

HELLMANN'S

PUTTING THE SPARK BACK INTO FLAVOURED MAYONNAISE

DESIGN BUSINESS ASSOCIATION
DESIGN EFFECTIVENESS AWARDS 2011

4.0 PACKAGING
4.1 BRANDED FOOD

UNILEVER PLC
COLEY PORTER BELL
JULY 2011
NON CONFIDENTIAL



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EXECUTIVE SUMMARY

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THIS PAPER DEMONSTRATES HOW A BRAND CAN WIN BACK THE GAME BY STAYING TRUE TO ITS ROOTS.

Having arrived in the UK in 1961, Hellmann's has enjoyed a long leadership of the mayonnaise market and by 2010 had a 69.9% market share, focusing on its core products; Real, Light and Lighter than Light. However its reign was rocked as new competitors from parallel sauce categories saw an opportunity to create a new sector: flavoured mayonnaise.

Hellmann's was quick to launch two flavour variants within its core range; however these were somewhat insignificant against the competitors who rapidly gained share with their bolder ranges. Hellmann's had to fight back. Its plan was to launch a new range of flavoured mayonnaise with the core objectives to drive frequency of use amongst current Hellmann's users and re-establish the brand as the leader in the UK flavoured mayonnaise sector.

Coley Porter Bell was invited to design the four-flavour range with a view to achieving these objectives and, along with the client, developed the creative idea of 'Bringing the extra spark' which would inspire brand development; packaging, naming and comms. The strategy was to put 'the best' mayonnaise at the heart of the offer, a proposition the competitors could simply not match.

The results of Coley Porter Bell's branding of the range far exceeded client expectations. Hellmann's became the leader in UK flavoured mayonnaise within 8 months, with 32.5% value share, a significant increase from the original garlic variant launched in 2009. The brand has consistently outperformed the competition, most notably achieving more than double the value sales of private label in May 2011.

Through understanding this iconic brand and its unique advantage against the competition, Coley Porter Bell helped a leading brand re-establish itself to win the sector that should have always been theirs.

PROJECT OVERVIEW

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OUTLINE OF PROJECT BRIEF

The brief from Hellmann's was simple - create a compelling visual identity for a new range of flavoured mayonnaises that would drive frequency of use amongst current Hellmann's users and importantly, re-establish the brand as the leader in the UK flavoured mayonnaise sector.

DESCRIPTION

Hellmann's was born in 1905 when Richard Hellmann began selling mayonnaise made from his wife's own recipe in their New York delicatessen. The brand arrived in the UK in 1961 and by the late 1980s it was advertised as 'The Only Mayonnaise', achieving over half of the market share.¹

At the time of this brief (2010), Hellmann's was the No.1 mayonnaise brand in the UK with a 69.9% market share². The brand had a number of products in its core range; Real, Light and Lighter than Light, as well as ingredient variants; Garlic and Dijonnaise.

Specific objectives included:

- To stay true to the core master brand essence of 'Real Pleasure'
- To be distinctive from the current mayo category (Hellmann's and competitors)
- To reflect the brand's leadership in mayonnaise
- To increase frequency of purchase within the brand
- To enhance loyalty amongst Hellman's mayo users

The first of many tensions which would need addressing

... Not forgetting; get the new designs to market within five months.



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OVERVIEW OF THE MARKET

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Driven by the tastes of the nation becoming more sophisticated, a trend for variety in flavour experiences emerged with consumers 'looking for excitement and new sensations'.³ In response, there was an influx of new brands and products into the UK mayo market and the flavoured mayonnaise sector was born.

The Hellmann's legacy was shaken up by these new competitors who saw the opportunity to extend their heritage of big, bold tastes and flavours into a new sector. So although they enjoyed success with their garlic variant (sold under the core Hellmann's brand), newcomer Branston was stealing the show...

	Market share 54 w/e January 2010 ⁴
Hellmann's Garlic Mayonnaise	18.9%
Branston Twist	39.8%

Even Heinz and Private Labels were achieving sizeable shares:

Heinz	14.5%
Private Labels	13.9%

Hellmann's had to change its game in order to win a sector that should have belonged to them.

