

BECOMING NOMADIC



SUBMISSION TITLE

Becoming NOMADIC

CLIENT COMPANY

The Nomadic Dairy Company

SUBMISSION DATE

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INDUSTRY SECTOR

3570 - Food Producers

DESIGN CONSULTANCY

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EXECUTIVE SUMMARY

(251 words)

2.0

NOMADIC - A BRAND THAT'S MOVED WITH THE TIMES

Launched in 1998, *Rumblers* was the original 'breakfast-on-the-go'. In 2011 its Irish parent business *The Different Dairy Company* acquired artisan dairy *Bio Green Foods*. It now had two companies with a factory in England and one in Ireland and three consumer brands: *Rumblers*, *Good Heavens* and *Bio Green*.

It had become a complex business in need of simplifying. Something transformational had to happen.

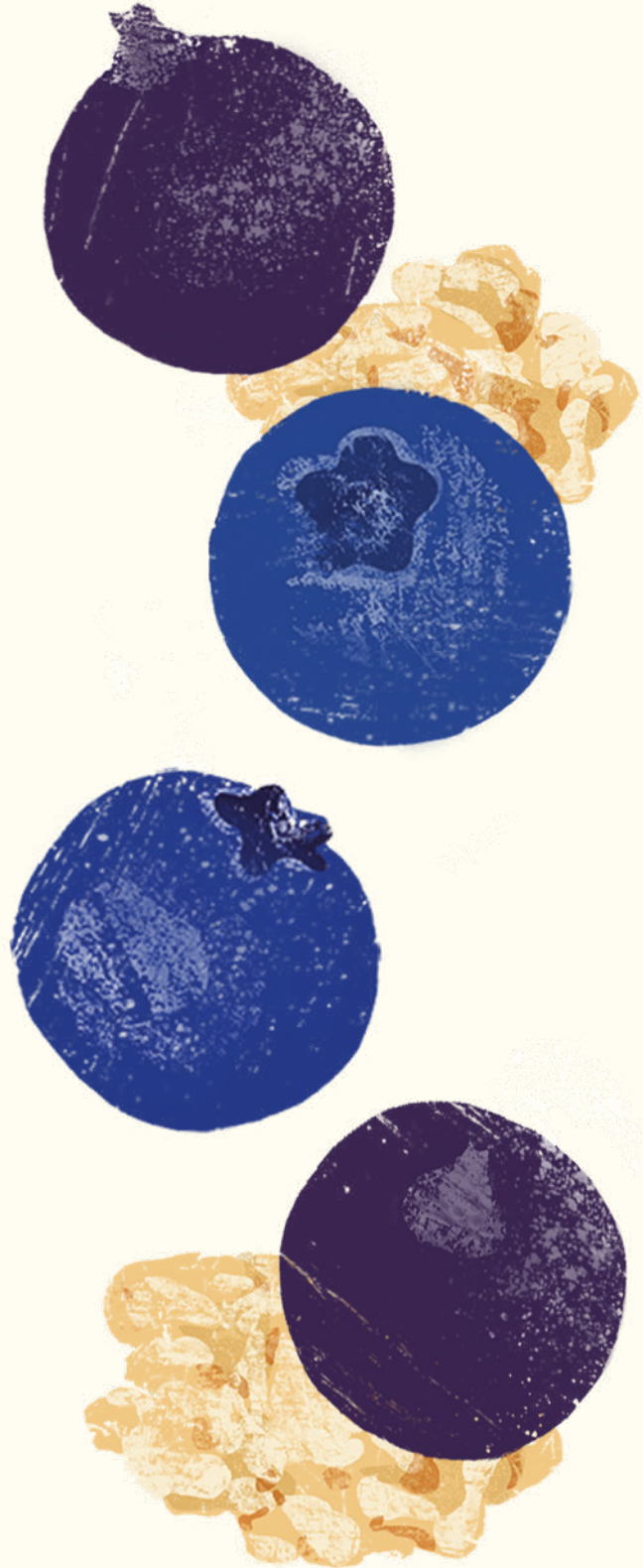
The answer came in 2014 in the form of new consumer brand **NOMADIC**, and company brand *The Nomadic Dairy Company*. Combining the exotic foundations of the *Bio Green* product with the convenience format of *Rumblers*, the **NOMADIC** concept provided a singular brand narrative with relevance for food-on-the-go.

