



DBA DESIGN EFFECTIVENESS AWARDS 2012

Project Title: Cadbury Bournvita
Category: 04 Packaging
Sub-Category: 4.3 Branding – Other
Client Company: Cadbury Kraft Foods India
Design Consultancy: Blue Marlin Brand Design
Current date: July 2012

EXECUTIVE SUMMARY

The Indian consumer goods market is incredibly fast-moving, with a craving for new and sophisticated products. For brands, maintaining market leadership can be a challenge.

Cadbury Bournvita is a well-loved brand in India with a long-standing heritage in the Malted Food Drink (MFD) category. Mothers in India use MFD brands, like Cadbury Bournvita, to ensure their children get the nutritional benefits of milk. However, due to increased competition from newer MFD brands, in 2010, Cadbury Bournvita had lost market share.

Blue Marlin was appointed to develop a new proposition and pack design for Cadbury Bournvita that would enable the brand to build upon its popular position in its primary market in North West India whilst maintaining consumers in the South East region.

Blue Marlin's vibrant new graphic design for Cadbury Bournvita communicates the brand's new, more emotional positioning: "Let the Shakti Shine". An ancient Hindi concept, Shakti literally translates as "to be able to" and represents an all-encompassing force of change, implying power and strength.

Market research shows that, since launch in September 2011, Cadbury Bournvita has gained 2.2% market share in the entire Indian MFD market. The new design has enabled Bournvita to cross the 'magical line' of \$100 million USD sales (approx, £65/ 56 million INR) in Q4 of 2011 alone, which translates into 26% growth of net revenue, versus the 22% of its nearest competitors.

We also embraced Cadbury's financial objectives, to create a new, more cost-efficient structural design for Cadbury Bournvita. The innovative structural redesign has so far saved around 54 million INR (approx. £640,000) in manufacturing costs and household consumption of Cadbury Bournvita in Northern India has increased above that of its competitors.

Cadbury Bournvita has regained its competitive advantage and is ready to again be a relevant player in modern day India.

(313 words)

PROJECT OVERVIEW

OUTLINE OF PROJECT BRIEF

Cadbury Bournvita has a long-standing heritage in the Indian market, stretching back over fifty years. However, in 2010, the brand was struggling to hold its position against competitors Horlicks, Complan and Boost. Cadbury Bournvita was market leader in milk-rich North West India region, however it was India's second most popular MFD brand overall and ranked only third or fourth in the South East region. The brand needed a revolutionary re-design to enable it to compete once again in market and regain lost category leadership.

Blue Marlin was enlisted to create a new brand expression and packaging design which would:

- Increase brand consumption in the North West India MFD market.
- Maintain the brand loyalty in the South East India MFD market.
- Be more cost-efficient to manufacture (simplify process and use less materials)
- Reposition/Refocus Bournvita behind one new clear, steadfast positioning
- Reflect Cadbury Bournvita's new positioning in a contemporary way

DESCRIPTION

Cadbury Bournvita has more than fifty years of heritage in India – it was launched in 1948, was the official drink of the Indian Olympian team in 1980, and is the only chocolate Malted Food Drink in India with real cocoa in it – and Cadbury's cocoa at that! It is a powdered MFD targeted at supporting the healthy growth of 5-15 year old children in India.

However, the brand has had a continuously evolving proposition, positioning and packaging since launch, with focuses ranging from goodness and balance, to taste and energy. In 2010, its proposition was overly complex combining: an overarching emotional benefit of 'Confidence', a functional benefit of 'sustained energy' and a reason-to-believe expressed as 'the goodness of nature as well as benefits of science'. The brand strategy had lost focus and subsequently its competitive advantage.

As well as the core chocolate variant, the portfolio also contains a 5 Star Magic variant, (leveraging the flavour of Cadbury India's 5 Star Magic countline bar) and Lil Champs, a recently launched (2008) MFD designed specially to support healthy growth and development at an even younger age (2-5 years).

OVERVIEW OF MARKET

MFD products provide a simple way for Indian parents to support their children's healthy growth and development. MFD brand consumption across India is dictated by geography and the subsequent availability of milk. 'White' MFD brands incorporate powdered milk and create a milk substitute when mixed with water. They are therefore most popular in milk-dry regions and possess a stronger nutritional proposition.

In the North West region of India, where Cadbury Bournvita is market leader, milk is freely available. It is a very different environment to the South East region of India, where fresh milk is scarce and subsequently Cadbury Bournvita's proposition, as a 'brown' MFD (a taste-enhancing and nutritional additive to milk), is less compelling.

Milk-based, 'white' MFD brand Horlicks, owned by GSK, was the leader of the overall Indian MFD market. Thanks to its strong, nutrition focused proposition, Horlicks had achieved great success in the South East of India. Cadbury Bournvita was also under threat from competitor brands Complan and Boost. Complan was snapping at Cadbury Bournvita's heels in its North West stronghold, helped by the launch of a new refreshing Indian-flavoured Kesar Badaam variant. Boost was beating Cadbury Bournvita in the South East, despite Cadbury Bournvita winning in research for taste preference.