Project launch date
October 2010

Size of design budget
£60k



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OUTLINE OF DESIGN

SOLUTION

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THE CREATIVE IDEA

Tapping into the consumer trend for new taste sensations; Coley Porter Bell, together with the client, developed the creative idea of 'Bringing that extra spark'. This inspired brand development; from packaging and naming through to communications.

HELLMANN'S AT THE HEART

Heinz and Branston had relied on their bold personalities to make an impact and where they lacked in mayo credentials, they made up for it with big taste – putting the emphasis on 'flavour' in flavoured mayonnaise. However, being the UK's number one mayo brand, the opportunity for Hellmann's was its core product – the best mayonnaise – which had to be at the heart of the proposition. This range would not be about flavoured mayonnaise; instead it would be mayonnaise plus flavour.

In communicating this, a number of tensions or contradictions were encountered, making the job a real balancing act.

THE TENSIONS

1) Mayo vs. Flavour

The cues of classic mayonnaise design (white, minimalist, creamy) had to lead, but be balanced with those of flavoured sauces (vibrancy, colour, prominent ingredients).

2) Hellmann's vs. New

Garlic and Dijonnaise had sat within the core range and become 'ingredient variants'. This time, in launching an entire range, we needed to make a clear differentiation from the core by bringing a sense of modernity and taste experience whilst still retaining some key equities; logo, softness of the background and vibrant outline of colour.

3) Intensity vs. Lightness

The ingredients were heroed through cross-sections to create appetite appeal. Balancing this intensity with sparkles and sun flares expressed the 'spark in mealtimes' as well as a lightness of flavour, ensuring that it was not deemed to be too strong for the family audience. The circular treatment of the ingredient image enhanced the softness of flavour whilst creating a strong visual language across all variants; a new horizon for Hellmann's.

4) Subtlety vs. Dynamism

The naming strategy was created in keeping with the brand personality and target audience; friendly and down to earth, as well as reflecting the sensorial and uplifting new range. The 'with a spark of... a pinch of... a touch of... a zing of...' used evocative adjectives to fit and serve the ingredient: Chilli sparks, Lemon zings! As well as additional reassurance of subtle taste to the audience.

OUTLINE OF DESIGN

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Qual research allowed for feedback and development with the winning route being described as; fresh, fun and impactful...

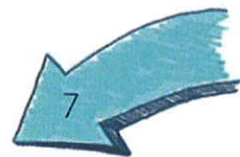
"It's the citrus one that swung it for me – bright, fun, and different; you'd really notice it on the shelf."

Hellmann's Real Mayo user, 25-34, UK ⁵



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SUMMARY OF RESULTS



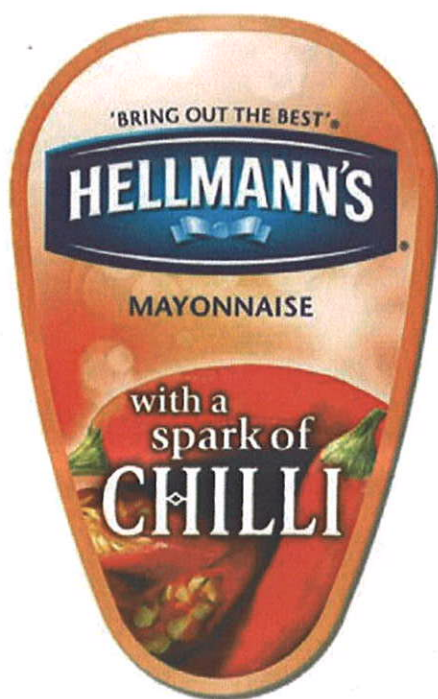
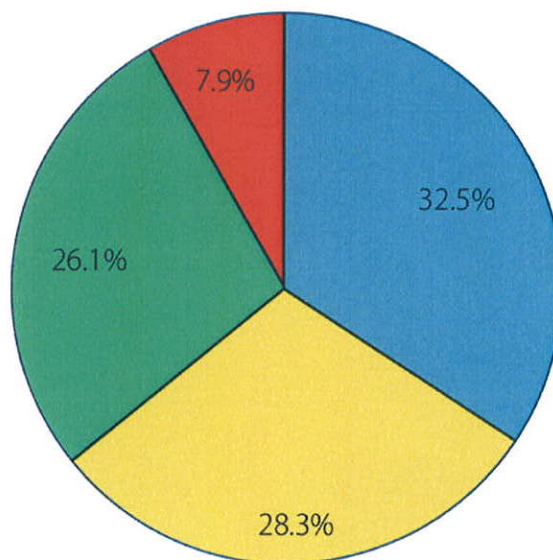
MARKET LEADER IN 8 MONTHS

