



MARKETING EXCELLENCE 2

Yeo Valley Organic

Giving a dated brand
the wow factor



MARKETING
SOCIETY

AWARDS FOR
EXCELLENCE

in association with
Marketing

About The Marketing Society



INSPIRING BOLDER MARKETING LEADERSHIP

The Marketing Society is a not-for-profit organisation owned by its members, with over 2500 senior marketers. Over the past 50 years it has emerged as one of the most influential drivers of marketing in the UK business community.

The Society challenges its members to think differently and to be bolder marketing leaders by supporting the development of leading-edge thinking, and promoting the evidence of effective marketing. The Society does this through the Marketing Society Awards for Excellence; its publications Market Leader, Our Week and rich online Knowledge Zone; a national programme of world-class events; innovative professional development, such as the annual Marketing Leaders Programme; and extensive on-and-offline networking opportunities.

www.marketing-society.org.uk

Foreword

By Roisin Donnelly

What is marketing excellence?



Roisin Donnelly
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Director and Head of
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Marketing excellence can drive breakthrough business results for the short and long term. Marketing excellence requires great strategic thinking, great creative thinking and perfect execution.

But how do we assess *marketing* excellence? First we choose brilliant industry judges who are all experienced and successful practitioners of excellence and we ask them to pick out the cases which they see as remarkable. We ask them to look for two key qualities from our winners: creativity and effectiveness.

But marketing continuously changes and evolves, as consumers become more sophisticated and demanding and the media for communicating with them ever more diverse. So the standards for marketing excellence change and in turn become more demanding.

We believe that The Marketing Society Awards for Excellence in association with *Marketing* set the standard of marketing excellence in the UK. They have established this reputation over a period of

more than 25 years, and they have always been based on the principle of searching out the best examples of different marketing techniques in action, that showcase great strategic thinking, great creativity and perfect execution.

In order to be a winner of one of the Society's Awards, marketers have to demonstrate that what they have done is outstanding in comparison with marketing in all industries not just their own particular sector.

If a marketing story has been good enough to impress our judges, then all marketers can learn from it – however senior they have become. The collection of case histories brought together in this book is the best of the best from the past four years of our Awards, and I am confident that it truly demonstrates *marketing excellence*. I have been truly inspired by these case studies and I hope you will be too.

Yeo Valley Organic

Giving a dated brand the 'wow' factor

Snapshot

A sparkling and innovative campaign transformed what had been a somewhat worthy and niche organic dairy brand into a brand megastar.

Key insights

- Yeo Valley wanted to overcome perceptions that organic meant expensive while at the same time broadening its appeal to a wider audience of families.
- The combination of a comprehensive brand revamp and an inspirational integrated campaign (including rapping farmers) linked to *The X Factor* gave the brand real buzz, while going viral on social media multiplied the impact of brand awareness exponentially.
- Despite facing the challenges of powerful supermarket own brands, the much larger media spend by branded competitors and its own history of limited marketing budgets, the company's leap of faith paid off handsomely in rising sales.

Summary

The Yeo Valley dairy brand was founded in 1974 on a Somerset farm by entrepreneurial West Country farmer Roger Mead and his wife Mary. Now run by son Tim, from the outset the products have centred on being organic and passing the 'yummy' test.

The brand flourished by seizing the opportunities offered by the boom in organic food buying and enjoyed over a 60% share of the organic yoghurt market in 2000. Nine years later it was the country's most successful organic dairy company.

By 2010, however, the brand needed to find a new way to connect with its target audience of families. Research revealed low awareness of the yoghurt brand as a result of limited communications and dated packaging, while consumers were increasingly feeling that organic food was too expensive.

Along with refreshing the tone of voice and packaging, an inspirational campaign centred around a two-minute spot featured four rapping farmers that broke during *The X Factor*. It not only caught the nation's imagination but rapidly went viral.

This was an exceptional combination of creativity and media concentration. Notably, it was a very substantial jump up in expenditure for a company that had traditionally limited such extravagances. Within three months Yeo Valley became Britain's fastest-growing dairy brand, while there was an incremental uplift in sales of more than £3.5 million.

Facing the facts

In 2010 the organic market was under pressure. Feeling the pain of the recession, consumers who may have previously purchased organic produce had stopped. According to Mintel, the key reason cited by a majority of those surveyed was price. Organic goods had gone somewhat out of fashion and come to be seen as the domain of wealthy urban women who shopped in Waitrose and drove Volvo 4x4s. Under

pressure to maintain volume growth within this niche, the brand had become increasingly dependent on a detrimental cycle of price promotions and offers.