This was quite an innovation: a World-inspired brand, crossing food and drink, in tune with modern lifestyles. It was carefully positioned at the intersection of three trends: demand for the exotic, healthy-eating, and convenience.

The new branding enabled the company to pitch a coherent story to retailers. It rejuvenated the 15-year-old *Rumblers* product. And set out an internal vision that would attract talent, drive the team and inspire product development.

Even with pressures on margins from multiple retailers, competition for fridge space from multinationals, and an unfavourable exchange rate, the **NOMADIC** concept provided the company with a platform for growth. *Rumblers* (now known as **NOMADIC** Yogurt and Oat Clusters) saw growth from 2014 to 2017. Consumers loved it.

**54% GROWTH
OVER 3 YEARS**



PROJECT OVERVIEW

(631 words)

3.0

In 2011 The Different Dairy Company acquired artisan dairy Bio Green Foods. It now had two companies with a factory in England and one in Ireland and three consumer brands: Rumlbers, Good Heavens and Bio Green. The baseline goal of the project was to create something transformational for the Rumlbers brand.

In a fiercely competitive yogurt market dominated by a few big players the business needed a clear focus and a compelling pitch to supermarkets.

The brand thinking was undertaken in close collaboration between the client and agency teams. The brand strategy was executed through designs for core branding, range hierarchy, packaging design, and supporting collateral.

PROJECT OBJECTIVE

TO PROVIDE A COHERENT AND RELEVANT BRAND NARRATIVE FOR THE BUSINESS DRIVEN BY ITS CORE VALUE OF INNOVATION TO ENGAGE INTERNAL AND EXTERNAL AUDIENCES AND PROVIDE A PLATFORM FOR GROWTH.

The best-case-scenario commercial aspirations for the project were:

OBJECTIVE 1

TO INCREASE SALES OF NOMADIC YOGURT AND OAT CLUSTERS OVER THREE YEARS.

OBJECTIVE 2

TO ESTABLISH NOMADIC YOGURT AND OAT CLUSTERS AS A QUALITY FOOD-ON-THE-GO BRAND.



DESCRIPTION

PHILOSOPHY

The Different Dairy Company was founded in 1995 with a commitment to bringing original products to market. It is a maker of small batch yogurts using milk selected from a small pool of dairy farmers in Ireland within a 20 mile radius of the dairy. It uses the highest quality ingredients with no artificial flavourings, sweeteners, or preservatives. The dairy is owned by PLC Donegal Creameries.

PRODUCTS

In 1998 it launched the original 'breakfast-on-the-go' product, *Rumblers*, a breakfast pot comprising cereal and milk, and later granola and yogurt. Sold in convenience stores and supermarkets, the innovative convenience format was successful. But 15 years on, with more competition and new consumer demands, it needed to evolve.

Rumblers represented a large part of *The Different Dairy Company's* turnover. The company also owned two other brands: *Bio Green* and *Good Heavens*. *Bio Green* was a range of middle-eastern inspired dairy products.

CHALLENGE

While all the product ranges shared dairy as an ingredient, they had very different packaging, propositions and values. The company needed to develop a coherent and relevant umbrella brand.



Launched 2000



Old design 2011

PREVIOUS
DESIGNS

“IN A PRICE-DRIVEN MARKET, YOGURT COMPANIES WILL NEED TO FIND A COMPELLING ALTERNATIVE REASON FOR SHOPPERS TO CHOOSE THEIR PRODUCTS, AS COMPETITIVELY LOWERING PRICES EVENTUALLY BECOMES UNSUSTAINABLE.”

