



Lipton

MATCHA

REINVENTING A CLASSIC & CRACKING THE USA

INDUSTRY SECTOR

Consumer Goods/Food & Beverages/Beverages

CLIENT COMPANY

Unilever

DESIGN CONSULTANCY

Design Bridge

SUBMISSION DATE

June 2017

“Lipton Matcha Green Tea is the perfect example of a brand going back to its roots and founder’s purpose – making niche trends accessible to all – to deliver an exciting proposition. Lipton captured leadership of the Matcha segment, doubling it in size in 6 months.”

**GEORGE HAMILTON,
BEVERAGE BRAND DIRECTOR,
NORTH AMERICA**

“The idea and design of Lipton Matcha demonstrated the brand’s thought leadership in democratizing a rising trend and bringing it to the mainstream market with speed and high quality. The design has brought Lipton’s visual identity to the next level and excited consumers and customers. The design is also inspiring Lipton teams around the world to fast-track Lipton Matcha and exciting innovations in their markets.”

**JENNIFER ANTCZAK,
GLOBAL VICE PRESIDENT LIPTON**

EXECUTIVE SUMMARY

CONTEXT

Lipton is the number 1 tea player in the world with €3 billion retail sales value. In the USA, awareness and penetration of the brand are not an issue with top of mind scores outperforming all other tea brands.

However, in 2016 **Lipton Green Tea sales were down 10.8%** – the segment was struggling. As a large and undifferentiated brand, Lipton had lost its number 1 position in green tea to Bigelow. There was a clear need to improve relevance to consumers in a category where the trigger is health and the barrier is taste.

BRIEF

The brand ambition was to launch a range of green teas in the US, boosted with matcha, a finely ground tea. Matcha has been a growing tea trend in the health and wellness space, but has remained niche and premium.

The brief to Design Bridge was to **create a design, which democratized matcha tea**; to simplify its **Japanese mystique** and make its **powerful properties** easier to understand.

The resulting design system tells a unique product story in an accessible way, and celebrates the high quality Matcha ingredient by hinting at the dynamic ritual surrounding it and paying respect to its Eastern provenance.

RESULTS

Besides an astonishing **+71% ahead of sales target**, Lipton Matcha doubled the size of the segment, demonstrating the brands power to democratize tea trends. More than 500,000 units have been sold and with no ad spend the sales still reached **\$1.7 million in the first 6 months**.

**Design investment
recouped in
less than
a month**

**# 1 market position in
matcha with
45.8%
market share, despite not being
market leader in green tea or
first to launch**

**#1
contributor to
speciality green tea
category growth**

PROJECT OVERVIEW

DESCRIPTION

Lipton is the number 1 tea player in the world with €3 billion retail sales value. It sells 100 billion cups per year and is present in over 100 countries.

In the USA, awareness and penetration of the brand are not an issue with Lipton top of mind scores outperforming all other tea brands. Lipton has a long history of providing tea for the masses, established 127 years ago.

However, the world of tea is rapidly changing with new players entering the US market. Consumers are getting ever more health conscious and have an unquenchable thirst for well-being and the 'new'. Lipton, on the other hand, has strong foothold in ready-to-drink ice teas and DIY ice teas – products not trending and not meeting consumers' well-being demands. The brand has started to lose relevance and appeal. This has had a knock-on effect on Lipton's healthier range of products and it lost its number 1 position in green teas.

Aware of opportunities emerging in premium speciality green teas, Lipton wanted to bring tea trends to the mainstream consumer, following in the footsteps of its founder Sir Thomas Lipton and his positive, can-do spirit and mission to make tea available to everyone.

The project ambition was to launch a range of three green teas in the US, boosted with matcha, a finely grounded tea. Matcha has been a growing tea trend in the health and wellness space, but has remained niche, premium and ritualised/complex.

