



Submission title:

Tetley: “Brewing warmth and growth for the most famous name in tea”

Industry sector: Hot beverages

Client: Tata Global Beverages, **Brand:** Tetley

Design Consultancy: Landor Associates

Submission date: July 2017

For publication

Tetley: “Brewing warmth and growth for the most famous name in tea”

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Executive summary

This submission demonstrates how Landor transformed Tetley's Tea sales from a -12% decline to a +3% growth globally, by developing a new brand strategy and evolved visual identity and packaging system.

Growing tea is tough. And getting tougher. With an ever more saturated global marketplace, and a new crop of premium entrants vying for their share, long-time leader Tetley needed to react. Facing a drop in sales and a brand diluted by an over-flexible design system, Tetley came to Landor to return them to the top.

Landor's task:

01. Put design at the centre of a strategic ambition to become a \$3bn business by 2020.
02. Create a story to connect the brand with consumers across global borders.
03. Build a responsive, global style system. Flexible but with a strong core. Adapting at a local cultural level without sacrificing global equity.

So?

We found a truth that unites tea drinkers throughout the world. It's not the style or blend that counts. It's the magical moments of warmth. This idea formed the narrative and visual identity - a refreshed, warmer, more human identity with iconic elements like the brand mark evolved with a nod to the smile that Tetley puts on the face of its consumers - plus a pack hierarchy to classify different elements as sacred, flexible and free. A democratic identity with a fixed core: able to adapt without losing its base identity.



And?

Since launch, Tetley have seen impressive growth in brand consideration, relevance, understanding, helpfulness and distinctiveness. Within one year from launch Tetley saw:

Value market share

grew from
15% to 17%

Positive social
media sentiment

tripled
from
6% to 18%

Brand
distinctiveness

score
increased
by **36%**

A +12%
decline in **sales**
transform into
+3% growth
globally
(that's **+15% total growth!**)

The verdict: not a bad brew.

Sources:

- Tetley Brand Tracking Review – May 2016
- 170411 TataInnovista1 (client research)

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Project overview



Tetley's evolved packaging

Outline of the project brief

Tetley came to Landor to revive their brand, to give it an iconic and leading global status. It had to:

- Be modern, premium and differentiated.
- Be future proofed for innovation and growth.
- Bring structure and clarity to their range of products.
- Be globally consistent but able to adapt to local markets.

Our task was set:

- Put design at the centre of a strategic ambition to become a \$3bn business by 2020.
- Create a story to connect the brand with consumers across global borders.
- Build a responsive, global style system. Flexible but with a strong core. Adapting at a local cultural level without sacrificing global equity.



The business challenge:

Tetley were facing a 12% drop in sales from 2014-2015

Decline in brand consideration

Decline in consumer relevance

Decline in brand understanding

The business objectives:

Unite and increase employee pride and sense of brand ownership

Increase global sales (target \$3bn global sales)

Reduce marketing spend/production inefficiencies



Tetley: "Brewing warmth and growth for the most famous name in tea"

"Creating magical moments of warmth."

We used our network of 21 offices around the world to discover what brings people together around tea. One answer rose to the top. More than any style, blend or flavour. It's the moment. Of warmth, comfort, connection, reinvigoration. The break from the busy.

"Creating magical moments of warmth".

That's the story we picked out. Augmented by a sharp set of values – 'warm and welcoming', 'passionate and generous', 'grounded and genuine' and 'insatiably curious' – it provided a stronger reason to renew the identity, unite the brand behind its behind its provides, and drive the Tetley brand forward.



Description & market overview:

Size had rarely been Tetley's issue. Owned by Tata Global Beverages, it's the largest tea producer in the UK and Canada and the second largest in the US, with a presence in all key global markets. Its portfolio counts over sixty different branded teas.

However: immense competition and a clear shift in consumer tastes towards the top-end of the market were encroaching on this share. Tetley's dominance was suffering. Its brand relevance was dwindling. And that was filtering down into its commercial performance.

This new tea-scape was marked by one trend in particular. New entrants swamping the market with alternate flavours in response to macro health and wellness trends meant that tea was no longer just about the product. The cuppa was more than its contents. It had become a status symbol. To sell, it needed a story to go with.

Tetley knew this. And they knew they needed to evolve their brand.

This new landscape was interrupting their dominance ways they could clearly see:

01. 12% drop in sales from 2014-15
02. Decline consumer relevance
03. Decline in brand understanding
04. Decline in brand consideration

Now they needed a stronger, more comprehensive platform at the bottom of it all. An evolved brand for an evolved landscape to drive their evolution forward.

With a renewed brand story we had an exciting creative platform, from which to explore a refreshing and powerful new identity for Tetley.

Project launch date: September 2015.



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Outline of the design solution

In exploring how our renewed brand narrative should manifest visually, we faced a critical strategic decision. To achieve the outlined growth objectives; do we reinvigorate the current system and maintain existing equity to appeal to the current audiences, or do we revolutionise the identity to appeal to a broader, younger audience?