The success of the Hellmann's 'Spark' range has been strategically important for the brand, resulting in a significant increase in market share of the flavoured mayonnaise sector: from 18.9% with the garlic variant in January 2010, to 32.5% with the four-flavour range in May 2011.

Within eight months of launching, the Hellmann's range achieved its objective of re-establishing the brand as market leader within the UK flavoured mayonnaise sector – and with the least number of skus in comparison to the competition.

Source for all data⁶

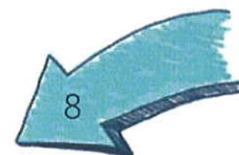
MARKET SHARE MAY 2011



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SUMMARY OF RESULTS

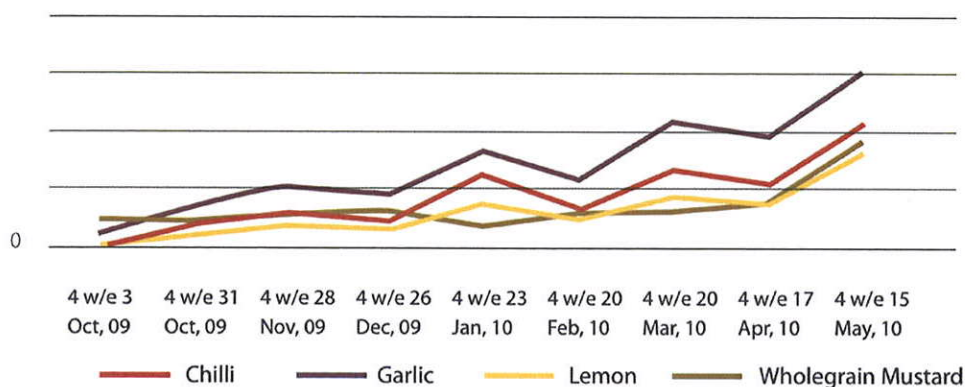
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STEADY INCREASE OF VALUE SALES

Sales steadily increased in the 36 weeks following the launch – this was on par with Branston's value sales following its 2009 launch, but 36% more than Heinz in 2008.

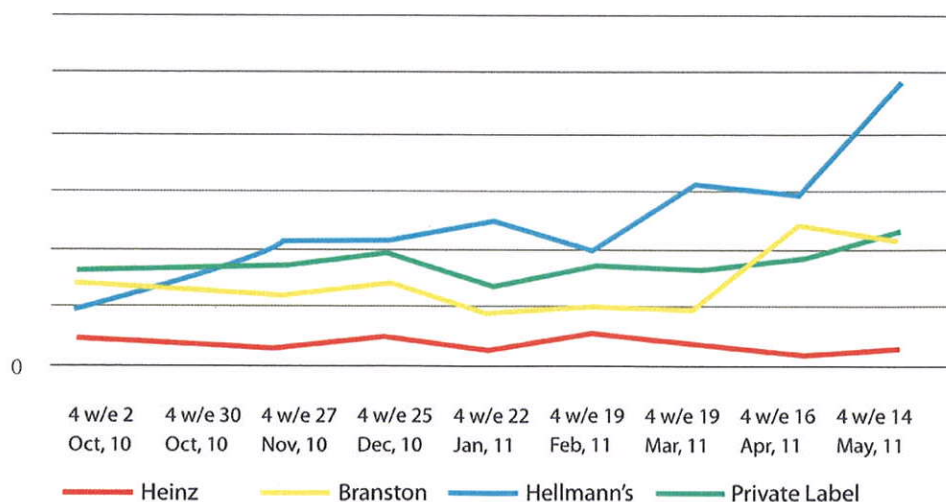
Value sales per variant



OUTPERFORMING THE COMPETITION

After a steady launch over the first 12 weeks, Hellmann's consistently outperformed the competition, most notably more than doubling the value sales of private label in the 4 w/e May 2011 (a 117% difference).

