



## HAPPY MONKEY: Branding to make everyone happy

### category

Corporate/Brand Identity

Design and implementation costs under £100,000

### client

Good Natured

### design consultancy

Dew Gibbons

DBA Design Effectiveness Award Entry 2013

Dew Gibbons and Happy Monkey, July 2012



## 2. executive summary

Happy Monkey, the kids smoothie brand launched in 2009, has grown quickly and beyond its owners expectations. Much of this success is thanks to the clarity of the positioning, brand identity, tone of voice and packaging, all developed by Dew Gibbons in partnership with the brand's owner Good Natured.

From a standing start with no distribution amongst multiples, and with packaging as the sole direct to consumer communications medium, here's a taster of the results for this David versus Goliath story:

- ✓ **10% market share Penetration**
- ✓ **Sales value targets Bested By 22%**
- ✓ **200% sales value growth**
- ✓ **134% sales volume growth**
- ✓ **17% increase in average Price Per unit**
- ✓ **Listings in three major multiples**
- ✓ **Return on Design investment within eight weeks**

word count: 125



## 3. project overview

### 1. outline of project brief

Dew Gibbons was tasked to reposition Happy Monkey from an ailing UK adult juice drink into a successful kids smoothie brand to launch in March 2009 – including a new proposition, brand identity, tone of voice and packaging design.

The objectives were to:

- ✓ **Achieve 3% overall kids smoothies market Penetration in first year, 5% in second year, and 8% after three years**
- ✓ **Grow retail sales value to £3.2 million By the end of three years**
- ✓ **Build sales volume By 85% By the end of three years**
- ✓ **Allow for a 10% increase in average Price Per unit in Year 3**
- ✓ **Allow the new owners of the Brand to secure Distribution at major multiples**

### 2. description

Happy Monkey was originally an Acai and Pomegranate juice drink, marketed as a healthy adult drink and sold at independent UK retailers. The brand, as it stood, wasn't achieving distribution, volume or sales levels.

Independent food and drinks company Good Natured bought the Happy Monkey brand for a nominal figure in 2008. Good Natured decided to completely change Happy Monkey into a smoothie brand made from 100% fruit and aimed at kids aged 4-12.



## 2. description (continued)

This would launch in two flavour variants: orange & mango, and strawberry & banana. Each variant is sold as an outer box carton holding four 180ml single serving tetra pack wedges. Each wedge is equivalent to one of a kid's five a day fruit portions.

## 3. overview of market

The current overall value of the UK kids smoothies market is £39 million. Although it has grown by 20% since 2010, prior to that it experienced a 19% decline. It's dominated by Innocent Kids, which in 2010 had a 90% share of the market.

Due to the fragility of the economic climate over the past three years, branded kids smoothies have become increasingly commoditised, with shoppers often turning their backs on branded smoothies in favour of cheaper own label smoothie and/or juice alternatives.

In fact, the category was actually in decline by 19% when Happy Monkey launched. However, aggressive promotional packages have been used by all brands to bring back buyers, and for the past three years the entire branded category has been almost permanently on promotion.

## 4. project launch date

March 2009

## 5. size of design budget

£24,000

**I'm a happy monkey and I've developed these delicious smoothies for kids, and got something all parents want; a healthy nutritious product loved by kids. Each carton is one of their 5 a day. No bits! No additives!**





## 6. outline of design solution

Dew Gibbons initially worked with Happy Monkey to think through a new brand positioning. 'Made for kids' directly targets school age children, reflects the nutritional benefits that the brand aimed to build upon, and projects a fun interactive personality. It also became the brand's tagline.

From this, Dew Gibbons went on to design the brand identity, tone of voice and packaging (wedges and outer box) which:

- ✓ Talks to Children aged 4–12 and Provides instant recognition at Point of Purchase
- ✓ Provides nutritional reassurance for the grownups
- ✓ Reflects the Brand's 'silly But not STUPID' Personality
- ✓ Ensures standOut in a fixture Dominated By Big Brand Blocking

The brand identity, tone of voice and packaging feature an illustrative character that is easily identifiable by all age groups, gives Happy Monkey a unique personality, and has lunchbox credentials. The 'Cheeky Monkey' illustration was carefully created to appeal to the wide age range – not too childish but not too sophisticated. The colour palette is fun and vibrant, but takes its cues from nature – reflecting the more natural elements of the product. The outer box addresses the more serious nutritional qualifications.

