

cogn8honey™

Innovation – From seed to harvest

innovation design digital



dba

6 wins in 3 years.
Most successful UK
new agency ever!



MarketingWeek
engage 2011
AWARDS
finalist

Growing profitable brands

January 2012

Agenda

Scope of the presentation

1. Setting the scene
2. Distribution goals
3. Innovation brief
4. Growth plan
 - Process / targets
 - Routes to explore
5. Action plan

The perfect brand - Growth strategy

To accelerate brands **profitably and quickly**, you need to:

1. Understand **the market**
2. Understand **your brand**
3. Find **the point where market and brand can support each other**
4. Set **clear goals** and **targets**
5. Understand your **“go to market” trade marketing strategy**
6. Be **strategic with export opportunities**

Develop a plan, invest in it and execute consistently

The perfect brand

For a brand to work, it must be confident.

To get confidence, you need to:

-Define (know exactly what makes your brand stand out and connect)

-Integrate (Ensure that everything – production, NPD (New Product Development), technology development, sales, marketing, distribution – is aligned to serve the brand ambition)

-Clarify (let customers and consumers know, in the simplest possible terms, what that brand can do for them)

Setting the scene

Setting the scene - Background

The logo for Tyrrells, featuring the brand name in a green serif font with a small leaf icon above the 's' and a registered trademark symbol.

- Tyrrells' has a reputation for being **a highly innovative brand**
- Tyrrells' brand has **a clear point of difference** and therefore possesses **the licence with consumer to stretch** its footprint
- Current **NPD pipeline was one of incrementalism** rather than bold step-change
- Opportunities to **work with the retailers were not maximised**
- The **export business unfocused**

Setting the scene - Objectives

The logo for Tyrrells, featuring the brand name in a green serif font with a small leaf icon above the 's' and a registered trademark symbol.

Need for NPD and distribution to drive growth

- Tyrrells' is a **classic discovery brand**, creating and sustaining newness is an essential feature of the brand
- NPD and **solus deals** will help Tyrrells' **engage with the trade**
- **The exit valuations will increase** if Tyrrells' has a track record of **substantial NPD**

Setting the scene – A crowded and undifferentiated marketplace

- **Distribution**

- Waitrose and Independent's

- **Retailer partnerships**

- Seen as a **regional farm based crisp company**...part of the pack

- **Lacked creditability** against Kettle as a national brand

- **Difficult to gain traction** with Sainsbury, Morrison's and Tesco
no understanding of category strategy















- **Independent channel constantly under threat** from
me too entrants

- A **confused and opportunity led export strategy**

- Tyrrell's to reposition and seen as market innovator

Setting the scene - 'Success' case studies all share high NPD activity

Peer group examples

<p>Green & Blacks</p>					
<p>Innocent</p>					
<p>Dorset</p>					
<p>Yeo Valley</p>					

Strategic objectives

Create a NPD programme which

Delivers sustainable profitable growth

- Profitable value chain
- Drives distribution with trade customers

Strengthens Tyrrells brand

- Helps retain our “challenger brand status”
- Provide newness for our loyal consumer brand advocates

However but not do so at the expense of ‘current business strategy’

- Priority must be to build distribution and ROS of existing SKUs
- We should continue to develop new flavours for independents (and national accounts)



"It was here when Harris decided to 'tweak' things a bit..."

Strategic framework

Brand and Product Development Plan needs to be holistic



Individual targets

Allocation of resources

Growth plan - Routes to explore

Potential platforms for innovation

1. **Packaging format**
2. **Flavour delivery** e.g. sachets, real cheese, liquid balsamic
3. **Consumption occasion** e.g. chips and dips
4. **Consumer age/gender** e.g. kids,
5. Brand Shrink e.g. uncooked potatoes
6. Brand Stretch **Sweet Snacking** e.g. fruit snacks, strawberry chips
7. Brand Stretch **Savoury Snacking** e.g. Tyrrells savoury popcorn
8. Brand Stretch **Potatoes Frozen** e.g. Tyrrells potato wedges
9. Brand Stretch **Chilled** e.g. Tyrrells potato salad
10. Brand Stretch **Geography / Brand Values** e.g. Tyrrells Hereford apple juice, apple sauce
11. Etc...