Total value sales by brand



SUMMARY OF RESULTS

...CONTINUED

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NEW PRODUCT DEVELOPMENT

The Hellmann's 'Spark' range has enabled the brand to confidently strengthen its position in the mayonnaise category and fuelled by this success, the future will see the range expand into new variants.

"The Twist design is a powerful symbol of insightful and creative thinking since it combines the sensory stimulus of flavours with the creative combination of colours thereby highlighting the superior taste and quality of the product. We believe this design has played a key role in our success and in terms of us gaining business within this segment."

Haseebur Rahman, Marketing Manager, Unilever UK & Ireland

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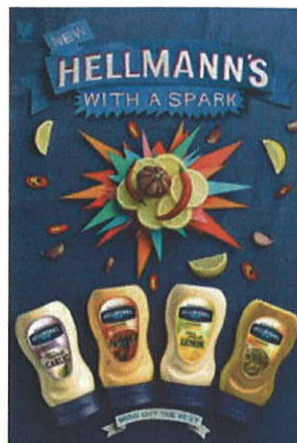
OTHER INFLUENCING FACTORS

It's true that the packaging design would not have been the only factor in the success of the Hellmann's Spark range as a media campaign accompanied the launch, using print and out of home advertising. However it is important to note:

A pack-led campaign

The campaign was developed from the same creative idea as the packaging and naming; 'Bringing that extra spark'.

- Spark is brought to life through real ingredients; uplifting and dynamic yet natural
- Use of real ingredients tie in with pack visuals
- Balancing taste intensity with lightness (the explosion fades and is delicately arranged)
- The Hellmann's brand leads, ensuring mayo heritage is at the heart of the message



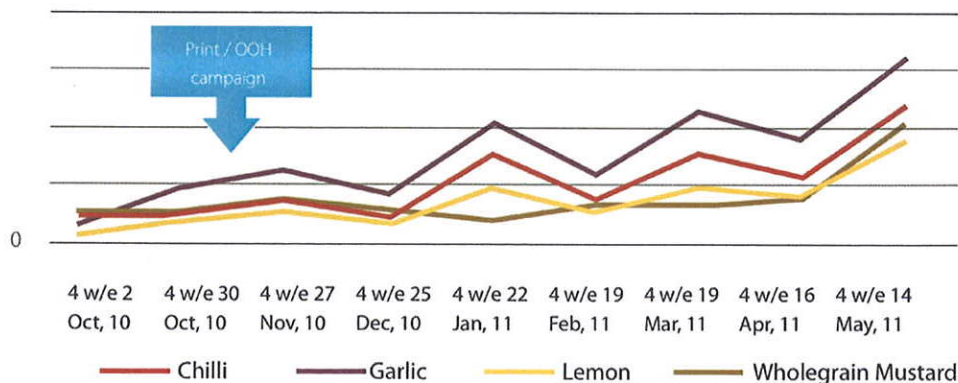
Price promotions

Hellmann's use of price promotions during this period was in line with that of the competition. Therefore this would not have been an influencing factor.

Peak sales outside of live campaign

The print and out of home campaigns took place in October/November 2010 to accompany the launch – however it is clear to see on the graph below that this was not attributable for the largest leaps in volume sales.

Volume sales per variant



RESEARCH RESOURCES

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¹Hellmann's profile www.unilever.co.uk

²Client IRI Data: June 2008 - May 2011

³Datamonitor Global Sensory Report 2009

⁴Client IRI Data: June 2008 - May 2011

⁵Flamingo Research - Project Twist: Flavoured Mayonnaise Research Debrief, 8th April 2010

⁶All data within Summary of Results - Client IRI Data: June 2008 - May 2011



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