Alice Baker, Research Analyst, Mintel 2016

OVERVIEW OF THE MARKET

THE DAIRY INDUSTRY

The number of dairy farms in the UK has halved since 2005 due to commercial pressures and the industry has been described as “in crisis” (*Sustainable Food Trust, 2015*). Processed products such as yogurt provide a way to innovate, add value and demand a premium. Yogurt is a category that is fighting back.

YOGURT MARKET

UK consumers spent £1.7bn on yogurt in 2016. The overall market grew by just 1.2% in value that year. Discount supermarkets and own label products have increased pressure on prices and there is high competition for limited fridge space.

‘YOGURT PLUS’ COMPETITION

NOMADIC Yogurt and Oat Clusters competes in the ‘Yogurt Plus’ sub-category. ‘Yogurt Plus’ products are individual servings including added oats or fruit. These compete for even more limited fridge space with only enough space for a few top brands. In supermarkets, the category is dominated by companies with heritage and multinational status. **Müller** leads the category and has a global turnover of €5 billion.

OPPORTUNITY

Owned **PCL Donegal Investment Group**, **The Different Dairy Company** was on a mission to make dairy work. ‘**Rumblers**’ needed to become a must-stock brand to enjoy higher volumes of sales. Creating a brand that responded to modern lifestyles was the opportunity. Inspiration came from consumer demands for the exotic, for healthy-eating, and for convenient food-on-the-go.

PROJECT LAUNCH DATE

NOMADIC and **The Nomadic Dairy Company** branding launched in 2014.



TOP 5 SELLING YOGURTS IN THE UK BY SALES IN 2013 (source: Mintel)

50%

OF CONSUMERS ARE INTERESTED IN YOGURT AND YOGURT DRINKS THAT ARE EASY TO EAT ON THE GO

(source: Mintel Yogurt Drinks Report July 2014)

OUTLINE OF DESIGN SOLUTION 4.0

(395 words)

The project needed to deliver a coherent and relevant brand narrative for the business, driven by its core values of innovation. It needed to engage internal and external audiences to provide a platform for growth.

PROCESS

The agency worked closely in collaboration with the client team to develop the brand strategy and name, and execute it through the design of the packaging and supporting materials.

APPROACH

An umbrella brand was created for the combined range of world-inspired dairy-based food and drink products (previously three brands: *Rumblers*, *Bio Green* and *Good Heavens*). Products include Yogurt and Oat Clusters, Lassi, Chai, Bircher Muesli, Yogurt and Oats to Drink, Labneh and Ayrán. The Nomadic idea provides a framework for them all.



Graphically expressing the world-inspired concept.

OUTLINE OF DESIGN SOLUTION 4.0



NAME AND BRAND IDEA

The name is important in establishing the proposition of food-on-the-go while evoking a sense of the exotic. *The Nomadic Dairy Company* replaced *The Different Dairy Company*. **NOMADIC** became the consumer brand and hero element on pack.

CORPORATE BRAND AND CULTURE

In introducing a common name for company and product the dairy aimed to increase the attachment of employees to the product, promoting the same values and purpose in all that it does. Corporate branding was used for b2b presentation materials, trade shows and recruitment.

QUALITY CUES

Quality is central to *The Nomadic Dairy Company* philosophy. It was essential to reposition **NOMADIC** Yogurt and Oat Clusters (previously *Rumblers*) as a quality taste-focussed product for grown-ups. It needed to appeal to new customers.

The new branding promises convenience without compromise on quality. The silhouette of the cow is a prominent emblem across the entire range and gives it recognisable shelf presence. It also promotes the dairy content and suggests small batch artisan production. The figure embodies the Nomadic idea of travel, food-on-the-go and a dedication to the exotic.