Within Core

Outside Core

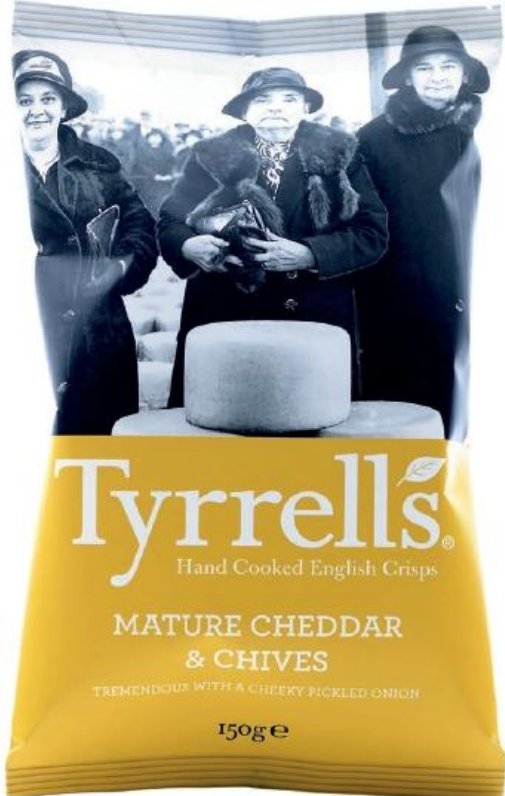


Growth plan - Process / targets

Brief needs to define

- **Targets**
 - Sales (ROS and Distribution)
 - Margin (Trade and Tyrrell's)
 - Profit Contribution
- **Team & Resource allocated**
 - FTEs
- **Budget**
- **Reporting line**
- **Integrated Project Management / process to follow and clear milestones**

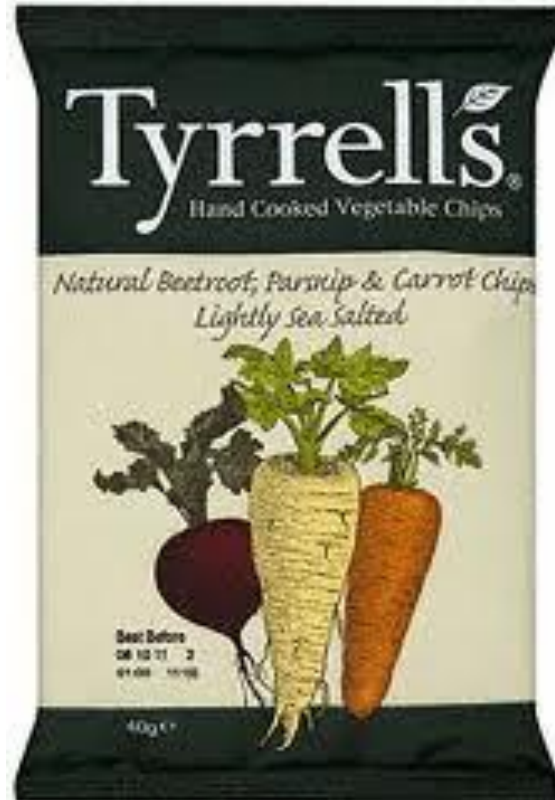
Create more stand out for existing brand



