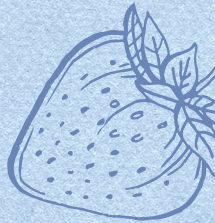


OuiTM
by Yoplait[®]



Say 'Oui' to an innovative new yogurt
that's as good as it looks

CLIENT COMPANY

General Mills Inc.

SUBMISSION DATE

November 2018

NON-CONFIDENTIAL ENTRY: FOR PUBLICATION

Confidential Data Redacted

DBA Design Effectiveness Awards 2019

Pearlfisher.

EXECUTIVE SUMMARY

The yogurt category is one of the most competitive and dynamic aisles in U.S. grocery stores. Over the past ten years, Yoplait's core, traditional yogurt business was not keeping pace with category growth rates. In addition, Yoplait's position, as the 4th player in the market, was increasingly being challenged by other manufacturers in the Greek yogurt segment.

General Mills challenged Pearlfisher to modernize its yogurt portfolio, reinvigorate the Yoplait brand in an attempt to re-engage key consumers and create an entirely new segment for the category.

Yoplait recognized an opportunity to better serve consumers' rapidly changing needs by tapping into the shift from calorie-restricted diets to mindful eating in the U.S. To do this, General Mills highlighted Yoplait's authentic connection with France as a product that is designed through the lens of French food values (e.g. thoughtful, considered, delightful and special).

From its pot-set nature to its range of delicious flavors with unique patterns and messages under the lid, Oui™ by Yoplait® yogurt's packaging design is crafted to create a moment of discovery and delight. The brand was able to feel confident about a "By Yoplait" endorsement strategy, which helped build new equity and credibility, allowing Yoplait to create distinct products that are elevated, yet accessible.

Oui by Yoplait runaway success has exceeded its own targets and brought new users into the yogurt category:

- Year 1 revenue: \$101.5 million
- Exceeded year 1 target by 30%
- Was 3% incremental to the U.S. yogurt category in Year 1
- Instrumental in the +23% growth of the Simply Better¹ yogurt segment
- Oui by Yoplait now represents 15% of the Simply Better segment overall
- Design investment recouped in less than 4 weeks
- Winner of global design awards (Graphic Design USA and Transform Awards for North America in the 'Best Use of Packaging' category)
- Immediate success outstripped manufacturing demands



Oui by Yoplait is continuing to not just drive growth for the Yoplait portfolio but has undoubtedly reasserted General Mills' position as an innovative leader. The President of U.S. Retail Yogurt at General Mills, Pankaj Sharma, said:

"I couldn't be any more pleased. Oui by Yoplait was the single-biggest launch in the yogurt category in the last five years with above \$100m in retail sales and it continues to go from strength to strength; the glass jar equity, the fact we're building a French dairy brand in the US and we were an IRI² rising star."

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- 1 Simply Better is the emerging yogurt segment comprised of products that are less processed and that answer consumers' demand for more natural food.
 - 2 Oui by Yoplait has been awarded Food and Beverage Rising Star by the IRI New Products Pacesetter 2018



OUTLINE OF PROJECT BRIEF

Ten years ago, Yoplait yogurt was in the enviable position of being ‘the’ favored yogurt brand for moms in North America. Initially de-positioned by the popularity of the Greek yogurt category – and subsequently by other emerging players such as Noosa® yogurt – Yoplait was soon regarded as the less healthy, lower quality, more artificial brand in the category.

General Mills was looking to modernize the Yoplait brand, to re-engage its core female consumer, and create a new growth platform by meeting the following business objectives:

- Launch a new product by Yoplait that is unique in the category and drives re-appraisal of Yoplait
- Uncover a new opportunity in the category – by delivering a genuinely different food experience that speaks to the core female consumer
- Create a big new-to-market idea

Pearlfisher was involved in the initial product positioning process as this was about much more than just introducing a sub-brand but adding a premium offer to the Yoplait portfolio and using it to drive reappraisal of the entire Yoplait brand.

By conducting cultural, category and consumer research Pearlfisher uncovered a new insight into how the modern woman’s relationship with food has changed. No longer seeking just comfort food, diet food or food as fuel, Yoplait needed to create a way for their consumer to share in an emotive, satisfying and intimate food experience focused on savoring, and not transaction or deprivation.

The sub-brand strategy for the project drew inspiration from French countryside attributes: ‘real and inviting’, ‘discoverable’ and ‘everyday special’ – to help articulate its personality, tonality and what it should look like.

The range of premium Oui by Yoplait yogurts - with 12 variants made with whole milk and natural fruit - are not mass, or overly worthy, but are carving out a new niche in this sector by reflecting the French attitude that living and eating revolves around simple pleasures by creating a moment of enjoyment in every spoonful.