FROM BREAKFAST TO ANY TIME

It was important for **NOMADIC** Yogurt and Oat Clusters to move away from the *Rumblers* breakfast proposition. The new design is relevant for any time of day, focussing more on taste and healthy eating than occasion.

NATURAL CUES

A natural colour palette across the packaging emphasises the natural ingredients and quality of the product.

SENSE OF PLACE

Background imagery suggests specific ingredients and landscapes, providing a sense of place. Whether it be Ireland, the Middle East or even Sweden, it delivers on the World-inspired theme.

OBJECTIVE 1 TO INCREASE SALES OF NOMADIC YOGURT AND OAT CLUSTERS OVER THREE YEARS.

CHALLENGE

Previously known as *Rumblers*, the product had already enjoyed growth from 2008 to 2013. Following the acquisition of *Bio Green Foods*, the range needed focus. Consumer demands were changing with demands for quality, healthy eating and greater appetites for the exotic.

The baseline goal of the project was to increase sales. But this would entail a total transformation, with significant risks.

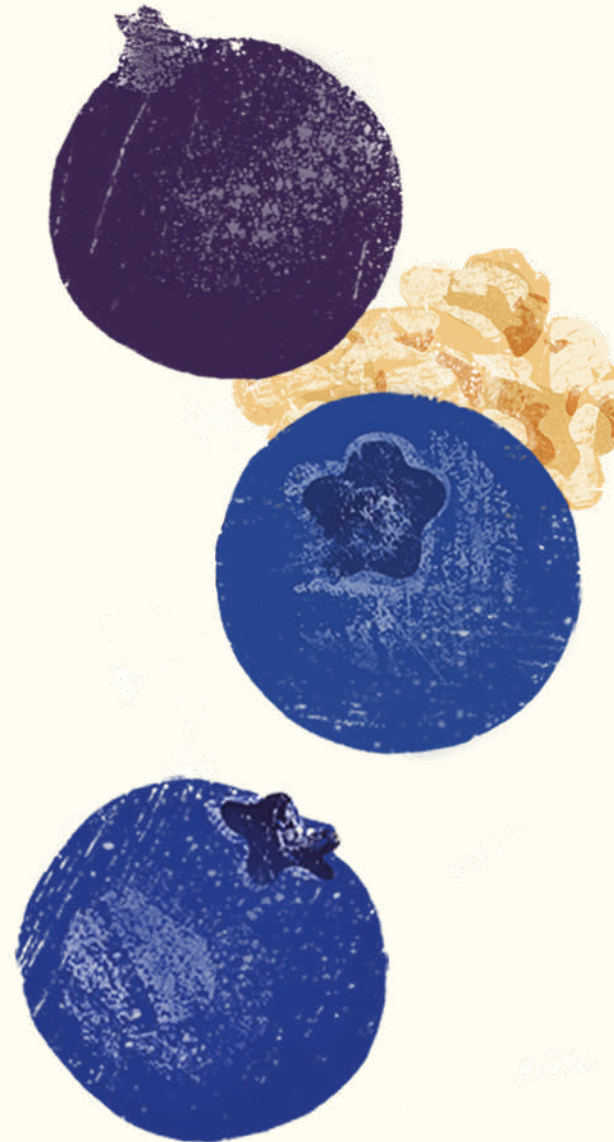
DISTRIBUTION

Rumblers has distribution across multiple retailers and convenience retailers. Now known as *NOMADIC* Yogurt and Oat Clusters, the challenge was to not only retain these customers but to maximise distribution across their outlets and increase the overall volumes of sales.

Orders across the multiple retail and convenience channel increased over three years.

MARKET SHARE

By 2016 Yogurt and Oat Clusters marketshare had increased fourfold in the yogurt plus oat/cereal sub-category in the supermarket multiples.



