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brand design

For publication



**McVitie's**  
**Moments**

**MODERNIZING  
THE MAINSTREAM  
CAKE FIXTURE**

*McVitie's Cake Company  
2018 Entry*

# EXECUTIVE SUMMARY

McVitie's is an acclaimed British biscuit and cake brand which has successfully innovated in the indulgent cake market to help craft and shape the modern cake eating occasion.

By broadening its cake portfolio and manufacturing capabilities, McVitie's has modernised the cake category and driven usage by younger consumers in the evening treat moment, to help deliver incremental growth for the brand.

Founded in 1830 by Scottish biscuit maker Robert McVitie, a prolific baker, trailblazer and entrepreneur of his day, Robert instilled his passion for baking in his sons who continued the family business.

Over the past 188 years McVitie's has gone from strength to strength and today can proudly call itself the nation's favourite biscuit brand. McVitie's were even given the royal seal of approval in 1893 when they were asked to bake the future Queen Mary and King George V's wedding cake. Several more royal wedding, anniversary and christening cakes have since followed.

However, despite McVitie's strong heritage in biscuits, the role of the brand in cake was much smaller. The role of cakes had begun to change, affected by a shift to the indulgence of other snack categories, the health trend and the growth of coffee shops was changing consumer taste. Cakes had lost their place at the centre of the reward moment and needed a revival!

To help revive the category and recruit younger consumers to the brand, McVitie's invested <redacted confidential data> their site in Halifax, to create a new range of coffee shop traybake-style cake products in a shareable squares format. We partnered with McVitie's to create a new brand identity for the range which would secure a place for McVitie's in the minds of the younger cake consumer and showcase for retailers that McVitie's is the 21st century, indulgent, sweet snacking brand to modernise the ambient cake category.

Following its launch in May 2018, McVitie's Moments has driven exceptional results for the brand with no above the line activity and minimal in-store promotion. With <redacted confidential data> in sales in its first 6 months and growing, Moments has been the best selling cake innovation of 2018 (AYR). The range reached <redacted confidential data> distribution in 12 weeks and has driven outstanding incremental growth for the McVitie's brand in cake, having successfully targeted different consumption moments from the existing ranges. It has surpassed McVitie's expectations and has been received exceptionally well by retailers with its new, contemporary take on '21st century cake'.





## CASE STUDY OVERVIEW

## KEY BUSINESS OBJECTIVES

To create a distinctive, contemporary and consumer insight-led brand positioning for McVitie's, that will modernise the ambient grocery cake fixture.

To drive incremental growth in new and existing cake consumption occasions.

To design a range of products which will have

mainstream appeal but will resonate with and attract a younger consumer base to the category.

To capitalize on McVitie's biscuit heritage to bring to life the new 'coffee shop' style cake for the 21st century consumer.

# SCOPE OF WORK

To 'dig deep' into the world of cakes to uncover brand, category and consumer insights.

To create a sub brand identity for McVitie's that reflects an indulgent offering that will resonate with consumers.

Deliver strong brand blocking on shelf, ensuring standout of the whole range.

Create clear flavour navigation, ensuring differentiation or the individual cake flavour personalities.

# BUSINESS CHALLENGE

In recent years, the state of play for cakes has changed significantly. Modern consumers now look to treat and reward themselves in treatier, more multi-dimensional ways - indulgence has to offer true 'value for calories'. The traditional cake category is ageing and consumers are taking their habits with them, presenting a challenge for the (at best) flat cake category, which

needs to draw in a younger audience to drive longer term growth. The successful brands are the ones who are able to recruit a new younger demographic - which is where McVitie's comes in.



## CASE STUDY OVERVIEW

## THE DESIGN SOLUTION

The new range needed to capture the new premium indulgent offering for McVitie's, whilst still remaining accessible to a wide market of consumers. We called this Everyday Indulgence.

The design for Moments was heavily inspired by Coffee Shop culture, which offers consumers the opportunity to take time out, relax and

indulge in a sweet treat both as part of a group activity and as a part of a solo 'me moment'. We wanted the brand to speak directly to this feeling and used the sub brand name 'Moments' to signal this occasion.

One key feature of the range design was the development of a new style of photography which visually captured each individual indulgent ingredient that made up the products. By deconstructing the cakes through the photography style, we signaled to consumers the world of indulgent flavours that the range offered.

To build on the indulgence established by the new photography style, we wanted to ensure that the packaging showed off the product itself. To achieve this we introduced a wave shaped window to the front face giving a clear view of the cakes inside.

The photography differed depending on the ingredients, but was unified by the use of a glossy black flow wrap. To help consumers navigate the range easily, we employed a modern brightly coloured panel on the front face to clearly highlight each

individual flavour.

Using Moments as our core branding, we endorsed each of the products in the range with established brands like 'Digestives' and 'Hobnobs' rather than leading with them. This allowed us to break free of the design constraints of the existing biscuit brands, to establish Moments as a stand alone premium brand.

Moving away from typical category naming conventions, we developed our own emotive 'coffee shop style language' to call out the indulgent quality of the products: Cookie Doughlicious, Salted Caramel Billionaire, Choccy Rocky Road, Honeycomb Crunch.

(See next page for photography style)





## CASE STUDY OVERVIEW

## RESULTS

Since its launch in May 2018, McVitie's Moments has proven to be a real success. Despite manufacturing issues at the time of launch, which delayed part of the range being released, Moments has driven <redacted confidential data> worth of retail sales and is growing, with projected sales of <redacted confidential data> in year 1.

Critically, the launch of the new range has successfully targeted different consumption moments from the existing ranges. Its difference in design has helped pull the Moments range apart from the existing offerings, preventing brand steal and allowing independent growth for the range.

<redacted confidential data>

In its first 12 weeks, Moments reached <redacted confidential data> distribution and <redacted confidential data> penetration, despite receiving no above the line support and minimum support in store and on social media. These results surpass McVitie's expected metrics.

Bought by <redacted confidential data> households

<redacted confidential data>

so far, the modern design, which focuses on the quality of indulgent ingredients, has resonated strongly with younger consumers, recruiting them to the category. As illustrated in the table below, the range is selling at much higher rates with younger consumers than the category average.

The range was received exceptionally well by retailers who have shared fantastic feedback too:

**Tesco:** “You’ve hit the nail on the head... good consumer rationale, great pack design and products”.

**Morrisons:** “You’ve nailed it... like the story, branding, positioning, products and packaging’.

**Asda:** “Really clear and refreshing... we need to think differently and modernize the category”.

**P&H:** “Exactly what the category needs”.

The Moments range is not only maintaining value, but driving it, with an ARP of <redacted confidential data> versus McVitie’s cake brand average of <redacted confidential data>. The glossy black design and delicious ingredient photography – along with the divine products themselves – deliver a premium offering and command an elevated price point.

Shortlisted as a finalist in the Asda Innovation Awards 2018, and despite the production issues encountered in delivering the finished product this year, the design has helped ensure that the range still received this accolade from Asda.

The success of the Moments launch and the predicted sales figures going forward has led to investment in the Halifax area too, as the McVitie’s Cake Company site have been able to <redacted confidential data> this year to directly work on the new range.

The momentum continues with brand new flavours planned for launch in 2019. To accompany this there will be further innovation for the category with individual Moments bars into the convenience sector so that consumers can grab a slice of indulgence and a ‘moment’ on the go, and more new formats to follow later.