

AHEAD OF THE GAME:

# How *Cadbury* Heroes tins started playing to win ☆

CLIENT

Mondelez International

The 'Games Edition' for Cadbury Heroes that grew sales by **187%**, increased the average sale price by **35%**, and brought families together to share some good old-fashioned play time.



FOR PUBLICATION

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## EXECUTIVE SUMMARY

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**C**hristmas is a crucial and very competitive time for chocolate brands as they look to increase their volumes in the holiday sharing and gifting occasion. Cadbury owner Mondelez International had big ambitions to elevate the Cadbury Heroes offer by leveraging and giving more purpose to their annual classic sharing format: the chocolate tin.

The sharing chocolate segment is mostly dominated by tubs, satisfying those moments with family and friends at an affordable price, however they are limited in the ability to premiumise and elevate sharing chocolates to gifting status. Seasonal sharing has boomed year on year, yet mainstream brands had yet to drive real value with retailers and consumers of higher priced tins with a greater purpose that consumers can engage with and still find useful once the last chocolate has been eaten.

For 2019, Cadbury wanted to change all that with the launch of their Cadbury Heroes limited-edition tin. They sought to expand the occasion for chocolate tins, from seasonal to all year-round gifting and partnered with a single retailer, securing valuable shelf space for a **'redacted confidential data'**.

Our challenge was to drive value into the category, elevating tins as a gift to share through a design that was distinctive and added value to unlock the all year-round gifting occasion and connect with consumers through the new brand purpose "Share Good Times". Our solution was to make the limited-edition tin far more than just about the chocolate: bringing to life the new brand purpose with a gift-worthy "Games Edition" through a playable game that brought the family together with a deliciously interactive shared experience, and all without a digital screen in sight.

The results far exceeded expectations, with retail sales of **'redacted confidential data'** (nearly triple the value of the year before). Even with just one retailer, Mondelez doubled its seasonal tins business from 2018 to 2019 and raised the average selling price of the tin **'redacted confidential data'**. The Cadbury Heroes Games Edition was truly playing to win.



## KEY ACHIEVEMENTS

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#### CLIENT QUOTE:

It's the perfect representation of our brand purpose "Share Good Times" – 'The Games Edition' invites families & friends to come together play with the tin and enjoy Cadbury Heroes. Through this design we were truly able to add value, to the shopper, to the category and to the brand selling 4x the volume and at a higher price than the previous year.

**ALISTAIR SCRIMGEOUR**

CADBURY CHRISTMAS & HALLOWEEN  
JUNIOR BRAND MANAGER  
MONDELEZ INTERNATIONAL



# OUTLINE OF THE PROJECT BRIEF

## CONTEXT

**C**hristmas is the most important time of the year for confectioners like Cadbury, particularly for their most popular sharing brand, Cadbury Heroes. It's an incredibly competitive period when every brand looks to grow their slice of seasonal sharing and gifting, not just for immediate sales but to maximise the reach of new consumer who may become potential buyers in the year to come.

The Cadbury Heroes limited-edition project was briefed as part of a larger seasonal briefing. Following the success of the launch of the new Cadbury Heroes Masterbrand, we were set with an open task to create a limited-edition that amplified the new positioning of "Share Good Times" and achieve some specific goals:

## CHALLENGE

**GET** : Consumers to share and see Cadbury Heroes as the perfect gift at Christmas and all year-round, especially around key celebrations such as Father's Day, Eid and Christmas.

**TO** : Add value to the category, choosing Cadbury Heroes tins at a much higher price point and live the new brand purpose "Share Good Times", keeping the tin rather than throwing away after the last chocolate was eaten.

**BY** : Making the limited-edition tin much more than just a fancy tin containing individually wrapped bits of their favourite Cadbury brands to share.

To justify the higher price, families needed to see real value in paying more for a gift that went beyond chocolate, and instead promised them a traditional board game experience that let them share good times together.

Furthermore, it needed to support the ambition to grow the Mondelez tins business; as one of their most premium offers, driving value through "keep sake" qualities including reuse and sentimental value, reminiscent of the occasion were vital.

Additionally, the tin needed to meet an all year-round gifting occasion with a strategy to sell steadily over 6 months, with an opportunity to connect with consumers for Eid and Father's Day, launching 4 months ahead of usual. This meant we had to deliver an idea that captured the sentiment of Christmas and making the most of valuable family time, but could also be sold throughout the year.