**“NOMADIC YOGURT AND OAT CLUSTERS IS NOW A
‘MUST STOCK’ IN THE SNACKING/YOGURT FIXTURE
IN CONVENIENCE RETAIL. WE ARE THE DOMINANT
PLAYER IN A VERY SMALL SUB CATEGORY THAT WE
EFFECTIVELY CREATED.”**

*Alan Cunningham, General Manager,
The Nomadic Dairy Company*

OBJECTIVE 2
TO ESTABLISH NOMADIC YOGURT AND OAT CLUSTERS (PREVIOUSLY RUMBLERS) AS A QUALITY FOOD-ON-THE-GO BRAND

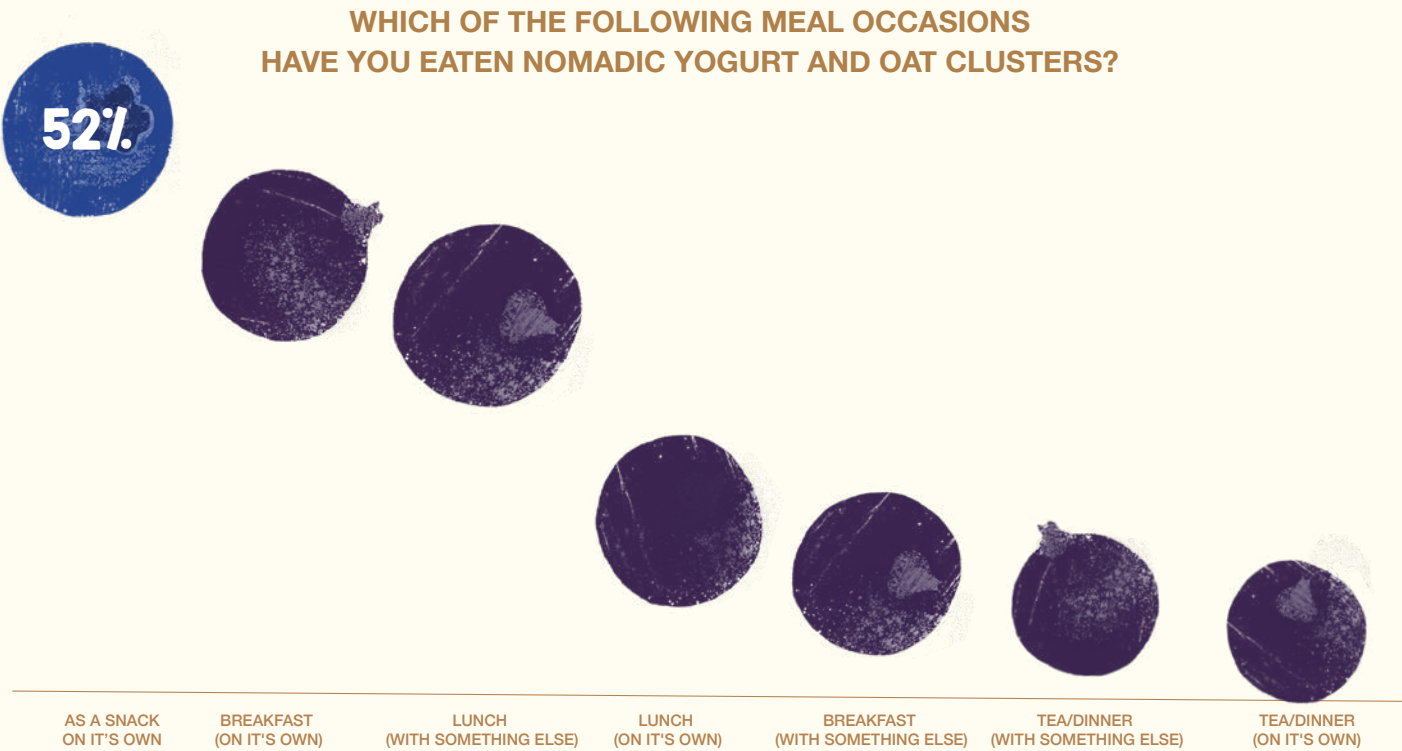
EVERY OCCASION

Rumblers needed to evolve to stay relevant and increase distribution. Key to this was the change in proposition from ‘breakfast’ to ‘snack’ and from ‘value’ to ‘quality’.