THE NEW LIPTON RANGE

- Green tea with Matcha
- Green tea with Matcha & Mint
- Green tea with Matcha & Ginger



PROJECT OVERVIEW CONTINUED

OUTLINE OF PROJECT BRIEF

The brief to Design Bridge was to create a design, which democratised matcha tea; simplified its Japanese mystique and made its powerful properties easier to understand.

With no advertising support, the design needed to work hard to help the range achieve its target in sales and contribute to growth of the overall green tea business.

BUSINESS OBJECTIVES:

○ **Stand up to competition. Two main competitors launched similar matcha products, also via supermarkets. Lipton was 3rd to launch.**

○ **Introduce incremental sales to Lipton.**

○ **Democratize trends; bring niche matcha tea trend to mass market via supermarkets.**

Free to be you and me

OVERVIEW OF THE MARKET

LIPTON IN NORTH AMERICA

In North America, Lipton is synonymous with black tea; it's a default choice. However, that black tea is brewed very differently from state to state - hot southern states use tea bags to make iced tea whereas the cooler northern states are more likely to mix it up. In the market over 70% of Lipton black tea bags are used to make iced tea - with this in mind, a hot, healthy, premium and green tea proposition seemed destined to fail.

CONTRACTING IN AN EXPANDING CATEGORY

In 2016 Lipton Green Tea sales were down 10.8% compared to 2015 and the segment was struggling. As a large and undifferentiated brand, Lipton had lost its number 1 position in green tea to Bigelow. There was a clear need to improve relevance to consumers in a category where the trigger is health and the barrier is taste.

Yet Matcha was growing rapidly at 53% year-on-year in grocery channels. Social listening saw a 65% increase in social mentions of Matcha and a 200% increase in social and search volumes, proving that Matcha was no longer a niche trend. The growth was supported by the product becoming increasingly available in urban out-of-home channels, from mainstream Starbucks to premium boutiques and cafes.

THE RETAIL CHALLENGE:

In such an enormous and disparate market, few product launches are supported with costly ATL communications - Lipton Matcha was no exception. With the majority of Lipton volume being sold through modern trade, standing out from the cramped, busy shelves of the modern trade environment was key to winning.

Key competitors



PROJECT LAUNCH DATE

**The three SKUs launched in the USA in October 2016.
The results included are from October to April 2017.**

SIZE OF DESIGN BUDGET AND PRODUCTION COSTS

£47,500 for strategy and design, photography and production.

OUTLINE OF DESIGN SOLUTION

To link Lipton's Matcha Green Tea to its origins we drew a parallel between the whisking motion used in matcha's ritualistic preparation and the movement of a traditional handheld fan. The everyday rituals associated with the precise, meaningful movements of the fan and the preparation of matcha tea are equally important in Japanese culture.

Illuminated by the logo, the Matcha Green Tea design is modern and uplifting, with a strikingly different way of playing up the ingredients' contradictory attributes of novelty and tradition. The energising movement of the hand-drawn fan appears to waft the tea leaves and distinctive, bright green matcha powder around the pack, creating a burst of energy. The design introduces a clean white background to Lipton's range of packaging for the first time - a colour that indicates premium and health cues, enabling standout in a cluttered environment.



OUTLINE OF DESIGN SOLUTION

Editorial copywriting around the pack is conversational and witty. The product story, along with brewing instructions and the benefit have been brought to life in an engaging way that celebrates our quirky personality.

