

# McVities Cakes Masterbrand: **LITTLE CELEBRATIONS EVERYDAY**



Industry Sector:  
Food Producers

Design Consultancy:  
Springetts Brand Design Consultants

Client Company:  
McVities Cake Company

Submission:  
1st July 2016



# Executive Summary

McVitie's Cake approached Springetts following the relaunch of their biscuit business to help create a positioning and design for their cake portfolio. The desire was to capitalize on their association with the biscuit brands, ensuring a consistency with the masterbrand identity, yet being able to tell a distinctive story for cakes in their own right.

In order to step out of the shadow of McVitie's fame for biscuits, a distinctive cake proposition was required. We concluded that if biscuits are for everyday then Cakes, are for celebrations. So the positioning of 'celebrate every day' with McVitie's cakes was born.

We needed a visual metaphor to express this new positioning for cakes. We transformed the Masterbrand cartouche into a gift tag, making the cakes feel like an indulgent treat, fit for a celebration.

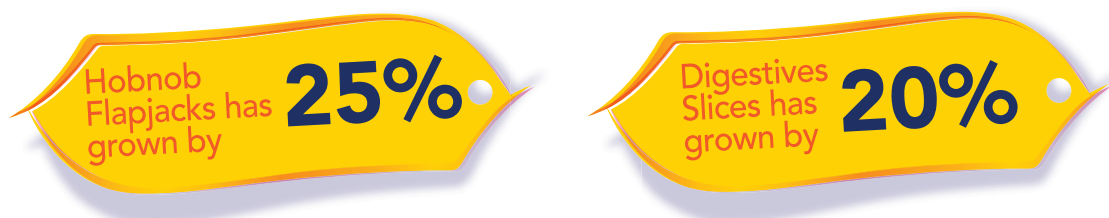
The redesign has been a great success! It stands out on shelf, has secured new listings and has helped support jobs at McVitie's Tollcross site.

The numbers are impressive too! Since we moved Penguin cake bar to the Masterbrand packaging it is now:

## THE FASTEST GROWING CAKE BAR IN THE SECTOR!



Since we moved McVitie's Digestives & Hobnobs to the Cake Masterbrand packaging:





# Project Overview

## Outline of project brief

### Key brand objectives...

McVitie's wanted to become a Branded House rather than a House of Brands. Consequently, they sought to redesign their cake portfolio in order to:

- Align with the McVitie's Masterbrand
- Leverage the brand equity of McVitie's biscuit brands
- Drive penetration across the cake range

### Why redesign?

McVitie's Masterbrand strategy began with the launch of the sweet™ campaign in 2014 and the redesign of all biscuits to the 'cartouche' design (i.e. the McVitie's logo lozenge used as a design mechanism).

Springetts were briefed to redesign Cakes in order to it align with the rest of the biscuit portfolio e.g. penguins, hobnobs, digestives etc.

Although the cake redesign had to work with the new Masterbrand cartouche, it also needed to create a range identity of its own that both:

- Communicated what is special about Cake (*we need to avoid saying we were deliberately trying to be different from biscuits*)
- Cohesive as a collective sub-range within the larger McVitie's portfolio

### Design objectives...

The redesign needed:

- To create a sense of one 'Masterbrand' across both biscuits and cakes, whilst still creating a distinctive Cake proposition
- Ensure consumers made the connection between their favourite biscuit brands and their manifestations in cake.
- Give the McVitie's cake range a stronger and more consistent presence across the different categories it was merchandised.
- Balance any existing brand equity with the Masterbrand 'cartouche' redesign – as was the case for Jamaica Ginger, which had some iconic brand assets.
- Elevate McVitie's solus branded products to feel as much part of the cake range as their biscuit branded counterparts.



### Scope of the brief...

To develop a design and brand guidelines on which all future packaging would be based.

Carefully considering:

- Hierarchy of comms due to the additional level of information and imagery required in cakes. Primarily to help consumers understand what they are buying (no one needs an explanation of a digestive biscuit but they may need one for a slice or a tiffin).
- Material, finish, photography, windows & shelf ready packaging.
- Design flexibility to allow for on-pack promos or PMP flashes.

## Description

### The company...

McVitie's began in Scotland, 1830, when an apprentice baker named Robert McVitie, along with his father William, established a very successful bakery business. 186 years later, McVitie's is among the best-known brands in the UK and has a global presence in over 100 countries. McVitie's Digestives, Jaffa Cakes and Hobnobs are just a few of their popular brands.

### The products...

The cakes products to be redesigned were:

- Penguin Cake bars
- Slices and flapjacks under Choc Digestives, Digestives Caramels, Hobnobs and Ginger Nuts brands
- Jamaica Ginger Cake
- Various McVitie's solus branded products (muffins and flapjacks in impulse 'eat now' formats, loaf cakes in the cake category and waffles and croissants in Morning Goods in supermarkets)



## Overview of market

### The market challenge...

Despite an emotive product and an aisle full of colourful graphics, consumers are unengaged with the 'cake' shopping experience and shop mainly on autopilot.

Purchase decisions are made in a matter of seconds and brand preference decisions made in fractions of seconds. Consumers are more loyal to a particular product format (digestives, flapjacks etc.) than to a brand.

Our primary objective was to make consumers search for McVitie's first and foremost before searching for product formats within the ranges.

Other market challenges for the McVitie's cakes redesign were...

