

# Nestlé Aveia



FOR PUBLICATION

Feed Yourself with  
**Good Surprises**



**FUTUREBRAND**

CLIENT: NESTLÉ BRAZIL

DBA DESIGN EFFECTIVENESS AWARDS ENTRY

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## EXECUTIVE SUMMARY

In 2023, Nestlé Brazil relaunched its Nestlé Aveia oats range, positioning the brand as a versatile cooking ingredient. The redesign introduced a new brand proposition “Feed Yourself with Good Surprises,” redesigned packaging and redefined the entire visual identity of the brand.

This transformation was an invitation to consumers to see oats in a different way, perceiving them not only as a product, but as an invitation to be surprised by the versatility of this grain in the world of cooking. Together with the Nestlé team and its partner agencies, we created a connected brand experience. Based on an integrated working model, we have evolved from a product-centric approach to a life-centric approach, which positions Nestlé Aveia as a lifestyle brand capable of nourishing the lives of Brazilians with surprising meal discoveries. This project successfully revitalized Nestlé Aveia, establishing it as a modern, culturally relevant food staple in Brazilian kitchens.



## THE RESULTS

- UPLIFT IN SALES ABOVE EXPECTATIONS
- INCREASED MARKET SHARE
- INCREASED HOUSEHOLD PENETRATION
- INCREASED RETAIL PRESENCE IN BRAZILIAN SUPERMARKETS
- ESTABLISHED NESTLÉ AVEIA AS NUMBER TWO IN THE BRAZILIAN OATS MARKET

## CONTEXT & OVERVIEW

### DESCRIPTION & KEY FACTS

#### Background Nestlé Brazil

Nestlé has been operating in Brazil for over 100 years and continues to renew its commitment to society as a driving force that contributes to bringing nutrition and well-being to millions of people, creating opportunities for thousands of Brazilians, and being the most sustainable food producer in the country. The company employs more than 30,000 people in Brazil and has twenty factories located in Brazil in addition to nine distribution centres and more than fifty brokers (responsible for sales, promotions, merchandising, storage, and distribution).

Committed to good practices from the field to the consumer's table, the company has thousands of supplier producers participating in quality programs in the cocoa, coffee, and milk supply chains, which ensure sustainable production and bring modernity to the field. Nestlé Brazil is present in 99% of Brazilian households, according to a survey conducted by Kantar Worldpanel.

Source: Advent International, Kantar Worldpanel 2023

#### Background Oats Market Brazil

According to the research report "South America Oats Market Outlook" published by Bonafide Research, the South America Oats market has a positive growth prediction of 5.6% CAGR (year on year growth rates) from 2018 to 2030. According to the same report, South America's oats market growth potential is driven by two key trends: rising health consciousness and the expansion of the urban middle class.

Across Brazil and other South American countries like Argentina and Chile, increasing rates of obesity, diabetes, and hypertension are pushing consumers toward healthier food choices. Oats, rich in beta-glucan, antioxidants, and protein, are gaining popularity for their heart-health and weight-management benefits, making them a go-to option for preventive nutrition. Simultaneously, economic development and urbanization are reshaping consumer habits.



The growing middle class is seeking convenient, quick-to-prepare, and nutritious foods that align with their fast-paced lifestyles. Oats meet this demand through versatile formats like oatmeal, smoothies, and ready-to-eat bars, and are viewed as a trendy, breakfast staple in urban centres. However, Oats are still not widely adopted in Brazil. Cultural perceptions of oats as a niche or foreign food, coupled with limited knowledge of their benefits and preparation, constrain broader market penetration.

Source: Market Data Forecast Website, Market Reports, Latin America Oats Market; Bonafide Research.

#### Market context and project brief

The Nestlé Aveia line was first launched in Brazil in 2018 and included 4 products: Oat Flakes, Fine Flakes, Oat Flour, and Oat Bran. In 2022, at the onset of this project and 4 years after Nestlé's market entry, the total value of the oats market in Brazil was 724M Real (~96M GBP) in modern trade only (supermarkets, hypermarkets and ecommerce).

The top three brands in the market were Quaker Oats (owned by PepsiCo), Nestlé Aveia, and the Brazilian brand Yoki. Quaker Oats leads the market, with a value market share almost three times larger than that of Nestlé. Nestlé Aveia and Yoki are head-to-head in second and third positions: Yoki is bought by more households, Nestlé is slightly ahead of Yoki in terms of value market share (due to higher price/kg, see table below). Yoki sold more volume in tons than Nestlé Aveia. With the oats market expected to grow at a 5.6% CAGR from 2018 to 2030, Nestlé wanted to participate in this growth and capitalize on the trends of rising health consciousness.

Source: Bonafide Research

To do so, Nestlé Brazil chose to invest in its oats business and relaunch the Nestlé Aveia range. The project brief encompassed a complete redesign of the Nestlé Aveia brand identity including a renewed brand proposition, the redesign of packaging across the whole product line and the Point-of-Sale appearance.