Qualitative consumer testing established that existing visual equity in Tetley's hero assets is strong. Global consumers value the logo a mark of trust and quality within the category. We concluded that relevance and younger appeal is achieved through product innovation – something which Tetley are investing in - rather than a brand identity revolution. The Tetley brand was not broken, rather in need of greater consistency, clarity and sense of modernity to support future product innovation.

So, our design approach was evolutionary in nature. We explored and tested with our global consumer panel ways to translate the renewed brand story of human warmth into the existing logo mark.

The chosen solution was a sophisticated evolution, building on the heritage of Tetley whilst signalling the start of a new chapter that brings to life magical moments of warmth.



Brand mark evolution:

- We shifted the shape into a rounded-edged semi-circle that was immediately signified a modernity and friendliness.
- We chose to keep the hero blue pantone, as visual equity analysis revealed it as the most recognisable Tetley asset in the consumer’s mind.
- The addition of a dual gradient lifted the brand mark and injected a greater sense of modernity and design aesthetic.
- We introduced ‘Since 1827’ underneath the logo type to balance the evolution with a reminder of Tetley’s experience and heritage in the category.
- Finally, we extended the ‘y’ to hug the Tetley wordmark and relocated the soft glow effect from the logo edge, elevating it to halo the entire logo graphic.
- Now, Tetley’s brand mark oozed warmth and modernity.

Packaging architecture:

We dissected the packaging architecture and overall toolkit of assets to establish what, in the context of the new brand story is ‘fixed’, ‘flexible’ and ‘free’. Like many global FMCG brands, this global-local balance is integral to overall performance allowing flex for cultural contexts whilst building greater global equity and recognition – yet notoriously difficult to achieve in practice.

This involved an extensive phase of regional consultation to establish the key challenges for each market so we could provide a pragmatic solution that all stakeholders would be willing to buy into.

Implementation guidance:

Fixed Brand logo lock-up, typeface family (Gotham), and position of product name (relative to brand logo lock up).

Flexible Background colour and gradient, the tea count icon and the position of the individual brand logo lock-up.

Free Background pattern, and local flavour variant imagery.

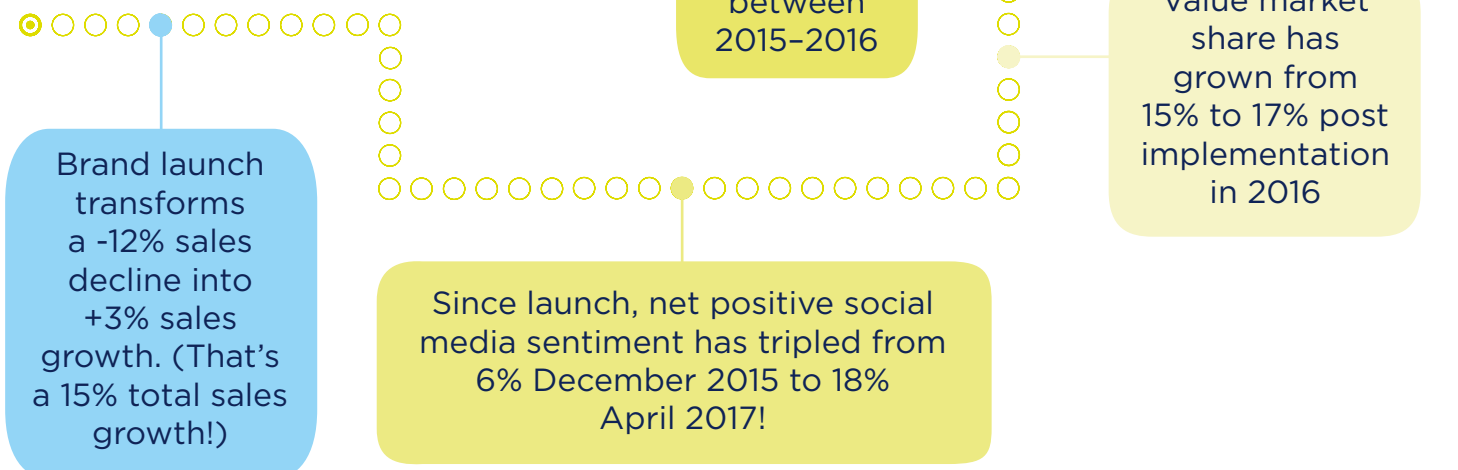
We documented the brand story, assets and implementation principles in a visually intuitive guideline document and shared with key regions via a series of ‘train-the-trainer’ sessions. Each region quickly took ownership of the renewed brand and brought it to market in a culturally sensitive, yet united way.



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Summary of results

Since launch, the new brand has achieved unanimous uptake by the regions, which has translated into great consumer cut-through and significant commercial success measured by:



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Other influencing factors

The brand was launched in the winter months of the western hemisphere – which is comparatively a more popular period to purchase warm drinks.



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Research resources

- Tetley Brand Tracking Review – May 2016
- 170411 TataInnovista1 (client research)

We create magical
moments of warmth