The typography adds a playful twist to the storytelling; fine powder trails strike through the word Matcha to form both letter A's, continuing the theme of movement and making the product name more ownable; on the lid, **the word 'focus' is created by loose, scattered formations of powder.**

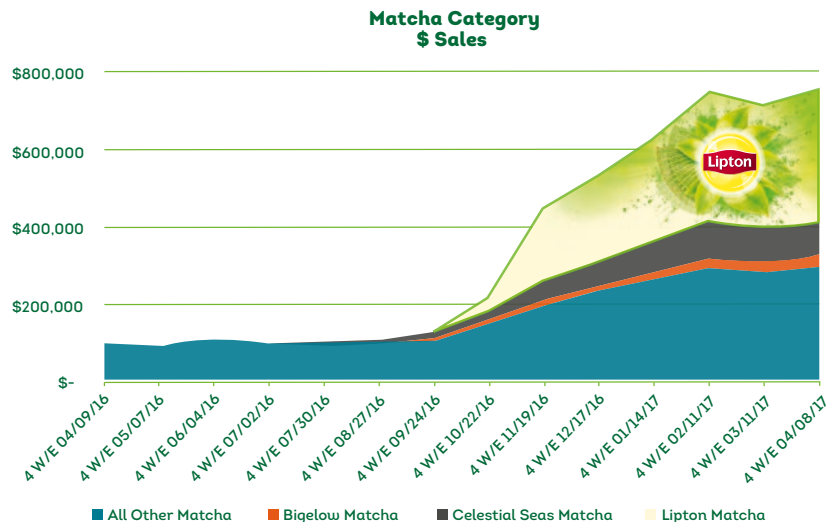
Highly finished printing makes the range feel extra special - in particular the embossed tactile fan on the back of pack and the deep green gloss Matcha lettering, which looks striking against the white background. Our dedication to detail didn't stop there - on the inside of each pack we printed the vibrant green powder exploding out of the dark background, to hero the spirited phrase 'ready for a re-matcha'.

The result is a design system that tells a truly individual product story in an accessible way from pack to point of sale. Lipton celebrates the high quality Matcha ingredient by hinting at the dynamic ritual surrounding it and paying respect to its Eastern provenance.



SUMMARY OF RESULTS

Against the business objectives, the results have been outstanding, surpassing expectations. Under the context of a brand with lack of wellbeing credentials and relevance, launching a niche product around the same time as its two main competitors, could take the leadership position and help grow the green tea category overall. But Lipton Matcha is a success story – largely down to its convincing design.



+71% TOTAL SALES VERSUS TARGET

With no ad spend the sales still reached \$1.7 million in the first 6 months.

1 MARKET POSITION WITH 45.8% MARKET SHARE

Lipton launches matcha in supermarkets in direct competition with main competitors Bigelow and Celestial Seasonings. Lipton takes the lead with 45.8% market share, despite not being market leader in green tea.

• Lipton Matcha	45.8%
• Celestial Seasonings Matcha	10.9%
• Bigelow Matcha	4.1%

#1 CONTRIBUTOR TO SPECIALITY GREEN TEA CATEGORY GROWTH

Lipton enters Matcha and doubles the size of the whole segment, demonstrating its power to democratize tea trends. More than 500 000 units of Lipton Matcha have been sold.

INTRODUCE INCREMENTAL SALES TO LIPTON

Over 1/3 of the Lipton Matcha dollars are from new category buyers or buyers spending more on the category, i.e. shoppers who have never bought matcha tea before or felt convinced to pay the price premium.

OVERALL POSITIVE GREEN TEA EFFECT

Sales are on target to grow 18.5%.

DESIGN INVESTMENT RECOUPED IN LESS THAN A MONTH

+71%
total sales
versus target

#1
contributor to
speciality green tea
category growth

OTHER INFLUENCING FACTORS

There was limited additional marketing support for the launch of Lipton Matcha, which indicates the range is selling off the shelf based on design alone. There was a small amount of social media, a YouTube 360 video and in-store support during 2-4 weeks (varied by retailer), but no advertising took place.

All the above activity was wholly based on a key visual developed by Design Bridge, which is a direct translation from the pack design, its design elements and tone of voice. The pack design was the focus.

RESEARCH RESOURCES

UNILEVER INTERNAL DATA 2016-2017
NIELSEN SALES DATA USA, OBTAINED THROUGH UNILEVER

Find your
FOCUS
with
MATCHA