The simplicity of the design, with its impactful brand identity and packaging, ensures Happy Monkey stands out, despite a very small number of facings, in a fixture dominated by established brands such as Innocent. It also resonates with grownups as a brand that their kids will want to drink, whilst benefitting from its natural goodness.

word count: 243



## 4. summary of results

### 10% market share penetration by year 3

Happy Monkey achieved 4% penetration within the overall kids smoothies market in its first year – surpassing the objective by 1%.

It held steady at 5% in its second year – matching that year's objective.

By the third year, the brand's market share doubled to 10% – exceeding the 8% objective.

What's most astonishing about these market share results is that Happy Monkey's current level of retailer distribution is only 30%, whilst Innocent Kids runs at 80%.

### retail sales value: Target outdone by 22% and 200% overall growth

Happy Monkey smashed the original retail sales value target of £3.2 million by 22%, with sales of £3.9 million. This represents 200% overall growth by the end of the third year. Plus it's estimated that by the end of year 4, the brand's overall sales value will have grown by 254%.



### multiples' distribution

From a standing start with no multiples' distribution, by March 2012 the brand had secured valuable listings in Sainsbury's, Asda and Waitrose, with 12%, 14% and 4% distribution respectively.

sales volume: 134% growth versus 85% objective

With an objective to build sales volume by 85% by the end of 3 years, Happy Monkey soundly bested its goals by achieving 134% growth.



\* The Drop off in Year 2 indicates a heavier weight of gondola end Promotions in Year 1.

17% increase in average price per unit

The brand raised its retail price by 17% in Year 3, which is 7% more than the 10% target.

return on design investment

Based on the brand's retail sales value, the design fees were recouped within eight weeks.

testimonial

**"Happy Monkey launched in a declining market and with virtually no marketing budget. So we knew that our brand identity and packaging had to work hard for us at point of purchase and with retailers. We haven't been disappointed -- we've surpassed our targets beyond our wildest expectations."**

Greg Boyle, Managing Director, Good Natured

## other awards/accolades

Beverage Innovation Awards 2009: Finalist, Best Newcomer Brand

Beverage Innovation Awards 2009: Finalist, Best New Children's Drink

World Juice Awards 2009: Finalist, Best New Brand

## 5. other influencing factors

The brand receives no above the line support and there are no other influencing factors, aside from promotions.

Promotions have played a major part in Happy Monkey's strategy and will continue to do so. These included BOGOF or half price promotions in the first two years, and multi-buy promotions in the third year.

However, as previously stated, Happy Monkey has not stood alone in this. Its main competitor and clear market leader Innocent Kids has also been on almost permanent promotion for the past three years. In the past 12 months alone, there have been only three weeks when Innocent Kids was not on promotion. One could argue that because the entire category is continuously on promotion, this effectively cancels this factor out as a major reason for Happy Monkey's success.

What's left? The brand identity and packaging design.

## 6. research resources

Happy Monkey internal sales/volume data, AC Nielsen



made for kids





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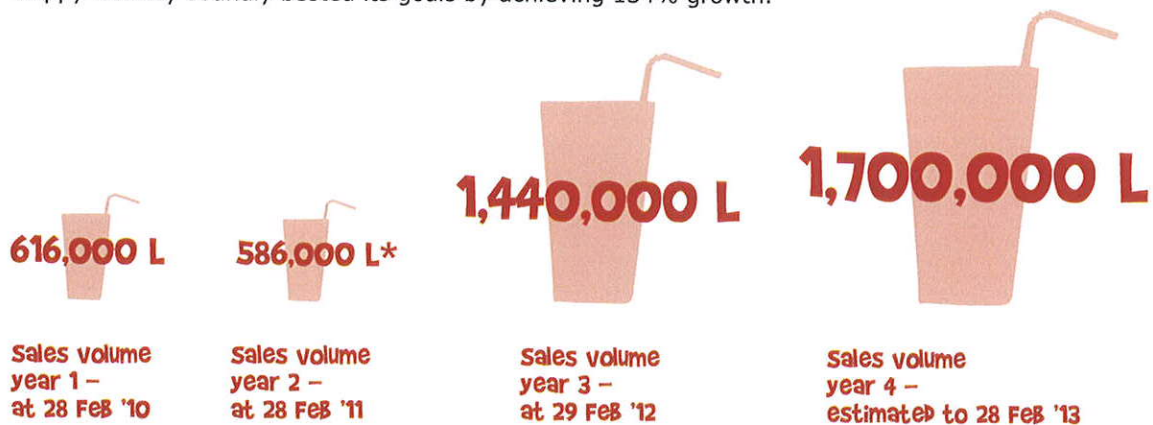
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