The brand owners decided to start thinking on a bigger scale and appeal to a wider audience by setting their sights on the total yoghurt category (the organic segment represented under 8% of the total yoghurt market). They set an ambitious goal: to double share of the UK yoghurt market from 5% to 10% by 2013. The role for their strategic communications partners Bartle Bogle Hegarty was clear: take the brand into the mainstream.

Research was revealing. Brand awareness was low because of limited brand communications and dated packaging. Semiotic research also found that organic food's image deterred potential purchasers. It had all become too 'posh', 'worthy' and 'a bit dull'.

Interviews with Tim Mead revealed that he believed passionately that organic food should be accessible to everyone rather than being a luxury limited to upmarket farmers' markets. This refreshingly modern view also resonated with the new target audience of everyday families, who were the UK's biggest dairy consumers but few of whom chose the Yeo Valley brand (Figure 1).

Qualitative research showed that although these families didn't buy organic, however, they still found the underlying values of organic produce important and appealing. Not damaging the environment and living harmoniously with nature was important to them.

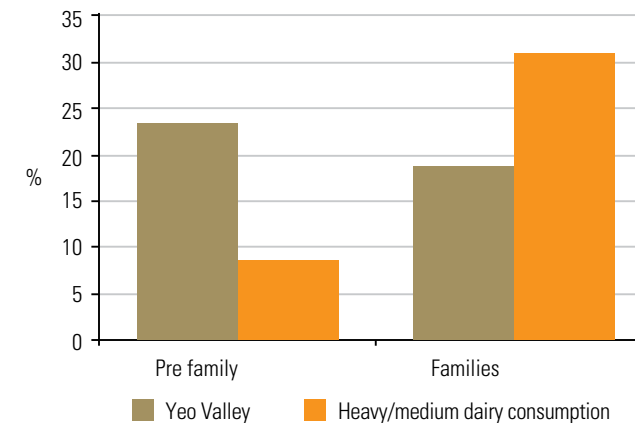


Figure 1. Yeo Valley vs. dairy consumption. Source TGI

But it was recognised that communicating 'naturalness' wouldn't suffice. The language of 'wholesome' and provenance-based advertising was already overused by numerous conventional competitors and food brands. Despite having pioneered natural agriculture since the 1970s, there was a real danger that Yeo Valley's story would become overshadowed.

Breathing new life into the brand

It was time for a fresh approach, and one which exploited the brand's down-to-earth values in a way which would prompt a complete reappraisal of the brand. A new tone of voice was thus established, making the brand feel accessible, fun and populist. Descriptions such as 'traditional, worthy, earnest and preachy' were replaced with 'modern, open, social, populist and proud'. A new packaging design was also launched to reflect the new brand values (Figure 2).

The new brand idea became 'living in balance with nature'. Yeo Valley's farming practices, provenance and products would all build on this positioning by celebrating the wider benefits of 'organic' in a way that resonated with consumers. The strapline 'Live in Harmony' was to be integrated across all channels.

The budget was small: £1.4 million to spend in a £45 million category. So, rather than trying to be everywhere at once, the use of media needed to be bold and decisive. All communications were aimed at encouraging fame and participation. In what was described as encouraging the move from 'Super Bowl to Super Social' (Figure 3), broadcast would be used to achieve high-impact mass awareness, while social media would harness this fame to create more prolonged and deeper engagement with consumers.

A big coup was the negotiation of an exclusive deal with ITV and Freemantle for *The X Factor*. Focusing all the efforts around the live shows would gain extra value from the media owner. As the UK's biggest prime time show, with 14 million weekly viewers, it offered unrivalled scale and stature.

