



Nestlé

Ski

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Ski

Executive Summary

Marketing folk, to their detriment, often forget a brand's roots. The Ski re-launch is the story of a brand that had very strong roots but by neglecting them was losing its way. The business was suffering and its very survival was threatened. The brand re-discovered its heritage, returned to its roots and successfully re-launched; enjoying re-listing and sales growth of over 20% value and volume.

Ski fruit yogurt has a place in many of our hearts; it was the first fruit yogurt a whole generation of yogurt lovers ate. Launched in Britain in 1963, it introduced Britain to fruit yogurts for the first time. But, though an iconic brand, by 2008 it was threatened with delisting. Over the course of this century, the brand had lost its way, and half its value.

Numerous re-launches destroyed brand coherence and a surfeit of price promotions took value out of the brand. The market Ski had practically invented threatened to leave it behind. In 2007 there was an attempt to re-invent the brand with an active ingredient and active positioning which took Ski further away from its roots and left it fighting for its life. The brand was re-launched on a 'naturally delicious' positioning that harked back to its origins. The product was reformulated and brand re-designed to reflect the new positioning on pack and through advertising.

Not only has the brand made an excellent short-term recovery but its underlying growth means that the brand that introduced a nation to fruit yogurts will be around for the next generation to grow up on.



Project Overview

Outline of Project Brief

The brief was to design the Ski re-launch in the UK. The objectives were to:

- Convey that the product was now made from all natural ingredients, using real fruit for a real yogurt taste.
- Avoid the threat of de-listing the brand by building sales and penetration quickly.
- Achieve the ultimate goal of returning the brand to positive annual growth for the long term .

Description

Ski yogurt is made from all natural ingredients and comes in a variety of flavours

Overview of the Market

Ski was launched in Britain in 1963. It was the first fruit yogurt in the UK market. But by 2008 it was threatened with delisting.

In the previous five years the brand had lost half its value. A very dynamic market had 'overtaken' it with many newer, exciting and more innovative products that had left Ski looking tired (Müller, Danone, Own Label). Brand coherence had been compromised by three re-launches in the last five years and price promotions had left the brand devalued.

To make matters worse, there had been an attempt in 2007 to re-invent the brand with a new visual identity which reflected an energised proposition, with the added ingredient 'activ8'. However, it was perceived to be very unnatural and the product formulation lacked taste appeal. Retailers threatened to remove the brand.

Project Launch Date

September 2008

Size of Design Budget

Confidential



Outline of Design Solution

The solution was to focus ruthlessly on the core of the brand, its fruit heritage, and the value it offers to consumers. To bring other elements into play would be a distraction.

The target was working mums, 35-44, with older kids. They want quality, taste and goodness in an everyday yogurt. They believe the best tasting products are all natural, but aren't prepared to pay for organic. They had grown up with Ski, and for them its strengths lay in its heritage of its fruit credentials. The product had been re-formatted to deliver an all natural ingredients story. It made sense to work from a platform that brought these strands together. The positioning solution, and creative brief, was 'naturally delicious yogurt.' This idea harnessed the natural ingredients story and linked it to the taste benefit.

The design solution focused on Ski's natural fruit heritage. It was called 'As nature intended.' It connected the brand back to nature by showing an abundance of fruit in its natural environment. This also highlighted its fresh and natural taste credentials. The sunlight enhanced the natural setting and gave a sense of brightness, optimism, and natural sun-kissed ripening. The fruit was balanced by the milky tones of yogurt. The design was intended to breathe fresh life into the brand whilst retaining links with the brand's heritage. The design solution was first applied to the pack design and then transposed to print advertising.





Summary of Results

First Objective

The first objective was to create a design that conveyed that Ski was now made from all natural ingredients and real fruit for a real yogurt taste.

Qualitative research, demonstrated that had been delivered:

"Lovely big fresh lumps of fruit in a creamy yogurt"

"You taste the fruit, not just the yogurt"

"Not yet picked, still on the leaves"

"looks natural"

The research also confirmed the strategy, that returning to the core heartland of the brand, was the right thing to do.

"Ski is always pure fruit, that's good"

"Lost nothing, only its old-fashionedness"

"They were left behind, so they needed to do this"

"It's a brand we've always known"

Second Objective

The second objective was to build sales and penetration quickly to avoid being de-listed. Since the re-launch in September 2008 value and volume sales of Ski rose by over 20%.

We also looked at comparable year on year sales data some time after the re-launch so we can begin to see the longer term effects.

When we do this Jan-March comparison, we see an even more impressive performance; a year on year sales lift of 40% value and volume.

This performance has been driven primarily by increased penetration, attracting extra shoppers to the franchise, rather than attracting current customers to buy more. Increased penetration is crucial to re-building the brand's base. Frequency has not suffered, in fact increasing a little, and pricing has stayed firm.

It is clear the Ski re-launch has been a huge success. Volume and values sales have increased, primarily through increased penetration. Six months after re-launch, all of Ski's SKUs ranked in the top 25 of the Everyday Pleasure multi-packs. The threat of delisting had been avoided. In fact, Ski actually started to pickup increased distribution.

And all this was at a time when Activia launched Intensely Creamy and Shape launched Feel Fuller for Longer, so there was plenty of competitor activity in the market.



Summary of Results (continued)

Third Objective

The third objective is to demonstrate that the brand has returned to positive growth on an annual basis. This was successfully achieved in early March '09 and shows no sign of abating.

It is fair to say that a product change with no new design or communication would be unlikely to cause such an immediate and dramatic shift in penetration and sales. The dramatic and immediate changes in sales, and especially in penetration, are more likely associated with an accompanying change in design and communication.

Brand design was at the heart of the re-launch. It was fundamental to the re-launch strategy to have an on-shelf presence via pack design that communicated the proposition and was persuasive to the target audience. By transposing the design to the print advertising it created a holistic branding effort that was crucial to the brand re-launch. .

As Michael Inpong, Marketing Director at Lactalis Nestlé, puts it:

"The design has successfully brought to life the proposition across both packaging and advertising with fantastic sales as a result! Our focus for the re-launch of Ski was to win the battle of the first moment of truth- when the consumer picks the product from the shelf. Therefore delivering an outstanding pack was the number one priority. CPB made it happen and Ski sales are up plus 20% since the re-launch"

In addition Ski won "Dairy Product of the Year" 2008, as voted by a jury of industry experts and one of the country's largest consumer surveys².

This was all achieved without TV advertising. Pack re-design and print advertising were the primary communication channels.



Research Resources

¹ Frontiers Qualitative Research, April 2008

² The list of finalists is selected by a jury of 40 leading experts and a range of journalists covering all sectors from beauty to health food. The finalists are then judged by 12,000 consumers, one of the largest consumer surveys in the UK, organised by TNS.

All other data supplied by Nestle, based on IRI and TNS worldpanel sales and penetration data