
*A Celebration of
togetherness, and all
things natural*

Dairy Crest (Clover) | 2018 Entry

For publication

The logo features the word "Clover" in a large, dark green, serif font. A thin green line curves from the top left of the letter 'C' towards the right, ending above the word. Along this line are several small green heart shapes. At the end of the line is a red diamond shape with a white 'X' inside, resembling a kite or a stylized leaf. A registered trademark symbol (®) is located to the upper right of the word "Clover".

Clover®



Executive Summary

A CHANGING LANDSCAPE AND A DECLINING CATEGORY

With intense price competition and reduced consumption contributing to a perfect storm of falling sales across the spreads category, Clover, one of the leading brands was struggling to maintain performance. At the end of 2015, the £80M brand, was in decline (-12.1% value, -10.5% volume over 52 weeks). The brand was declining in line with the spreads category (-11.3% value, -9.5% volume) but had lost -0.5pt of value market share of the total butters and spreads category (down to 7.1%).

The Clover decline was driven by consumers leaving the brand; penetration was down to 25.8% (from 30.6% YA) which equated to a loss of over 1 million households!

Clover needed to act in order to maintain profit delivery.

The business objective of the brand redesign was to maintain profit delivery of Clover in Dairy Crest fiscal year 16/17 by growing volume of sales, recovering lost penetration and increasing market share (within a declining category)

SO HOW DO YOU TAKE A DECLINING BRAND IN A POORLY PERCEIVED CATEGORY AND TURN ITS FORTUNES AROUND?

We undertook a full brand redesign of the Clover portfolio, bringing life and meaning to the 'Clover meadow', echoing the brands shift to a cleaner label, in order to:

- Create impactful brand standout on shelf to ensure winning in this System 1 impulse driven category
- Play up the butter credentials to move away from margarine and the subsequent negativity - and associate more closely with the positivity around butter
- Elevate the brand's natural credibility, partnered with Clover launching a new recipe with no artificial ingredients.

ACHIEVEMENTS

Since the launch of the redesigned portfolio in December 2016 Clover has seen phenomenal results across the board including:

Increase of market share:

After 6 months +0.6%
After 14 months Clover was No. 1 dairy spread in the UK up 14% to 20%
(Kantar Worldpanel 52 weeks ended 25th Feb 2018)

Increase of market penetration :

After 6 months +2.2% (spread category -1%)
After 12 months +3.8% according to The Grocer Midas Touch Supplement (spread category -1.7%)

9 months post launch The Grocer referenced Clover as **'the best performing spread brand'** and it was the only spread brand winning new shoppers in the previous 24 weeks (Kantar 24 weeks ending 13th Aug 2017). It had **gained 75,000 new users, despite a overall fall of 11.8% in the category as shoppers continued to move away from spreads.** This was partnered with a successful win of product of the year title in 2017, based on consumer reviews of the pack and supporting marketing copy.

All of this while competitors have been promoting fiercely within the category and outperforming Clover above the line.

"Our ambition with the new packaging was to disrupt at shelf in order to get Clover noticed more and drive penetration by allowing more consumers to choose our brand. We had undertaken a large piece of work to remove any artificial ingredients, so it was important for us to deliver naturalness. [The agency team] understood our brief from the outset and have delivered a design solution that manages to reflect all that we feel is unique and appealing about our brand." - Neil Stewart, Marketing Controller, Dairy Crest



Case Study Overview

OUTLINE OF PROJECT BRIEF

Business and marketing objectives:

- Maintain profit delivery of Clover in Dairy Crest fiscal year 16/17 (key to delivering this was to grow Clover volumes)
- To recover Clover's lost penetration and grow the brand's market share within the total spreads category, despite this being in decline.
- To move Clover closer to the butter category and capitalise on the increased permissibility of butter and attract the 'tempted by butter' consumer
- To reflect the new 'togetherness' brand essence and the brand belief that the simple things in life are best
- To engage existing Clover buyers beyond a product/rational level

WHAT WAS THE BUSINESS CHALLENGE THAT NEEDED TO BE SOLVED?

The Clover brand was suffering within a declining and negatively perceived spreads category, and losing out to spreadable butters which were perceived to be more natural and therefore healthier.