The campaign broke with a two-minute spot on Saturday, 9th October 2010. It featured four young farmers from the Yeo Valley farm describing its



Figure 2. Updated packaging design

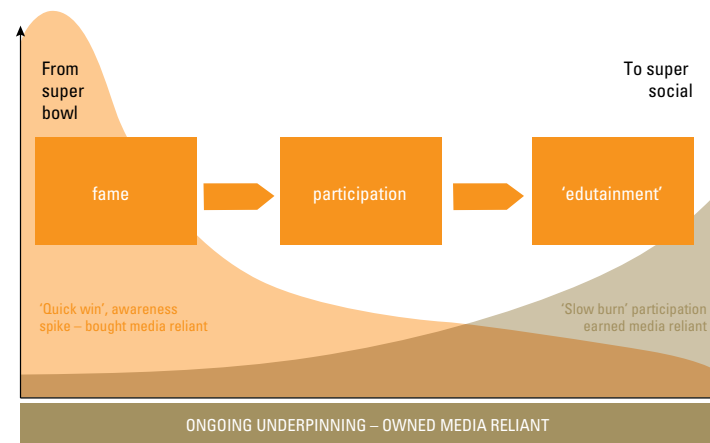


Figure 3. Media strategy

approach to organic agriculture. But what really got people talking and flocking to YouTube to see it again was its unusual twist: co-written by a well-known hip-hop writer, it was done as a catchy rap song which included lines such as 'Yeo Valley's approach is common sense, harmony in nature takes precedence...' (Figure 4).

Digital media helped promote brand conversations and bring visitors to the farm's website for a digital interactive, video-rich experience so they could learn more about the farm and its philosophy. The emphasis was on being transparent, informative, collaborative and encouraging users to share the content and their points of view across numerous digital channels including ITV's *The X Factor* live chat room, Twitter, Facebook, YouTube etc.



Figure 4. The Yeo Valley rap

Finally, a competition to win tickets to *The X Factor* final was devised to promote greater engagement and exploit the partnership in-store even further.

Grabbing the nation's attention

The campaign quickly became a cultural phenomenon.

1. Advertising

The TV ad reaching unprecedented awareness levels of 43% (66% of *The X Factor* viewers).

- It was clearly informative, with 73% saying that 'It told them something new about Yeo Valley,' and highly branded (67% attributed the ad to Yeo Valley unprompted).
- It was voted by ITV viewers as one of the top 20 TV ads of 2010 and the song spent seven weeks in the top 100. It was released as a single due to popular demand.

2. Digital

It went truly viral, followed by free PR from various celebrities, conversation on Twitter and a three-minute feature on BBC regional news. The ad captured the public imagination: a third of people had heard their kids talking about the ad, while 30% of adults discussed it with their friends.

The buzz was reflected online (Figure 5). Yeo Valley became the UK's No. 1 trending topic on Twitter (54,000+ mentions and 34+ million impressions). Bloggers followed suit with over 1,000 mentions of the campaign. The ad was also shared over 67,000 times and attracted 35,000 fans on Facebook (across 80 user-generated pages and 200 related groups). Facebook sharing drove even more online viewings, with over 1.65 million views on YouTube (along with lots of other spoof and derivative videos).