DESCRIPTION



Pearlfisher worked with General Mills to create the first successful Yoplait yogurt sub-brand including the creation of a sub-brand strategy, naming, tone of voice, brand identity, packaging design, copywriting and brand guidelines.

The North American yogurt category was a sea of sameness filled with functional health benefits and gimmicky design elements. As such, the category was craving something unique. The Oui by Yoplait packaging design broke the norms by using its French roots to create a story that was authentic and emotionally resonated with consumers. The intent was to help consumers feel the specialness and genuine French aspects of the brand in both look and feel, allowing them to craft and create their own delightful food experiences at home.

Pearlfisher started with a name that reflected the sentiment of ‘just saying yes’ to enjoyment and to a moment of delicious, wholesome food. The name ‘Oui’ was an intuitive and unanimous choice by Pearlfisher, General Mills and the consumers themselves.

Taking inspiration from French-style cursive handwriting, the rounded strokes of the Oui brand mark carry an approachable and authentic aesthetic. The process of making French-style yogurt is slower, with the fruit always sitting at the bottom, and this was incorporated as part of the brand mark. The always unique and naturally imperfect nature of this technique is reflected in the handwritten typography for the flavor descriptors.

The primary palette of cool blues is inspired by the French countryside, while the illustrative fruit patterns bring a sense of discovery and delight. This is reinforced with lighthearted and inviting French phrases – such as ‘best savored slowly’ - under the lid that introduce consumers to French-style yogurt and emphasize that each pot offers its own individual and delicious moment – all set against a classic pot structure that reflects the brand’s considered personality in a sustainable way.

With Oui by Yoplait yogurt, a brand has been created that is thoughtful, unique and purposeful. It creates a feeling of ‘everyday special’ that consumers have been desiring. It is an innovative addition to the General Mills portfolio and a bold endorsement to the Yoplait brand.

Its success has been credited by Jeffrey L. Harmening, C.E.O. of General Mills, as leading the development of what General Mills calls the “Simply Better” segment – an emerging section of the yogurt category which includes products with simpler, less processed ingredients that answer consumers’ desire for more natural food. It now also includes other yogurt players including Siggis®, Noosa®, Chobani®, Hint of, and Greek Gods®.

OVERVIEW OF MARKET

Oui by Yoplait French-style yogurt was born out of a desire for General Mills to reassert itself as an innovative leader in the U.S. yogurt category.

The yogurt category has traditionally grown by the creation of new segments, driven by a major yogurt manufacturer launching big, new innovation that offers something new to consumers. These new segments are typically created every five to seven years and have driven the vast majority of the category growth until the next segment is created. Since Greek yogurt began scaling in 2008, no yogurt brand had launched an innovation that showed the potential to create a new segment.

General Mills has a long history of category-defining innovation in the yogurt category, such as creating the 'Light' segment with Yoplait Light yogurt and the kids' segment with Go-GURT® yogurt. With Greek starting to stagnate and category growth stalling, there was an opportunity to better serve consumers' rapidly changing needs and create a new segment in the yogurt category.

In 2017, the entire U.S. yogurt category was declining by 3%. This marked the 7th consecutive challenging year for Yoplait, having lost 52% dollar share in the U.S. yogurt category between 2010 and 2016. In this challenging market context, the launch of Oui by Yoplait in 2017 has seen the brand not only exceed its own targets but drive significant growth in the Simply Better segment and overturn leading competitors Noosa® and Chobani®.

Through the success of the Oui by Yoplait launch, General Mills has reinvigorated its innovation process and internal confidence to drive new and disruptive product launches. Following Oui by Yoplait, General Mills has also launched both YQ by Yoplait™ yogurt and Oui Petites.



PROJECT LAUNCH DATE June 2017

DESIGN FEES Confidential data redacted



RESULTS

- **Year 1 volume was \$101.5 million and exceeded our expectations by 30%**
Oui by Yoplait yogurt Year 1 volume exceeded our target by 30% and did \$101.5 million in retail dollar volume in its first 52 weeks in-market.

- REDACTED CONFIDENTIAL DATA

- **Design investment recouped in less than 4 weeks**
Design investment was recouped in less than one month following launch.



- **Unprecedented trial with a Household Penetration of 12%**
During the 1st year, Oui by Yoplait had more than double the penetration shown by leading competitors: Oikos® Triple Zero yogurt was at 5.4% and Chobani® Flips yogurt was at 6.2% during the same time period.

- **Oui contributed to +23% growth to the Simply Better category**
The Simply Better segment grew from \$553 million to \$678 million during Oui's first year on the market. At the end of year 1, Oui represented 15% of the entire segment which equated to \$101.5 million.