Clover needed to revise the pack design to reflect their new cleaner label, demonstrating the product is naturally delicious and healthy rather than make overt functional health claims. And also to move closer to the butter category (made credible by buttermilk being a key ingredient) to attract new consumers and lost users. Furthermore, the brand needed to reposition to drive emotional rather than functional engagement in a category where purchase is very much driven by system 1 decision making at the fixture. This was also important because they had a much lower share of ad spend than their competitors.

SCOPE OF WORK AT THE OUTSET:

- Brand strategy
- Brand visual identity
- Full Clover product portfolio redesign including Original and Lighter variant differentiation across multiple formats: 250g, 500g, 1kg, 2kg
- Secondary shelf ready packaging
- Brand guidelines
- Cover leaf





Case Study Overview



STRATEGIC THINKING REQUIRED UPFRONT:

A strategic phase was required upfront to take the original positioning of 'simplicity – in life as well as food' and build a more emotional and engaging story around the brand. The benefit of 'simple goodness' in food led to the insight that the target audience of the home gatekeeper prioritises spending time with family rather than hours in the kitchen, but that they still do everything they can to make sure they are providing good honest food that the family love. They may be tempted by the taste and naturalness of butter, but still enjoy the convenience and lower fat that comes with spreads. **This led to the new brand benefit of 'nurturing my family with simple tasty goodness, enjoyed by the whole family' and a brand essence of 'togetherness'.** This move on also played to the increasingly dominant trend in the wellbeing sphere of keeping goodness in, rather than taking the 'baddies' out.

BACKGROUND

As well as declining in value and volume, and losing market penetration the Clover design in market was perceived to be old, staid and traditional by younger consumers (The Big Picture qualitative research April 2016). The clover leaf was not adding any additional meaning to the brand as it was repeating the same message as the brand name and the 'simply made with buttermilk' message was lost and being overlooked. In addition the 'half the saturated fat of butter' claim was polarising, with many consumers no longer looking for such overtly health driven 'no nasties' messaging.

More positively, the clover and foliage in the existing design were evoking the feeling of being outdoors in a meadow which was taking consumers to a fresh, natural place where the dairy cows graze. However, whilst the meadow was deemed to be a valuable equity for the brand, it needed to be embedded with a more distinctive meaning.

Whilst users were loyal and enthusiastic about the brand, non users simply didn't see Clover on shelf. This indicated a need for a significant visual reappraisal to persuade non users to take notice of the brand.

Taking these learnings into account our brief was to:

1. Create natural differentiation – semiotic research showed that to differentiate Clover from competitors like Flora (powered by plants) we needed to elevate our natural positioning (chaos of nature, rather than technical perfection)
2. Play up butter credentials – Clover needed to play up it's 'simply made with buttermilk' credentials, to move away from margarines and the associated negativity of 'marge' and start to act more like a butter brand
3. Standout – Clover needed to create impactful brand standout on shelf to ensure it wins in this System 1 impulse driven category

THE CREATIVE BRIEF: TO EVOKE THE IDEA OF TOGETHERNESS THROUGH BRINGING LIFE TO THE CLOVER MEADOW



Case Study Overview

DESCRIPTION OF THE BUSINESS

The Clover brand launched in 1983 as a low fat alternative to butter. Its appeal has always been grounded in its unique buttery taste which helps to set it apart from the competition within the spreads category. Made with buttermilk and, as of 2015, with no artificial ingredients in the Original variant, Clover is designed to appeal to the growing number of consumers for whom naturalness and superior taste are a priority.

Despite accounting for 7.5% market share of the whole butters and spreads category, in 2015 the Clover brand was facing a challenge. Valued at £80M, the brand was in decline (-12.1% value, -10.5% volume over 52 weeks). Clover was declining in line with the spreads category (-11.3% value, -9.5% volume) but had lost -0.5pt of value market share of the total butters and spreads category (down to 7.1%). The Clover decline was driven by consumers leaving the brand. Penetration was down to 25.8% (from 30.6% YA) which equated to a loss of over 1 million households! Many consumers were moving from the spreads category into butter, which was perceived to be more natural.