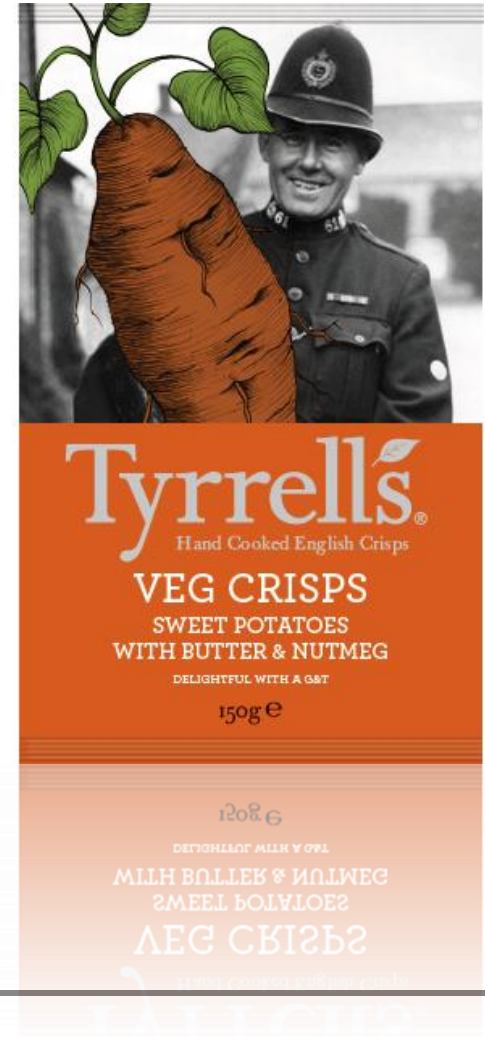
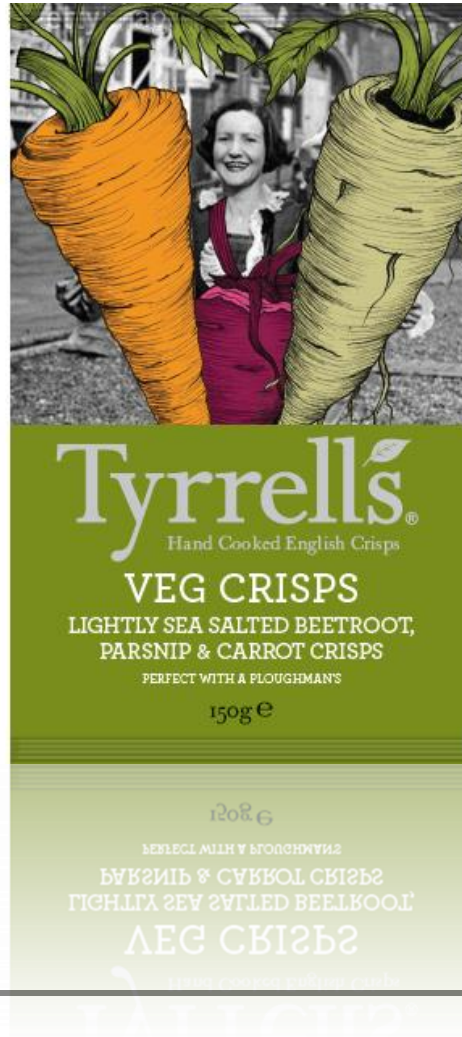
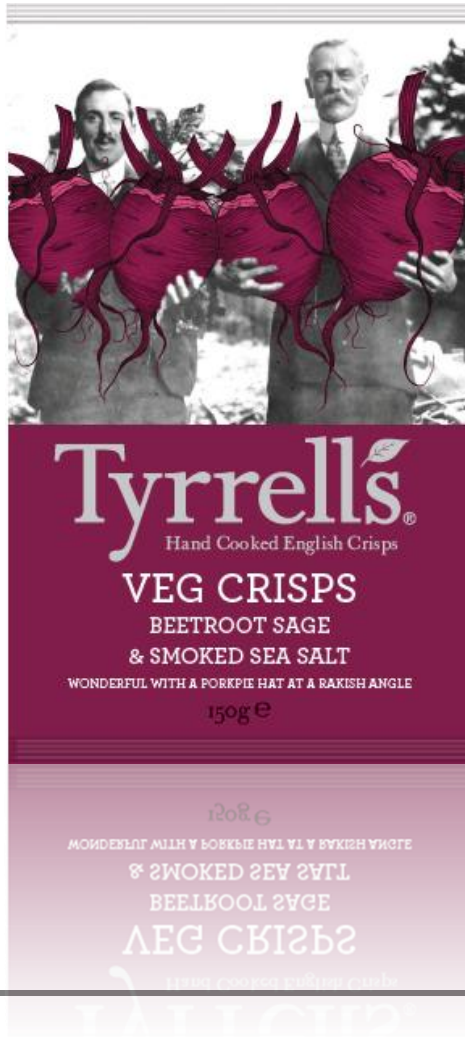
Create more stand out for existing brand



