



BY APPOINTMENT TO HER MAJESTY QUEEN ELIZABETH II  
TEA & COFFEE MERCHANTS R. TWINING AND COMPANY LIMITED, LONDON

# TWININGS™

## Earl Grey: Restoring an icon

### Category

Packaging: Branded Food & Drink

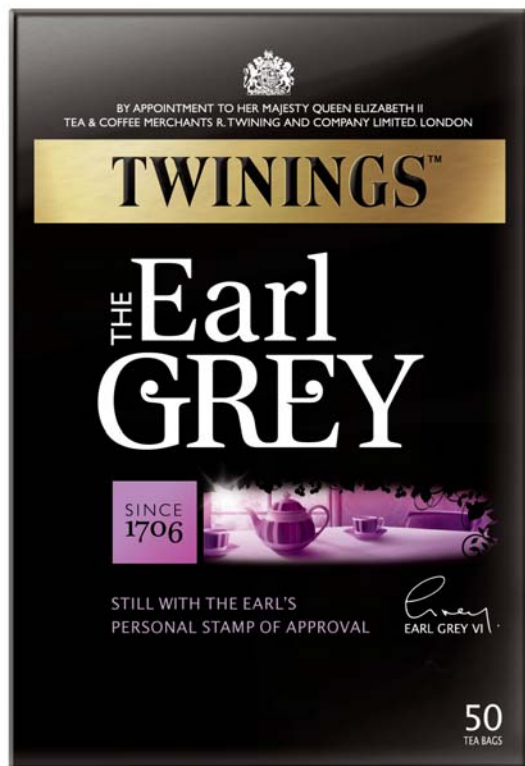
### Client

Twinings

### Design Consultancy

BrandOpus

brandopus



“ Design played a large role in the huge success of The Earl Grey in the three months following relaunch. By iconising The Earl Grey, Twinings has stand out over and above the competition once again. We’re thrilled that The Earl is back in growth and returning to his rightful position as the original blend.”

Claire Forster, Marketing Manager, Twinings



# Executive Summary

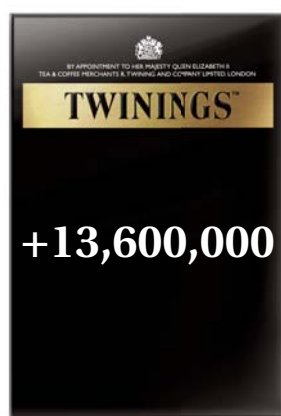
When Twinings first introduced Earl Grey to the UK market they crucially omitted to trademark the blend enabling others to enter the market. Earl Grey has grown to become one of the nations most popular tea blends, however, over time Twinings were losing 10% market share annually to own brand. That is until March 2011 when BrandOpus restored Twinings Earl Grey to its rightful position as The Earl Grey.

Through a change in pack design strategy, Twinings grew not only the Earl Grey market but also added £214,000<sup>1</sup> to the previously declining speciality black tea category as a whole.

Incredibly all this has been achieved in only 12 weeks after launch.



Twinings became the number 1 fastest selling Earl Grey across all retailers<sup>2</sup>



13,600,000 cups of tea sold due to increase in incremental volume sold<sup>1</sup>



Adding £214,000 in value to the speciality black tea market, previously declining at 1.5%<sup>1</sup>

## The Earl takes command

In the 12 weeks since redesign, Twinings became the number 1 fastest selling Earl Grey across all retailers knocking own label off the top spot.<sup>1</sup>

## Restoring an icon

Since redesign Twinings is growing 4 times faster than the total Earl Grey market in both value and volume.<sup>1</sup>

## Quite the cuppa

Beyond the original brief, The Earl Grey redesign has also transformed the declining demand for speciality black tea by adding £214,000<sup>1</sup> in value to the category.

# Project Overview

## Outline of Project Brief

The brief was to:

- Turn Earl Grey back into growth
- To elevate Earl Grey above the speciality range of teas, whilst still keeping the overall look and feel of the Twinings brand
- To iconise Earl Grey so consumers feel like they are buying the original and therefore the best, worthy of the extra spend

## Description

As one of the most popular and best known teas in the western world, Earl Grey needs little introduction. However few people know that, according to Stephen Twining, The Earl Grey blend is named after Charles Grey, Earl Grey II and British Prime Minister in the 1830s. In 1831, one of Charles Grey's men rescued the Chinese Mandarin from drowning. As a token of his thanks and appreciation, he gave Earl Grey this unique blend of tea as a gift. This was a significant gift as tea and recipes were (and still are) highly prized by the Chinese.

According to Stephen Twining, The Prime Minister enjoyed this unique blend and asked his tea merchants, then headed by Richard Twining (the second) to make it for him and his guests. Everyone was intrigued and delighted by the distinctive hint of bergamot that gave this tea a unique taste, something his guests were not accustomed to. The tea was so popular that when it ran out, Richard Twining agreed to produce and sell this sought-after blend. In those days, it was called 'Earl Grey's mixture' and later came to be known as Twinings Earl Grey tea. However, crucially, Twinings omitted to trademark the blend enabling others to enter the market.