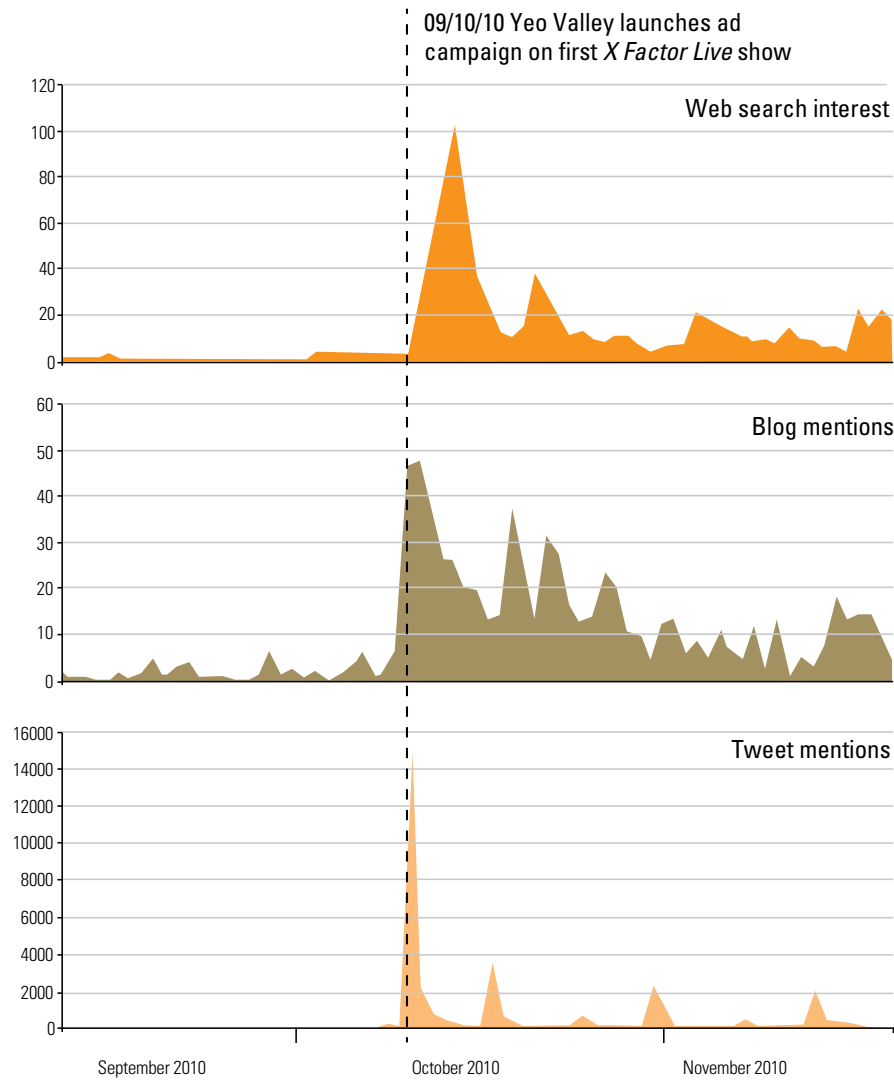


Figure 5. Effect on search and social media of advertising on X Factor
Source: Sysmos/BBH

3. Competition

The on-pack competition was the brand's most successful ever, with over 25,000 applicants to win the pair of *The X Factor* tickets.

4. Website visits

Hits to the website increased by 400%.

5. Packaging

The updated packaging design also contributed to the brand's success, with 63% of consumers preferring the new packaging as more modern, eye-catching and simple.

Winning hearts and minds

Yeo Valley became top of mind for more shoppers than ever before, with spontaneous awareness of the brand rocketing at the expense of the competition. Spontaneous associations were also refreshed and positive. In addition, there were marked shifts in the brand's values in line with the campaign's strategic intentions.

Brand perception change

Farming philosophy	
'They're passionate about farming'	+9%
'They care about the environment'	+6%
Perceptions of the products improved	
'They are natural'	+4%
'They're made from the best ingredients'	+5%
User imagery	
'Their products are for everyone'	+3%

Source: The Nursery, Quantitative Research

Affinity towards the brand increased as consumers perceived the brand to be 'a bit less posh' and 'a bit more like me'. Yeo Valley was now seen to be the rising star of the dairy aisle, with brand momentum rising from 36% to 44%, along with increases in brand preference from 20% to 23% and brand recommendations from 27% to 29%.

As a consequence, brand consideration and usage also increased, significantly outperforming the yoghurt market (Figure 6).

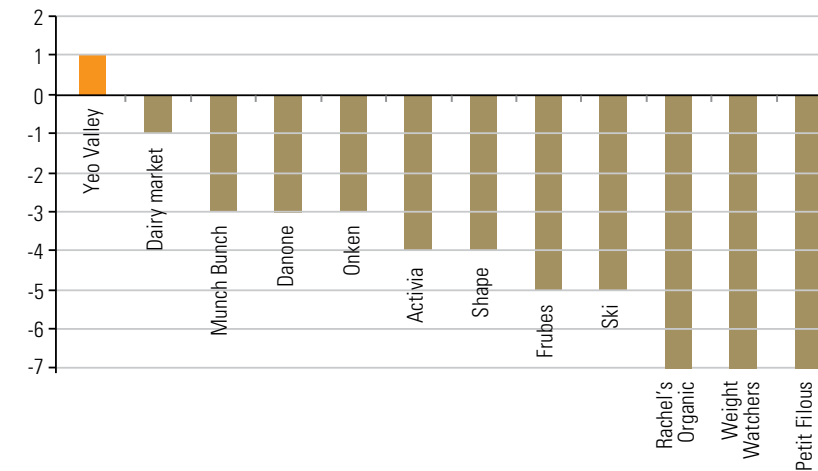


Figure 6. Brand consideration % change (pre-campaign to post-campaign)

Meanwhile, the TV ad prompted two-thirds of viewers to want to try the brand and, importantly, brand affinity rose. Among those surveyed who had been online to see the ad again or visit the website, their desire to try a product was even greater, 75% versus 65%, than those who had only seen the TV .