- **In year 2 (June 2018 - November 2018) Oui drove 89% of the Simply Better Segment growth nationally.**

- REDACTED CONFIDENTIAL DATA

- **Only one year after the core range launched, Oui by Yoplait success empowered General Mills to launch a new innovation in the Oui range called Oui Petites.**
Oui Petites packaging design was largely inspired by the core range and its design cues (e.g. blue tones, landmark, illustration style, and handwritten flavor names).

- **Driving significant change in consumer behavior.**
Oui has changed the perception of yogurt and the way of consuming them:

“I think about Oui differently. It’s an entirely different category. It’s the only yogurt I incorporate as an afternoon snack. It is a different breakfast experience. You take your time. The packaging, the taste, the consistency.”

“Oui by Yoplait consumer, IGNITE 360 In-home ethnographies report – June 2018”

SUMMARY OF RESULTS

“I don’t rush through it because someone took the time to put it in a glass jar for me and write a message on it. So I want to slow down. I want to enjoy tasting it because the rest of my day I inhale my food and move on.”

“Oui by Yoplait consumer, IGNITE 360 In-home ethnographies report – June 2018”

“It makes me feel so special. I have never felt that with a yogurt before.”

“Oui by Yoplait customer, Facebook”

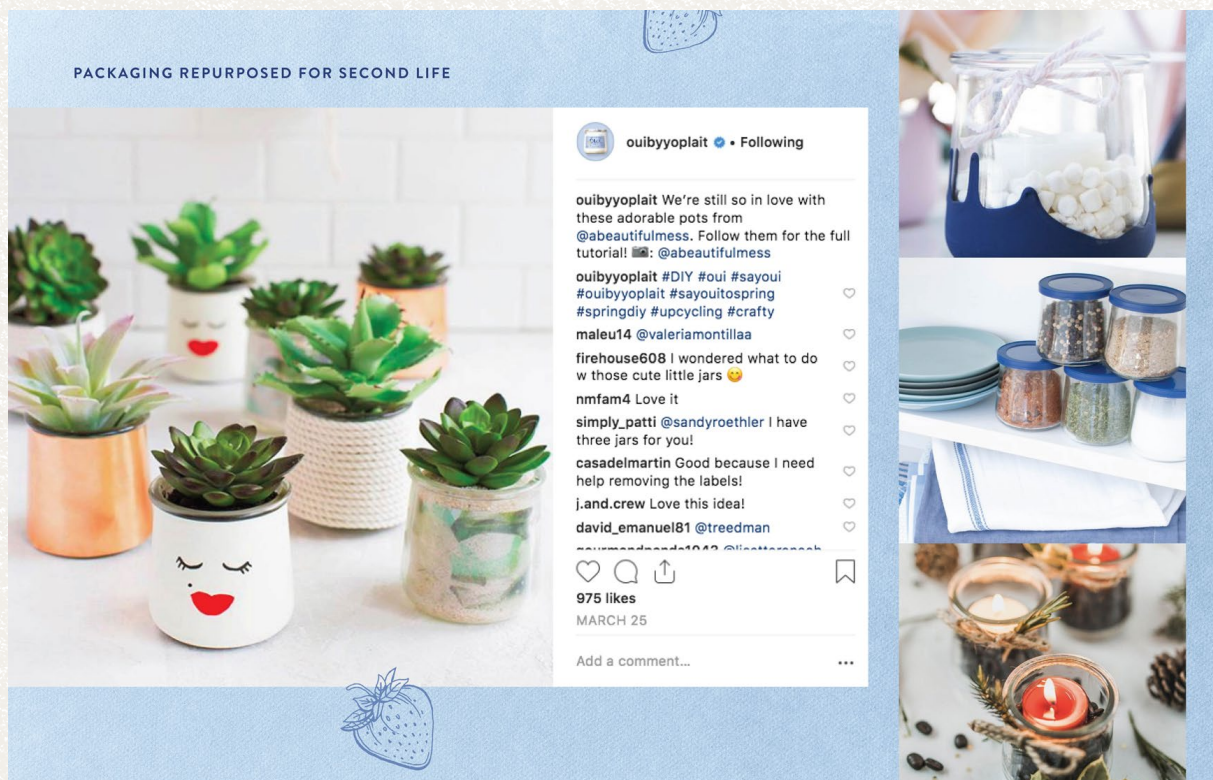
- REDACTED CONFIDENTIAL DATA

- **Winner of top global design awards**

In its first year, Oui by Yoplait has already won significant design and packaging awards for Graphic Design USA and Transform Awards for North America in the ‘Best Use of Packaging’ category.

- **Innovator in sustainable and second-life packaging**

The new sustainable glass pots are a true innovation in a category defined by its use of plastic. Oui by Yoplait yogurt’s adorable and ownable new structures are meeting a new need for today’s ethically-driven consumers. They are also giving them the opportunity to get creative and promote and share their second-life ideas to re-use the pots on social media – such as succulent planting, home decor organization and novel cocktail jars.



