition compared to margarine, and thereby an up-trading opportunity, while at the same time we offered consumers good value when comparing to butter. Also, the premium price allowed us to have price promotions and thereby gain off shelf feature, which improved Stork's visibility and helped in generating trial.

EXCELLENT SHOPPER EXPERIENCE

To persuade people to bake with Stork and to convert them from butter, we advertised in retailers' magazines and on their websites.

We dressed up the shelves with shelf liners, recipe bakers and recipe booklets. At Easter we also teamed up with an egg supplier, inspiring consumers with our Easter recipe and offering them 30p off on their next Stork purchase.

As we all know the proof of the pudding is in the eating. Therefore we organised in store sampling activities for the launch of Stork with Butter, with a significant sales uplift as a result; [REDACTED]



Visuals 29: Recipe promotion



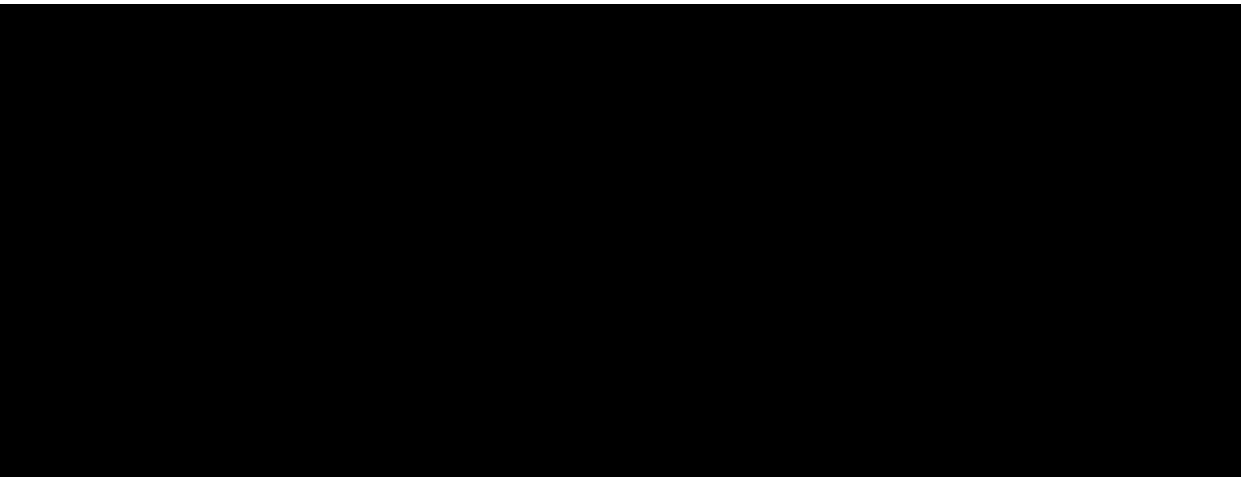
Visuals 30-31: Cake sampling for Stork with Butter

IV RESULTS

1. TRADITIONAL BRAND BACK IN GROWTH:

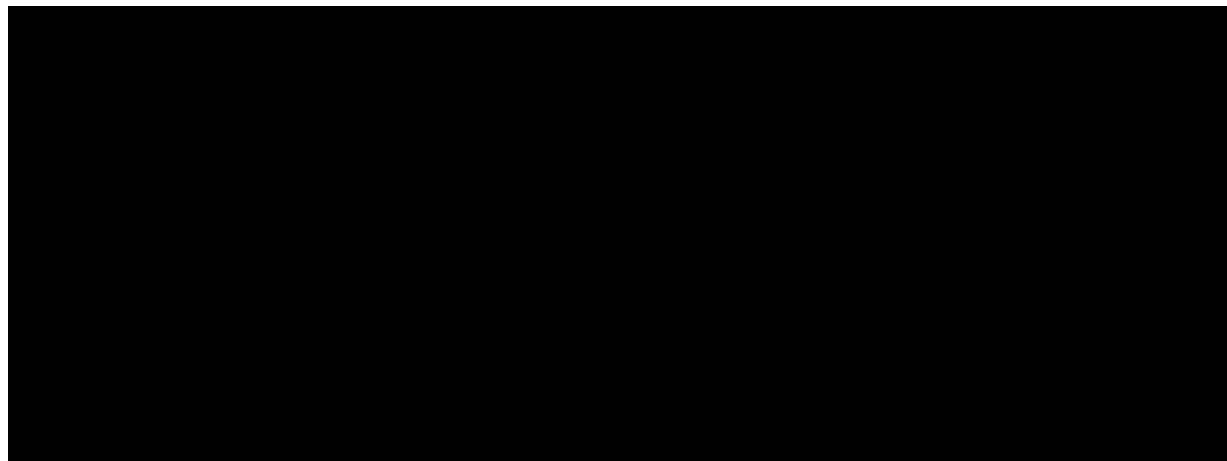
Since the relaunch of Stork's core and the launch of Stork with Butter, Stork shows a clear turnaround in penetration. In 2015 the new product achieved [REDACTED] penetration within 8 months, and the total brand penetration grew by [REDACTED]

The brand attribute "good for baking" shows a positive trend too, moving from [REDACTED] at the beginning of 2015 to [REDACTED] at the end of the year.



2. SWITCHING FROM BUTTER TO STORK:

By relaunching the core and launching the NPD we have managed for the first time in years to convert consumers to Stork. This has resulted in a value share growth of [REDACTED] within the margarine market and [REDACTED] within total yellow fats.



Finally, the combination of the results mentioned above led to an increase in retail sales value of [REDACTED]