PROJECT LAUNCH DATE

Cadbury Bournvita launched in September 2011.

SIZE OF DESIGN BUDGET

The initial budget was £150,000. This went up to £ 250,000 after client changes.

OUTLINE OF DESIGN SOLUTION

The new proposition, positioning and subsequent packaging design was arrived at after a full brand review, on-the-ground research with the brand's primary audiences (children aged 5 to 14 and their mothers), workshops and also technical, retail and competitor audits. The key insight gained was that Indian mothers want their children to be successful; they realise they cannot control the challenges that come their kids' way, but want to prepare them so they can give their best whatever the circumstance. This emotional driver had been lost in the recent complex proposition and packaging.

At the heart of the re-launch was the new positioning "Let the Shakti shine", which captures this emotional goal of self-empowerment. Shakti literally translates as "to be able to" and is the all-encompassing force that is agent of all change, implying power, strength and much more – in essence giving you the power to succeed.

The new packaging takes this concept, fundamental to Hindi culture and the brand's mainstay in advertising since the 1990s, and gives it a modern expression relevant to contemporary India. It embodies the positivity and optimism that comes from Bournvita boosting your Shakti and thereby making you more prepared to achieve.

The graphics feature children jumping for joy on a vivid background of orange, sunburst yellow and Cadbury's trademark purple – a visually impactful design solution that's a significant move forward from the generic and cluttered ingredient visualisation and energy 'burst' on the previous packaging.

The brand's long-running strapline "Tann ki shakti - Mann ki shakti" ("physical and mental shakti") has been introduced into the Cadbury Bournvita brandmark to emphasise the brand benefit. The brandmark has also been modernised, made more ownable and more cohesive. Product claims explaining Cadbury Bournvita's new reason-to-believe – its ability to multiply the power of milk - have been optimised through new iconography and copy.

The new packaging structure represents a great leap forward for the brand. Its taller, waisted shape increases Cadbury Bournvita's stand-out on shelf, compliments the graphic redesign and offers improved ergonomics. It is also much more cost-efficient to manufacture. The new non-orientated flat-top cap requires less plastic to manufacture, ensures packs stack better for transportation, requires less labour during the manufacturing process and possesses a lower risk of distortion than the previous domed design. Lastly, the new design provides air-tight storage, solving one of Indian consumers' (particularly in the potentially very humid North West) most pressing concerns.

The structure and graphics work together as an integrated solution that underscores Cadbury Bournvita's position as a premium, modern brand that leads its market.

(423 Words)



Before



After

SUMMARY OF RESULTS

Bournvita India crossed the 'magical line' of \$100 million sales in 2011

Net revenue experienced a massive growth of +37% in North India and +25% in West India, helping the brand to achieve a total value growth of +22% across India, with a share increase of 2.2%.

Q1 2012 saw the highest sales growth ever for the brand in urban areas / retail:

- +29.2% value growth vs. the same period Q1 2011
- +26% overall brand value growth vs. competitors at +22% - the category is buoyant, but Bournvita is driving ahead of it

Total consumption in the crucial North region of India has risen from 3,172 million households to 4,115 million households, a growth of nearly 30%, compared to category growth in the region of 25%.

TNS tracking data shows that brand recognition has grown significantly and is way ahead of competitors e.g. Top of Mind Recall March 12 vs. Dec 11: Bournvita 76% vs. 71%, Horlicks 8% vs. 10%

The other key factor has been a positive shift in distribution levels, up by 7.3% in the North and 6.3% in the West.

Cost savings in manufacturing costs amounted to a significant 54 million INR (approx. £640,000), resulting in total material savings of 403.5 tons, amounting to -18.3%.

Taking the cost savings alone Kraft Cadbury India has already more than doubled its return on investment.

Manufacturing cost reductions have been as follows:

- 15% reduction of material use for the jar
- 25% reduction of material use for the cap
- Non-orientated cap design => manufacturing cost saving
- Stackable at retail

OTHER INFLUENCING FACTORS

Advertising spend did not change after launch and there was no price promotion accompanying the launch.

CLIENT TESTIMONIAL

"We had a complex challenge on our hands, working with a heritage brand in a challenging and competitive category environment. The Blue Marlin team has been a crucial part of our marketing mix, working through the proposition and positioning options and arriving at a truly successful outcome. Their achievement in finding substantial and long-lasting manufacturing cost savings through more efficient packaging solutions has also been great for our business overall."

Sunainika Singh, Category Manager Beverages, Cadbury Kraft India

RESEARCH RESOURCES

Client Internal Sales Data

HH Panel Data

AC Nielsen

IMRB Research Panel