# BUSINESS OBJECTIVES

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## MARKET OVERVIEW

Cadbury, owned by Mondelez International, has a long-established history creating countless seasonal treats for those special gifting moments.

Cadbury Heroes was launched in 1999 and quickly became their main sharing brand. It is sold in various tubs, cartons and tins which contain a mix of miniature bites that are ideal for sharing. Heroes fans love to rummage in the box to find their favourites, including Cadbury Dairy Milk, Cadbury Dairy Milk Caramel, Twirl, Wispa, Eclair, Fudge and Creme Egg Twisted.

Confectionery over the Christmas period is a category in growth: it increased by 14.7% in Christmas 2018 compared to the previous year, and according to Kantar,  $\frac{3}{4}$  of consumers now agree that confectionery is central to their festive traditions. The seasonal gifting shelf has become noisy and saturated, with new brands and innovations capitalising on Christmas – the 2019 festive season brought in £1.3bn for confectionery.

Confectionary shoppers, especially those buying chocolate as a gift, are highly impulsive, with 34% of purchases unplanned according to The Grocer. What's more, over 1 in 5 of shoppers cite display as a key reason for them buying into the category. Standing out and appealing at shelf is absolutely key to success, but offering value is also highly important when finding that special gift especially given the price to chocolate ratio is not the same as countline bars.

Brands in the category have responded with interesting pack formats and graphics, but the packaging is generally thrown away immediately after consumption. But few brands have been able to deliver truly engaging experiences or packaging that consumers will retain and give a second life to after eating the contents.

Mondelez has a corporate commitment to make all packaging 100% recyclable by 2025. It's estimated that an astonishing 80% of all metal ever produced is still in use today. Due to the intrinsic value of metal, once made it's rarely wasted and with good recovery systems in place it's possible to achieve recycling rates of close to 90%. Therefore, persuading consumers to choose aluminium or tinplate tins through keep sake qualities would not only help drive reuse but also help to reduce environmental impact.

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# DESCRIPTION

## IDEA:

Building on the Masterbrand positioning of “Share Good Times” and as an antidote to an ever-increasing digital age, our idea to create a games edition was proudly analogue. We took inspiration from classic board games and those slightly competitive afternoons around the dining table designed to truly bring friends and family together.

The design had two objectives: it was not only about creating something beautiful, desirable and gift worthy to stand out at shelf but it also had to function seamlessly and effectively as a game.

Players from each team spin the Cadbury Heroes star on the lid to select a mini challenge relating to the Cadbury's brands, in order to win that chocolate. Each challenge has been tailored to the brand, for example *Truth and Dairy Milk* involves answering an embarrassing question, and *Wispa & Giggle* gets you to whisper something funny to a teammate and try to get them to laugh within 30 seconds. The team with the most chocolates at the end is the winner.





## DESCRIPTION

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At shelf, consumers were drawn in by a premium-looking limited-edition Heroes tin, that on closer inspection, revealed itself as a playable game. The heavily embossed lid split the top into 12 triangles representing the Heroes brands and the gameplay challenges, with a central nipple to affix the star-shaped spinner to.

Our design had to deliver impact at shelf whilst staying true to the distinctive Heroes identity people know and love, therefore we used the iconic identities of the chocolates inside to inspire the game. Each Heroes brand was given a colourful, eye-catching pattern based on their individual assets and personality – for example yellow swirls for Cadbury Twirl, and milk splashes for Dairy Milk.

Creating a tin with a dual purpose elevated the original tin to a premium experience with little additional investment: utilising off the shelf packaging and a standard manufacturing process, but adding real value through design.

The game itself was extensively trialled and tested to ensure smooth operation with a varying number of players. We moved Heroes from a variety pack of 'heroic' Cadbury brands to a hero-making facilitator, taking Heroes beyond just a disposable tin of chocolates to a board game with a purpose that is really worth keeping.

### CLIENT QUOTE:

Beyond the sales results, it was a great achievement to get hundreds of thousands of people to live our brand purpose to 'Share Good Times' in its truest form, at the times that matter and mean the most.

**ALISTAIR SCRIMGEOUR**

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# RESULTS

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