

Successes and Failures in Innovation & Marketing 2011

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Growing the success of Irish food & horticulture

Bord Bia
Irish Food Board

Source: Datamonitor

What is classed as Failure?

- x Sales decrease
- x Withdrawn from sale
- x Courted negative publicity
- x Disengaged consumers
- x Ignored trends
- x Bad timing
- x Failure to react or evolve

And Success?

- ✓ Sales increase
- ✓ Improved brand equity
- ✓ Revitalized Image
- ✓ Tapped into relevant trends
- ✓ Received critical acclaim
- ✓ Seizing the initiative
- ✓ Re-writing the rules



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Heinz Beanz Fridge Pack

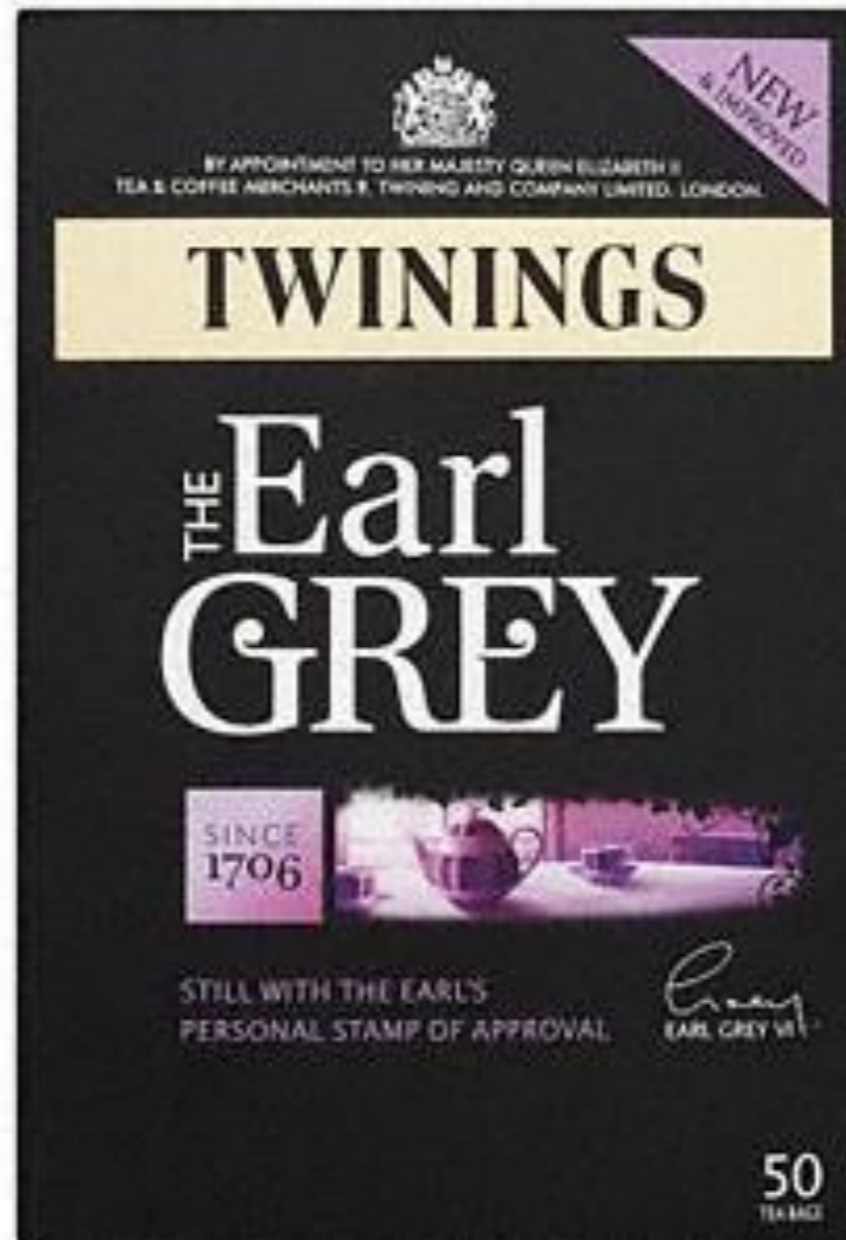
“Taking a classic to where it’s never been....”

- ✓ New 1kg pack
- ✓ Tapped into key trends of sustainability, nutrition and portion control
- ✓ Success
 - 4% market share in 8 months, new sales from family segment, and further range extensions
- ✓ **LEARNINGS:**
 - **Identify new uses for established brands**
 - **Packaging changes can impact consumers’ perceptions**





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Twinnings' Earl Grey



- ✓ Backlash from public for messing with “favourite”
- ✓ A failure?
 - Although they kept the new product, they brought back “The Classic”
- ✓ **Learnings:**
 - ✓ Taste is a very personal feature for such an established brand
 - ✓ Social Media will react Fast
 - ✓ Phase out original

*“Earl Grey Tea is Back:
Twinnings gives into
outraged tea-drinkers”*

The Telegraph



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HP Guinness Sauce

- ✓ Stagnant brown sauce sales. Both brands have similar target audience
- ✓ Failure?
 - Has failed to be “loved” by the masses
 - Very slow social media uptake
- ✓ **LEARNINGS:**
 - **A line extension needs to complement the portfolio, not clutter it**





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Anchor Butter

- How?
 - Repositioned brand
 - Updated packaging
 - New marketing campaign

Success: Value sales increased by 12.4% and volume by 7.1% (April 2010 / 11)

- Learnings:
 - Awareness of messages that will resonate with consumers
 - Fresh marketing to revive consumer affection

“The Original Butter Company since 1886”



Learnings

- ✓ Awareness of consumer trends - packaging, and the right brand messages can change perceptions
- ✓ Tread carefully with heritage brands, be willing to do u-turn if required
- ✓ Range extensions need purpose

For further information

**Datamonitor: Successes and Failures in Consumer Packaged Goods Innovation and Marketing in 2011
– Reflecting on standout NPD and marketing.**

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