Britain was falling out of love with spreads; consumers were increasingly viewing and speaking about spreads in derogatory terms, referring to them as 'marge' and questioning the level of artificiality of the ingredients and manufacturing process. The move out of spreads into butter was also being driven by retailer pricing. Lower commodity cream prices were feeding through to lower retail pricing and increase promotional activity on black and spreadable butter - thereby narrowing the price gap between spreadable butter and spreads (at the time 1.5M more households were buying spreads each year than butter).

In addition a trend towards naturalness was emerging strongly across many food categories, which, despite Clover removing all artificial ingredients from its Original variant (80% total brand volume), was at odds with the public perception of spreads as a category.

Our aim was to get consumers to reassess Clover by redesigning the visual identity and product packaging, in order to reposition the brand as a natural and credible alternative to butter, within the wider butter and spreads category.

A CELEBRATION OF TOGETHERNESS, AND ALL THINGS NATURAL - A NEW CLOVER

We created a branding strategy, visual identity and new packaging livery that built on the positive existing memory structure of the Clover meadow - bringing life and therefore a sense of emotion and togetherness to the meadow itself, whilst still being unmistakably Clover. The clover is something that cows eat in the fields, in turn they make the milk and in our case, buttermilk, for us to turn into butter and spreads. By enhancing the perceptions of naturalness, we moved the brand from its generic artificial, processed spread cues towards the world of butter. We wanted Clover to become the closest things to butter, capturing the consumers who were slowly moving away from spreads. The new depiction evokes the simplicity of nature and the enjoyment of being outdoors, whilst establishing the lively meadow as the origin of where dairy comes from.

The quirks, character and new inhabitants bring the meadow itself to life and stand out amongst the competitive set.

The new design tested extremely well in quantitative research (Future Thinking July 2016), it was successfully shown to:

- Increase standout for the '**tempted by butter**' target vs the existing pack in market.
- Appeal strongly amongst butter buyers - **almost twice as likely to consider buying** vs the pack in market at the time.
- Have better standout for existing clover users with no rejection of the new design.





Case Study Overview

OVERVIEW OF THE MARKET

In 2015 the UK butter and spreads market was witnessing a movement away from spreads and back into butter, particularly spreadable butter, driven by the change in attitudes to butter – no longer the high fat, high saturates ‘bad guy’. This was being driven by consumer perceptions of spreads and ‘marge’ and retailer pricing strategy as cream prices dropped, lessening the gap between spreads and butters. This was affecting the performance of Clover, the original buttery spread. The brand was losing consumers as well as volume, and the previously advantageous price difference between spreads and butter was being eroded as commodity cream prices were falling.

Clover Original was fighting back by reformulating with a new ‘all-natural’ formulation and ‘no artificial ingredients’ message but further action was needed to change brand perceptions and reverse the decline. The ongoing trend of wellness was gaining traction with a move away from the dominant codes of health being ‘to remove artificial or ‘bad’ ingredients’ and towards celebrating the positive inclusion of good, natural ingredients.

KEY COMPETITORS IN THE MARKET

SPREADS

Bertolli
Flora
I can’t believe it’s not butter
Own label

SPREADABLE BUTTERS – in the market context these products were starting to be perceived as the more natural (and therefore healthy) offering than spreads:

Lurpak
Anchor



WHAT WAS THE BUSINESS CHALLENGE THAT NEEDED TO BE SOLVED?

The Clover brand was suffering within a declining and negatively perceived spreads category, and losing out to spreadable butters which were perceived to be more natural and therefore healthier. Clover needed to revise the pack design to reflect their new cleaner label, demonstrating the product is naturally delicious and healthy rather than make overt functional health claims. And also to move closer to the butter category (made credible by buttermilk being a key ingredient) to attract new consumers and lost users. Furthermore, the brand needed to reposition to drive emotional rather than functional engagement in a category where purchase is very much driven by system 1 decision making at the fixture. This was also important because they had a much lower share of ad spend than their competitors.