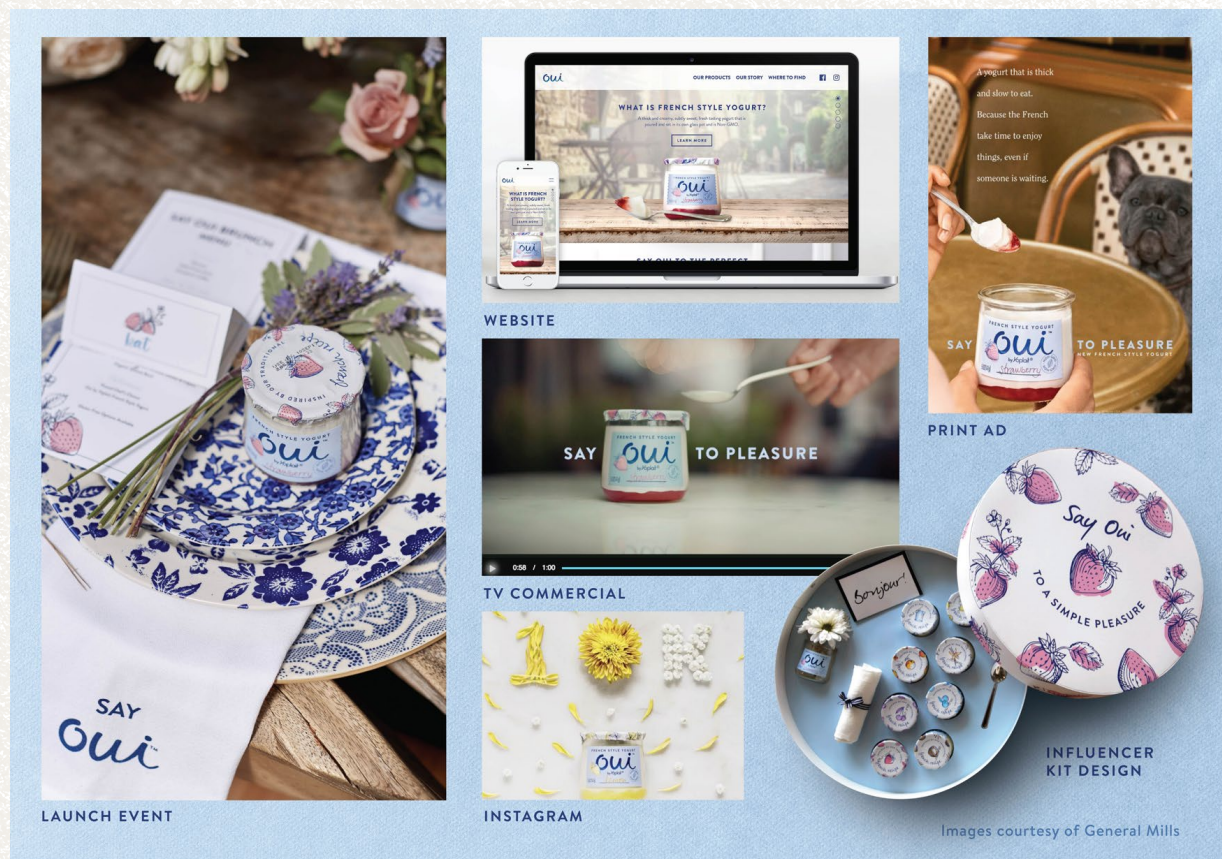
Images courtesy of Oui by Yoplait Instagram and Pinterest

OTHER INFLUENCING FACTORS



WAS IT OTHER MARKETING ACTIVITIES?

REDACTED CONFIDENTIAL DATA. All visual identity elements were created prior to the launch of the brand and so all designed assets were leveraged for communications and marketing efforts that contributed to consumer appeal and purchase.



WAS IT A GENERAL TREND IN OVERALL MARKET GROWTH?

REDACTED CONFIDENTIAL DATA.

WAS IT AN INCREASE IN THE DISTRIBUTION?

REDACTED CONFIDENTIAL DATA.



RESEARCH & DATA RESOURCES

General Mills internal data

Oui by Yoplait Instagram account

Oui by Yoplait Facebook account

Nielsen Scanner Data, xAOC

Nielsen Scanner Data, L6MO WE7.28.18

Nielsen Homescan Panel, TUS, 52 WE 6/30/18

Nielsen Panel Data April 2018 - Source of Vol (\$); Oui: 13WE 7/8/17 vs 13 WE 10/7/17

Simmons Syndicated Correspondence Analysis

IRI Market Advantage™, new products that will complete their first year in calendar year 2018

IGNITE 360 In-home ethnographies report – June 2018

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Pearlfisher.