Vegetable chips has suffered from incrementalism



More personality and stand out on shelf



Strategic framework

NPD Plan needs to be holistic



Individual targets

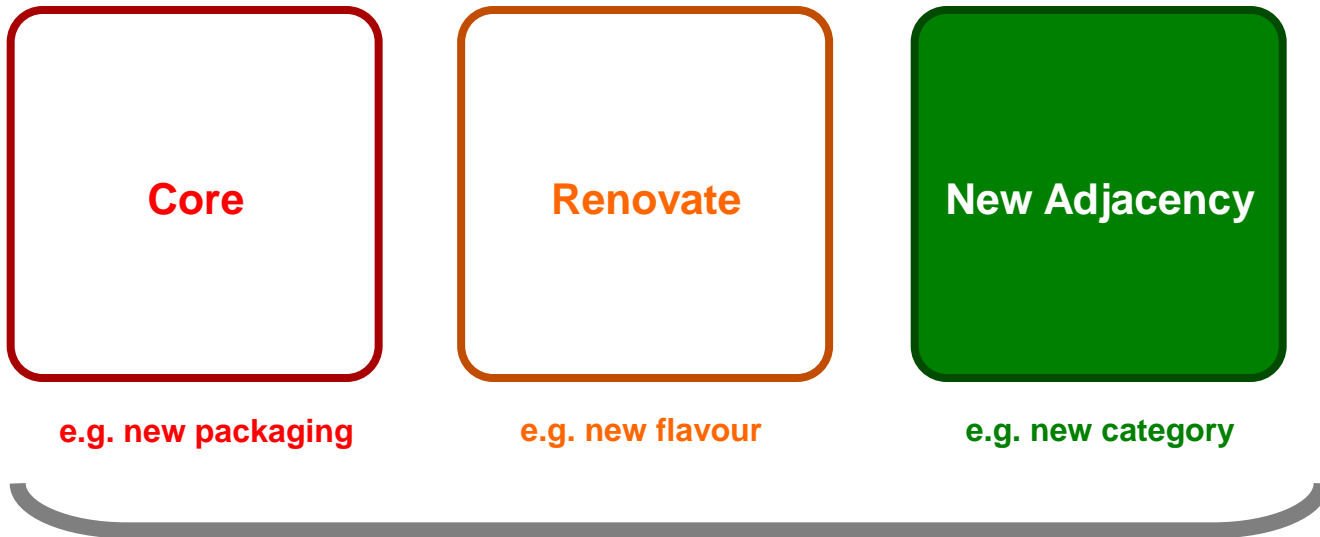
Allocation of resources

New format addresses a male orientated segment



Strategic framework

Brand and Product Development Plan needs to be holistic



Individual targets

Allocation of resources

Introducing and category in the UK



Action plan - Develop a trade marketing strategy

Develop a compelling narrative

1. Understand channel needs

- Multiples
- Independents
- Travel/Out of Home

2. Know retailer opportunities

- Category strategy
- Category gaps
- Listing windows
- Pay to Play cost
- Promotional Strategy

3. Execute strategy consistently

The golden rules

- Do your homework
- Involve the retailers early
- Integrate everything single-mindedly behind your brand
- Push like hell
- Know when you're right, know when you're wrong
- Never stop thinking

Thank you
Any questions?