KEY FACTS

- Launch date December 2016
- Project budget £130,000 including third party and research stimulus creation



Summary Of Results

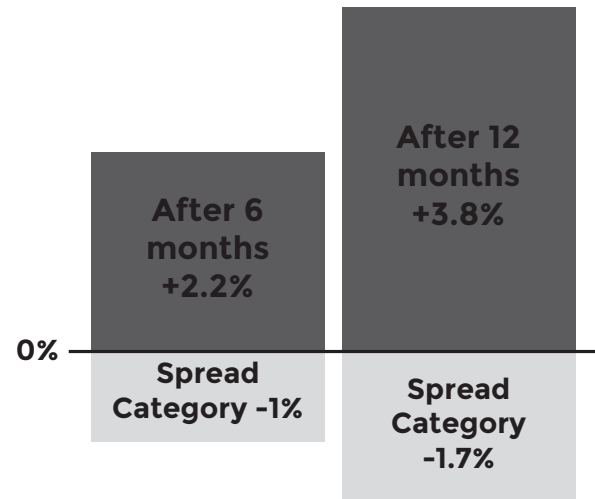
Since the launch of the redesigned portfolio in December 2016 Clover has seen phenomenal results across the board. The brand continues to date to provide growth in revenue and volume YoY (The Grocer, City Snapshot, 17 Sep 2018).

IT IS CURRENTLY THE NO. 1 DAIRY SPREAD BRAND IN THE UK (KANTAR WORLDPANAL 52 WEEKS ENDED 25TH FEB 2018)

Delivery against original business and marketing objectives:

- The brand has reached a 20% market share of the spreads category since the redesign.
- The brand was moved closer to the butter category with the increase in natural cues, the 'simply made with buttermilk' tagline, the rich colours and the removal of overt 'no artificials' health claims – this was validated by quantitative research (Future Thinking, July 2016) which demonstrated the increased standout with the 'tempted by butter' target audience and a strong appeal with butter buyers, who were almost twice as likely to consider buying the new design than the previous pack
- Quantitative research (Future Thinking, July 2016) also validated the new design as having an improved on shelf standout vs the previous pack in market. The pack was still easily identifiable as Clover, which meant that positive messaging e.g. around 'buttermilk' immediately drove a positive brand perceptions

Increased penetration



After 6 months +2.2% (spread category -1%)
After 12 months +3.8% according to The Grocer Midas Touch (spread category -1.7%)

By the end of 2017, 12 months after launch, penetration was 26.8% up on 25.7% before the redesign.

Increased value

After 16 months (April 2018) brand value had increased 4.8% yoy making Clover the highest performing spread in the market based on % value increase. **Value stated as £72M** (Nielsen 52 w/e 21 April 2018).

9 months post launch The Grocer referenced Clover as 'the best performing spread brand' and it was the only spread brand winning new shoppers in the previous 24 weeks (Kantar 24 weeks ending 13th Aug 2017). It had gained 75,000 new users, despite a fall of 11.8% in the category as shoppers continued moved away from spreads.

Sustainability and CSR

As part of the packaging redesign we are proud of the fact that all of the tubs and lids used for Clover spreads are now **recyclable**.



Summary Of Results

THE PERFORMANCE OF THE RESULTS:

Increased market share



After 14 months (Feb 2018) Clover was No. 1 dairy spread in the UK with market share at 20% (Kantar Worldpanel 52 weeks ended 25th Feb 2018)

INFLUENCING FACTORS

Recipe reformulation

Whilst the redesign coincided with a recipe reformulation, it was not enough to tell consumers that the 'bad ingredients' had been removed. Qualitative research (The Big Picture Research April 2016) validated that the target audience was no longer looking for overt health claims and 'no nasties' messaging, rather an authentic and believably natural proposition was perceived to be innately better for you.

MARCOMMS

Due to the declining category the Clover brand advertising spend dropped by almost 67% in the year 1st April 2016 to 31 March 2017 (The Grocer, Butter & Spreads Category Report, 2017), the redesign launch was not supported with accompanying comms.

Competitors have been promoting fiercely within the category, and their advertising spend is considerably more; £2m vs £7m & £12m for Unilever and Arla respectively (Nielsen Report).



Research Resources

Dairy Crest Annual Report, 2016 + 2017
The Grocer, The Dairyman Supplement,
2016/17/18
The Grocer, Butter & Spreads Category
Report, 2017
The Grocer, Butter & Spreads Category
Report, 2018
The Grocer, City Snapshot, 17 Sep 2018
The Grocer Midas Touch Supplement, Date
The Big Picture qualitative research April
2016, Undertaken by Dairy Crest
Future Thinking Research Report, July 2016,
Undertaken by Dairy Crest