## Overview of Market

The speciality black tea category, of which Earl Grey is the lead sub category, was in decline at -1.5% annually<sup>3</sup>. Furthermore, private label were even using images of the Earl across pack design, leaving the consumer totally unaware that Twinings were in fact producer of the original Earl Grey.

Although Earl Grey is one of Twinings most popular blends, accounting for 37% of their sales in Speciality black tea, they were losing 10% market annually to own brand and The Earl was feeling the pinch.

In a bid to find a solution Twinings appointed BrandOpus to turn Earl Grey back into growth.

## Project Launch Date

March 2011



# Project Overview Continued

## Outline of Design Solution

Twinings Earl Grey was not iconic enough on shelf, so it was easy for consumers to choose the own label version at a much lower cost. The key to the design solution was bringing to the fore the unique elements of Twinings Earl Grey that elevated them above competitors.

The new design features a more impactful and descriptive logo for Earl Grey. The introduction of 'The' as a precursor to Earl Grey, ensures that the consumer recognises that Twinings Earl Grey is the original blend, repositioning the competition as pretenders to the throne. In light of this originality, BrandOpus took advantage of Twinings' privilege as the only brand authorised to use the Earl's signature, supported further with the line 'Still with the Earl's personal stamp of approval'.

The stylised typography introduced for the Earl Grey logo was elevated to create a visual equity that could be translated across a range of 'Grey' blends to create a family of Greys. However the correct balance needed to be maintained for to ensure that the pack is still clearly branded Twinings.

Further visual elements such as 'Since 1706' were introduced to support the heritage of the Earl Grey blend, whilst the image introduces an element of colour that allows Earl Grey to be differentiated within the wider portfolio of teas.



217 words



# Summary Of Results



29% increase in rate of sale of Twinings Earl Grey 100's<sup>1</sup>

## Increases in Sales

In only 3 months since launch:

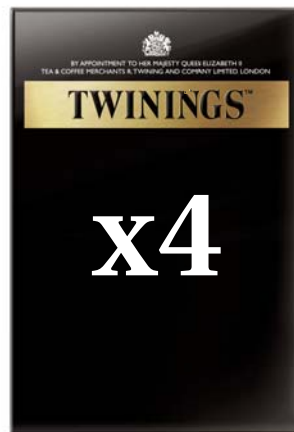
- Twinings Earl Grey 100's Unit ROS has increased by 29% to become the fastest selling 100's speciality tea product<sup>1</sup>
- Rate of sale of Twinings Earl Grey 50's has increased by 19%<sup>1</sup>
- Twinings have had to respond to consumer demand with a 34 tonnes more tea in incremental volume<sup>1</sup>
- All this amounting to an incredible 16,190 more cups of Earl Grey sipped daily without incurring additional expenses!<sup>1</sup>

## Increases in Market Share

- Twinings share of the Earl Grey market has increased by 8% to 57%<sup>1</sup>
- The Earl Grey is growing 4 times faster than the total Earl Grey market in both value and volume<sup>1</sup>
- Twinings is enjoying its highest weekly speciality category share for 3 years<sup>1</sup>



161,904 more cups of Earl Grey sipped daily without incurring additional expenses!<sup>1</sup>



Growing 4 times faster than the total Earl Grey market in both value and volume<sup>1</sup>



Highest weekly share for 3 years in both Earl Grey and speciality markets.<sup>2</sup>



# Summary Of Results



Twinings volume share of Speciality Tea in Grocery Multis has increased to 61%<sup>2</sup>

## Driving Speciality Category

- The Earl Grey added £214,000 in value to the speciality black tea market, previously declining at 1.5%<sup>1</sup>
- Twinings volume share of Speciality Tea in Grocery Multis has increased by 6.3% to 61%<sup>2</sup>
- The Earl Grey 50's are now the single fastest selling Speciality Tea category sku<sup>4</sup>

## Allowing Portfolio Expansion

- By differentiating Earl Grey from the wider Speciality range, Twinings were able to relaunch Lady Grey and zesty new product development Sunshine Grey, to create a family of Greys that deliver standout on shelf

## Sources & Other Influencing Factors

### Sources

- <sup>1</sup> Nielsen, 12 week, scan track, Grocery Multiples 12wks to 28.05.11 vs prior period
- <sup>2</sup> Nielsen, 12 week, scan track, Grocery Multiples 12wks to 14.05.11
- <sup>3</sup> Nielsen, Category Value, 12 week, scan track, Grocery Multiples 12wks to 28.05.11
- <sup>4</sup> Earl Grey 50's, Nielsen, 12 week, scan track, Grocery Multiples 12wks to 28.05.11 vs prior period

### Other Influencing Factors

- Some limited price promotion between 01.04.11 and 28.05.11
- PR campaign at time of launch
- No ATL advertising