### Market Data Key Competitors Nestlé Aveia, Yoki and Quaker Oats in 2022.

2022		Market Share Value %		Nr. of Households buying the brand		Volume in tons		Price /kg in Brazilian Real
Nestlé Aveia	2	15.3%	3	7.635.539	3	4.744		23,36
Yoki	3	14.4%	2	8.843.314	2	4.977		20,91
Quaker Oats	1	43.3%	1	12.728.590	1	11.953		26,22

Source: Nielsen

### The objectives were:

1. Increase sales by +20% (from R\$111 million to R\$133 million).
2. Establish Nestlé Aveia as a strong number 2 in the market ahead of Yoki across all relevant market KPIs (market share value, volume in tons sold, number of households who buy the brand).
3. Increase the number of households buying Nestlé Aveia by 1 million households.

A key requirement was to avoid competing on price (stable price/kg versus prior year) but instead delivering a brand proposition that resonates with consumers and attracts new buyers to the brand.

The launch took place in JUNE 2023. It was a collaborative project between internal Nestlé design team, design agency, Nestlé marketing team and communication agency. Design Fees were 80.000 Brazilian Real.

## DESIGN SOLUTION

The central idea of the design solution was to position Nestlé Aveia as a nutritious and versatile ingredient for any meal of the day. The brand's new concept: "Feed Yourself with Good Surprises," is inviting consumers to nurture a balanced cooking routine and appreciate the little things in life.

"Based on this concept, we completely revamped our packaging and redefined the entire visual identity of the brand. The result is an identity that conveys the appreciation of beauty in imperfections. This transformation also aligns with our invitation to consumers to see oats in a different way, perceiving them not only as a product, but as an invitation to be surprised by the versatility of this grain in the world of cooking," said the Head of Marketing at Nestlé Brazil.

As mentioned earlier in this entry, one barrier to growth was the cultural perceptions of oats as a niche or foreign food, coupled with limited knowledge of preparation.

Source: Market Data Forecast Website: Market Reports, Latin America Oats Market; Bonafide Research.

The design solution was crafted to position Nestlé Aveia as an essential hero in everyday cooking directly addressing the barrier to growth. The front-of-pack design emphasizes simplicity and lightness, while reinforcing the role of the product as a wholesome, go-to ingredient in the kitchen.



Before



After

Together with the Nestlé team and its partner agencies, we created a connected brand experience. Based on an integrated working model, we have evolved from a product-centric approach to a life-centric approach, which positions Nestlé Aveia as a lifestyle brand capable of nourishing the lives of Brazilians with surprising meal discoveries.

For the launch campaign, Nestlé had partnered with renowned Brazilian chef Helena Rizzo, who was invited to bring her own interpretation of Nestlé Aveia to life. This moment and the chef's entire process with the grain was turned into a mini-documentary, created especially for the brand's social media, and is available on the brand's YouTube channel – Nestlé Aveia Recipe with Helena Rizzo. To bring the new proposition of Nestlé Aveia to life as a versatile cooking ingredient, in-store tastings were done so that shoppers could experience oat-based meals firsthand. These activations helped demonstrate how Nestlé Aveia could be easily incorporated into everyday recipes.



The design solution of the secondary placements and the tasting carts for supermarkets and hypermarkets evoke the warmth and simplicity of a rustic, home-style kitchen. This design approach reinforced the brand's new positioning, making Nestlé Aveia a natural part in consumers' daily cooking routines.



Tasting carts for supermarkets and hypermarkets



Secondary placements for supermarkets and hypermarkets

## RESULTS

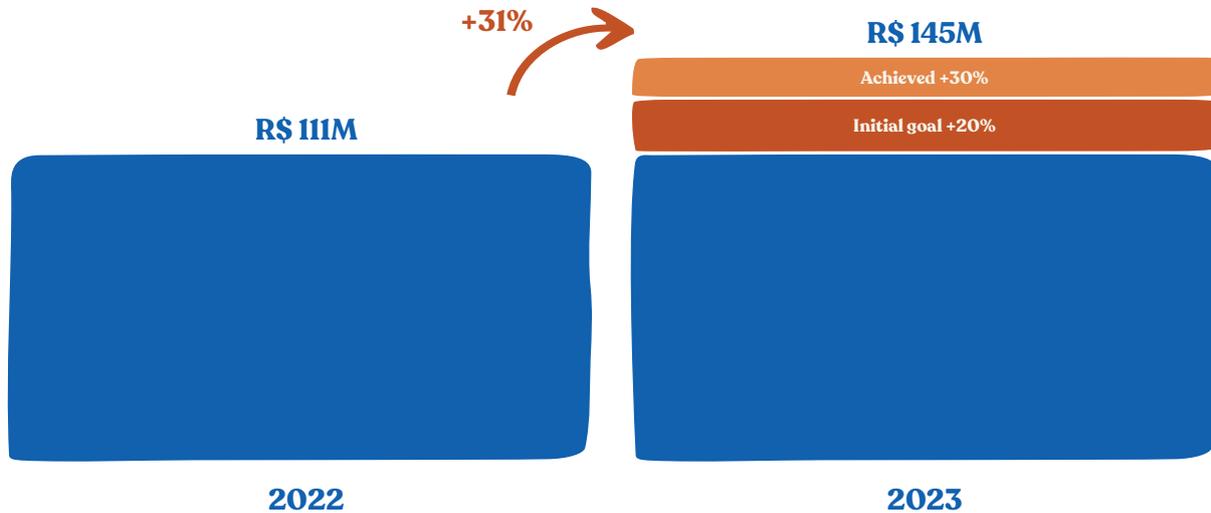
The relaunch of Nestlé Aveia delivered results that not only met but surpassed objectives. As a reminder, the objectives of this project were:

1. Increase sales by +20% (from R\$111 million to R\$133 million.)
2. Establish Nestlé Aveia as a strong number 2 in the market ahead of Yoki across all relevant market KPIs (market share value, volume in tons sold, number of households who buy the brand).
3. Increase the number of households buying Nestlé Aveia by 1 million households.



## 1. Sales increase above objective

The objective was to increase sales by +20% (from 111 million Brazilian Real to 133 million Brazilian Real). Sales increased by 31% (2023 vs. 2022) to 145 million Brazilian Real in 2023.



Source: Nielsen.

## 2. Growth across all market KPIs

The objective was for Nestlé Aveia to become number 2 in the market ahead of Yoki across all relevant market KPIs (market share value, number of households who buy the brand, volume in tons sold). This objective was achieved! The design clearly communicates the proposition of Nestlé Aveia which resonated with consumers and attracted buyers to the brand, outperforming Yoki and claiming a strong number 2 position in the market. Nestlé has a higher market share than Yoki, more households who buy the brand and sold more products by volume in tons. Whilst Quaker Oats still is the dominating brand in the market, both Quaker and Yoki lost share while Nestlé Aveia grew in market share!

Market Data Key Competitors Nestlé Aveia, Yoki and Quaker Oats in 2023 vs. 2022

		Market Share Value %		Nr. of Households buying the brand		Volume in tons	
		2022	2023	2022	2023	2022	2023
Nestlé Aveia	2	15.3%	↑ 17.0%	7.635.539	↑ 8.754.245	4.744	↑ 5.566
Yoki	3	14.4%	↓ 10.0%	8.843.314	↓ 6.539.379	4.977	↓ 3.481
Quaker Oats	1	43.3%	41.5%	12.728.590	11.476.935	11.953	12.332

Source: Nielsen

### 3. More than one million more households buying Nestlé Aveia

The original target to attract one million more households to the brand was exceeded. In 2023 1,12 million more households bought the brand than in 2022. [Source: Nielsen](#)

A key requirement in achieving these objectives was to avoid competing through price but instead to deliver a brand proposition that resonated with consumers and attracted new buyers to the brand. It can be confirmed that the increase in sales volume and increase in households buying the brand was not achieved through price reductions. In fact, the price per kg of Nestlé Aveia increased by 12% (2,76 Brazilian Real per kg) from 23,36 Brazilian Real/kg in 2022 to 26,12 Brazilian Real/kg in 2023. [Source: Nielsen](#)

### Design Solution allowed the creation of brand experiences and improved retail presence

The new brand proposition and design solution made it possible to create Nestlé Aveia brand experiences in supermarkets. With the new Nestlé Aveia tasting carts resembling the look of home-style kitchens, the Nestlé sales team could offer in-store tasting events to their retail partners: Shoppers could try meals that featured Nestlé Aveia as a main ingredient during their weekly shopping trips. The new secondary placements also improved Nestlé Aveia's in-store presence.

Retail presence and availability are a key driver to grow household penetration. An important contributor to success was that more retailers chose to list Nestlé Aveia in their supermarkets and hypermarkets. This was driven by the new brand proposition and the chance to create in-store brand experiences for shoppers. As a result, Nestlé Aveia's retail presence increased by 10.000 stores to a total of 63,000 stores in 2023, an increase of nearly 20% compared to the previous year. [Source: Nielsen](#)



## OTHER INFLUENCING FACTORS

**Influencer & Recipes:** The marketing team and communication agency selected influencers in the areas of nutrition, gastronomy, and lifestyle to develop innovative recipes. These influencers shared their creations on social media platforms, blogs, and videos, showing the product's versatility and encouraging the public to try new ways of consumption.

### Social Media /Recipes



### Credits

Agency: FutureBrand  
CDO: Arnaldo Bastos  
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