

Whitworths

2018 DBA Entry

For Publication

EXECUTIVE SUMMARY

Home baking has never been so popular. From the Great British Bake off to the literally hundreds of new blogs online. This in turn would have a huge effect on retail.

Or so you would think.

Unfortunately sales in home baking are as flat as a failed bake-off soufflé. Frustrating for Whitworths as in 2013 they invested in a redesign that relied on their baking credentials.

It is always a brave decision to have to question a re-brand within months of launch but that is exactly what the new marketing team at Whitworths did.

During the research we discovered a huge segment of Whitworth's buyers were snackers not bakers. Instead of a fruit loaf most were decanting the fruit from the big bags into smaller pots for on-the-go eating.

This drove a new business objective to change Whitworths from a baking brand to a healthy snacking brand and pushed a new brief and new direction for the Whitworths Brand.

The first challenge was to discover a positioning that allowed for this step without completely ignoring that most of the current brand value was on the baking isle itself. The strategy came from a product truth - Whitworths dried their vine fruit like everyone else but unlike everyone else they put more of the juice back in to make their fruits the juiciest. We distilled this to a brand essence of 'burst of nature'.

This strategy allowed us to move away from just baking and position Whitworths as the brand that provides a burst of nature wherever people needed it, both in baking and more importantly snacking.

The results speak for themselves. A £50m brand for the first time ever up from £28m two years ago before the redesign.

The brand has grown 76% in the last two years. 63% of our growth has been incremental to the category.

71% of the brand turnover is now from snacking already achieving the business objective of moving out of the baking category by 2020.

We are bringing all the new shoppers to the category 425,000 vs -206,000 excluding Whitworths.

Sunny Raisins has seen +47% (12 week) growth. 52 weeks of double digit growth and is has been growing faster than Bear for the last 12 months.

MARKET BACKGROUND

Dried fruit nuts and seeds is a market worth approximately £750m. The market is roughly split 50% adult snacking , 27% ingredients and 13% kids snacking.

Dominated by own label the majority of the category was shopped from the 'home baking' aisle with snacking gaining traction in other areas of the store.

Breakfast is the prominent occasion for DFNS consumption with 35% of occasions followed by 19% evening meal time and 14% lunch. 32% at snack times including cake consumption.

The category has high penetration but is shopped infrequently.

BUSINESS OBJECTIVES

- To shift the brand's core business away from a baking category in decline.
- Reposition the brand around taste, goodness and excitement.
- Become the nations best loved healthier food brand.
- To be the leaders and champion of healthy snacking by 2020.
- To become a £60m RSV brand portfolio by 2020.

BUSINESS CHALLENGE

Whitworth's were self-admittedly a company based on product innovation. They had good brand awareness and trust but stood for very little in consumers minds. The business wanted to not only change shoppers perceptions of the brand but move the brand into the snacking category out of home baking.

SCOPE OF THE BRIEF

Full brand redesign. Strategic positioning through to the brand identity, packaging and presentation both on and off line.

Whitworths
since 1886

Before

Whitworths

After



Before



After



Snacking range



Overall range

STRATEGY

To change consumers attitudes towards Whitworths we wanted to build on the brand's strengths and it's strong perceptions in people's minds. A key element of the challenge was differentiation vs own label.

Whitworths dried their vine fruits like most dried fruit companies. We discovered a key difference was they then put more moisture back in which was why people loved the product so much. We felt this simple truth was a great platform to re-position the brand and distilled the strategy down to.

'Burst of Nature'

The positioning worked not only as a simple product truth but also as a purpose for the product and visual idea for design.

As a brand we would provide 'bursts of nature' wherever people needed them. From delicious cake fruit filling to a hit of fruit on the go for adults and kids.

DESIGN

From the strategic platform of burst of nature we explored and researched 4 visual territories. The research showed one clear winner against the current and new designs and came first in almost every metric except 2 tested.

The shelf test find times were significant when tested. The winning design was 7 seconds - half the time of the current design.

We took this as a good sign.

The winning design challenged the conventions of the category by bringing in vibrancy and fun to the existing 'earthy serious world of healthy DFNS' (Dried fruit, nuts and seeds).

We worked with typographer Alison Carmichael to create a brand mark that would sit front and centre on pack to hero Whitworths and created an explosion of colour, nature and leaves to visualise the strategy of 'burst of nature'.

To answer the business objectives of becoming the most loved and leading brand in healthy snacking we ensured Whitworths was all about the brand first, where previously it had become hidden and lacked any confidence. We then created a second tier of exciting sub-brands and product descriptors to excite both consumers and the retailers in Whitworth's ambitions.

Launched - November 2015

Design Fees - £180K (including Shots, Sunny Raisins & Bright Little Nuts.)

RESULTS

This October has seen Whitworths become a £50m brand for the first time ever up from £28m after the redesign well on its way to hitting the £60m target of 2020.

71% of the Whitworths brand turnover is now from snacking, fully achieving the business objective of moving the brand out of baking by 2020.

The brand has grown 76% of the last two years with the only above the line advertising for the Bright Little Nuts range.

Whitworths Shots has shown that head to head it outsells goth Graze and Nakd.

63% of our growth has been incremental to the category.

We are bringing all the new shoppers to the category 425,000 vs 206,000 excluding Whitworths.

Kids snacking brand Sunny Raisins has seen +47% growth. 52 weeks of double digit growth and is now growing faster than Bear.

A portfolio of brands from adult snacking, kids snacking through to new innovation and getting kids back in to eating nuts.

3 Year Overview