In terms of repositioning as a snack, a customer survey shows that customers were indeed buying Yogurt and Oat Clusters at times other than just breakfast with ‘as a snack on its own’ being most common. (See chart below)

“THE NEW BRAND CONVEYS A MORE WHOLESOME, HEALTHY FEEL WHEREAS THE OLD ONE FEELS LIKE A STANDARD PRODUCT”

Libby, 43, Mum of two from South London



WHILE BREAKFAST IS A KEY OCCASION, 52% OF CONSUMERS ARE EATING NOMADIC YOGURT AND OAT CLUSTERS AS A SNACK. (source: *NOMADIC* online survey)

**“I WAS ATTRACTED BY
THE OPPORTUNITY OF
JOINING THE NOMADIC
DAIRY COMPANY
BECAUSE IT SEEMED
LIKE AN EXCITING AND
PROGRESSIVE BRAND.”**

Isadora, Brand Activation Manager, New Recruit

INTERNAL IMPACT

The new branding set the internal vision and was used to drive the team. Branding on internal paperwork now has synergy with the consumer brand, increasing employees' sense of ownership. The internal culture and commercial performance of the team was improved through the new focus. And high quality new recruits joined team because they were excited by the brand narrative.

The **NOMADIC** concept has inspired a number of new products such as Bircher and yogurt and oats drinks products.



New product developments

OTHER INFLUENCING FACTORS 6.0

WASN'T RUMBLERS ALREADY DOING WELL?

Rumblers was a successful product that enjoyed growth from 2008-2013. But with fewer people eating regular cereal for breakfast due to greater interest in nutrition and an appetite for the exotic, the *Rumblers* proposition (associated with cereal and petrol station convenience retail) was not sustainable for the long term. *Rumblers* was stocked by supermarkets, but there was plenty of room for greater distribution. The rebrand was necessary to build a brand that would chime with consumers, do better than *Rumblers* ever had, and sustain that success for years to come.

But this story isn't just about *Rumblers*. The broader context was how to pitch these three different brands (*Rumblers*, *Bio Green* and *Good Heavens*) to retailers at the same time. The *NOMADIC* concept refocussed the whole business around a proposition that was relevant in the market and the design delivered this story.

COULD THE GROWTH BE DUE TO THE INCREASE IN CONSUMERS EATING ON-THE-GO?

The branding actively responded to and exploited consumer demand for 'yogurt plus', as an on-the go breakfast or a snack at any time of day. The *Nomadic Dairy Company* has encouraged the development of this sub-category, persuading retailers to increase fridge space allocations.

Design was critical in communicating this proposition and helping the product to compete on quality versus its multinational competitors.

WAS THE GROWTH SIMPLY IN LINE WITH THE CATEGORY?

NOMADIC Yogurt and Oat Clusters achieved strong growth over 3 years. This is fantastic growth in any food category. The most relevant market context we have is the growth of the 'yogurt plus' category, measuring at 20% in 2016. But this data relates to supermarkets only, the growth of the whole category across all stores is estimated to be lower.

It successfully competed against giant multinational companies such as *Muller* and *Activia* to increase its markshare fourfold. It has become one of a handful of top brands deserving of limited fridge space in multiple supermarkets and convenience stores.

COULD THE GROWTH HAVE BEEN DRIVEN BY PROMOTIONS?

There was no increase in advertising, PR, sampling or price promotion. The company relied on its new sales presentation materials, renewed packaging and team members spirit to drive the growth.

RESEARCH RESOURCES

Nomadic Dairy financial reports
Kantar Worldpanel Data 52 w/e 17 July 2016
Mintel Yogurt Drinks Report July 2014
Sustainable Food Trust