Commercial rewards

By the end of 2010 Yeo Valley had become the country’s fastest growing dairy brand (Figure 7). For example:

- An additional half a million consumers bought the brand.
- Penetration was up to 10.7% of households (a 22% increase).
- Loyal customers also bought more Yeo Valley products.
- Household spend grew from £3.70 to £4.30, an increase of 16%, while frequency remained constant.
- The brand’s yoghurt ended the year with annual growth of 14.9%, outperforming the yoghurt market more than two and a half times.
- Volumes were also up, doubling the market’s growth rate.
- Yeo Valley’s share of the adult yoghurt market increased from 4.9% to 5.3% (over the past 12 months) and its share of the organic market increased by 65%.

The campaign period saw an incremental uplift in sales of over £3.53 million and generated 500,000 new customers. Since £1.4 million was spent on the campaign, the campaign thus generated £2.52 of incremental sales per pound spent on advertising in the last quarter of 2010 alone. But the residual impact of the campaign would be felt for far longer.



Figure 7. Yeo Valley: fastest growing dairy brand

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Aviva - 300 Years of Insight

We’re the world’s sixth-largest insurance group and the biggest in the UK, with 46,000 employees that everyday serve 53 million customers worldwide.

We are committed to delivering one distinctive experience for our customers. Wherever they are, we want them each to feel that “no one recognises me like Aviva”. Our global consumer research reveals that most of our competitors are particularly bad at recognising people’s individual significance. This research also tells us that small human touches can make a huge difference to a customer’s experience. Our aim is to make recognition the familiar quality that distinguishes Aviva from our competitors - just as Apple means user-friendliness and FedEx means reliability.



“We know insurance isn’t just about policies’ and pensions; it’s about people. That’s why we’re making our customers the big picture, putting a spotlight on them and our people. Putting customers at the heart of everything not only makes sense for them, it makes good commercial sense too.” (Amanda Mackenzie, Aviva’s chief marketing and communications officer)

We are working hard every day to build the company around what our customers want from us. That’s why Aviva now ranks among the UK’s top ten most valuable brands, according to the 2010 Brand Finance Global 500 survey and that success is something we are looking to replicate across the world.



BT operates in over 170 countries and is one of the world’s leading communications services companies. BT is a major supplier of networked IT services to government departments and multinational companies. It’s the UK’s largest communications service provider to consumer and business markets and is made up primarily of four customer-facing lines of business: BT Retail, BT Global Services, Openreach, and BT Wholesale.

BT operates in a thriving, multi-trillion pound industry that spans the whole world. In recent years the global communications market has been focused on convergence, whereby the boundaries between telcos, IT companies, software businesses, hardware manufacturers and broadcasters have become intertwined to create a new communications industry.

BT has evolved from being a supplier of telephony services to become a leading provider of innovative communications products, services,

solutions and entertainment products. BT’s business customers range from multinational, multi-site corporations to SMEs and start-ups.

More than 80 per cent of the FTSE 100 and 40 per cent of Fortune 500 companies rely on BT for networking, applications and system integration. The National Health Service, Procter & Gamble, PepsiCo, BMW, Emirates, Fiat, Microsoft, Philips, and Unilever are just some of the organisations working with BT.

BT has been a driving force behind the success of ‘Broadband Britain’. Thanks to the company’s investment, nearly every home in Britain now has access to broadband and in September 2009, BT announced plans to more than double the availability of its fastest fibre broadband service.

MARKETING EXCELLENCE 2

"A treasure trove of examples covering the whole waterfront, from launching new brands to revitalising, sustaining and extending established ones, and from insights to advertising and sustainability. Whatever your business, it should make you proud to be a marketer, shake up your thinking and inspire you to go the extra mile."

Professor Patrick Barwise, London Business School, Chairman of Which?

"This exciting book demonstrates how great marketing can solve the most difficult problems, through analysis, teamwork and creativity.

It contains 34 fascinating case studies, selected from hundreds of high quality entries to The Marketing Society Awards for Excellence. Those involved had the determination to win, and the courage to think differently. An inspiring read."

Professor Hugh Davidson, Co-Founder, Oxford Strategic Marketing

"This is the textbook, the toolkit and the manual for marketing excellence."

Cilla Snowball, Chairman, AMV BBDO

"These cases are a great source to stimulate your thinking. Some will stimulate new thoughts, some will unlock ideas from the back of your memory. All of them however are great fuel for growth."

Keith Weed, Chief Marketing and Communication Officer, Unilever

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