- To create a Masterbrand design that was aligned with the biscuit brands yet not overshadowed by their fame. (McVitie's are the best selling biscuit brand in the UK with over 71 million packets of McVitie's Chocolate Digestive eaten each year, giving a whopping average of 52 biscuits per second!)
- To create a 'cake' identity that united the sub-range given that cakes are merchandised in different sections of the supermarket

## Project launch date

August 2015

## Size of design budget and production costs

£55,800



# Outline of Design Solution

## Defining our positioning in Cakes...

We uncovered a consumer insight that 52% of consumers believed supermarket label cakes were "as good as branded cakes". We had to differentiate ourselves from supermarket cakes and give them a reason to buy McVitie's cakes instead.

McVitie's is famous for biscuits. However, despite a Masterbrand approach, biscuit credentials would arguably not be enough to convince people of great 'cake making'.

We therefore had to create a positioning that gave McVitie's a raison d'etre for being in the cake aisle. We concluded that biscuits are not heroic calories; they are less special. Barrel-filler biscuits are not the nirvana of baking – cakes are!

If biscuits are for everyday then Cakes are for celebrations - from rewarding a day-to-day job well done, to marking a special occasion with family or friends. These small successes can be utterly trivial but are immensely powerful in everyday life. From this insight, the notion 'celebrate everyday' with McVitie's cakes was born.

## The design concept...

We needed a visual metaphor to express this notion of 'celebrate everyday' while still using the Masterbrand 'cartouche' shape. Balance was key to the solution.

Whilst still retaining the exact shape, we turned the Masterbrand 'cartouche' into a gift tag, making the cakes feel like an indulgent treat, fit for a celebration.

As a backdrop to the gift tag, we repeated patterns of graphic elements related to the product (i.e. wheat or oats) to suggest wrapping paper. The shadow of the cartouche gift tag created a secondary comms vehicle for navigation. All descriptors were to be placed into it, simplifying the design in order to stand out in a visually busy fixture.

We used a matt substrate for the background wrapping paper and a gloss finish for the cartouche tag in order to aid shelf standout and give a three-dimensional depth to the gift tag. The Cake range now had its very own take on the Masterbrand cartouche!

## Old Design



## New Design





### Pack hierarchy...

Generic product descriptors like flapjacks, slices, cake bars etc., were being given too much weight on pack, encouraging a physical product relationship rather than one of brand engagement with the sub-brand. The redesign aimed to make the brand win instead of generic descriptors!

The decision was made to reorder the pack hierarchy in order to lead with the brand not the product format. Elevating the biscuit sub-brand and relegating the product descriptor to its rightful place as 2nd tier information improved ease of navigation and brand recognition at fixture.



Before



After

### Shelf standout...

The large cartouche gift tag created a visual architectural lockup to drive impact at point of exposure, creating a recognizable shape for consumers to identify.

The strong visual architecture resulted in great brand blocking on shelf.



Before



After

### Branded House...

McVitie's solus cakes & Jamaica Ginger had their own identity but the redesign made them feel like they were part of the McVitie's Masterbrand rather than stand-alone products.



### Seasonal programme...

Building on the Masterbrand relaunch, we designed seasonal packs to help drive footfall into the cake portfolio through emotional engagement.

For example, our Halloween design sought to use the existing cartouche as the visual vehicle to deliver the brand engagement around the season.

We created a cartouche shaped Halloween coffin and used that as the focus of the 'spooky branding.' The variant names became scarier (Lemon & Slime and Zingy Orange) and the flavours became brightly coloured fruit ghosts.







# Summary of Results

The redesign has been a great success across the whole Cake portfolio.

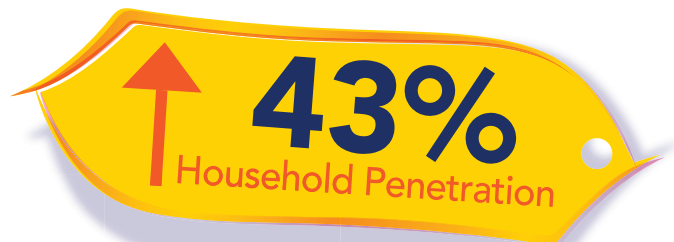
## The numbers...

Since we moved Penguin Cake bar to the new Masterbrand packaging it is now

***The Fastest Growing Cake Bar In The Sector!***

- Value sales have jumped by a massive 66% since the new packaging went live!
- It is now on-shelf in 300% more shops!
- The number of UK households buying the product has jumped by +43%; more households are buying the product than ever before!
- And not only are more consumers purchasing the product, but they are coming back for more... repeat purchase is +30% higher!
- Huge growth on Penguin vs. last year with promotions performing much better than before.

***With No Other Change Than The Pack Design***



**5x** Uplift on One Promotion!

**5,000 CASES**  
£1 promotion in OLD packaging

**25,000 CASES**  
£1 promotion in NEW packaging

Since we moved McVitie's Digestives & Hobnobs to the Cake Masterbrand packaging it has had great success:

Hobnob Flapjacks has grown by an impressive:  
**↑ 25%**

McVitie's Digestives Slices has grown by:  
**↑ 20%**

**X2+** McVitie's Digestives & Hobnob Teacakes has achieved more than double the distribution of its closest competitor in cake (Lees)

### Shelf standout...

The impact on shelf is now fantastic. The new design has given the Cake portfolio a massively stronger presence on shelf, with much improved brand blocking, protecting brand space at a time when retailers are cutting back on SKU count.



Before



After

### Secured listings...

The redesign has helped gain new listings in Tescos for the 'eat now' cake bars. We have also secured listings for McVitie's Hobnob's new Tiffin Slice and Raspberry Flapjacks at a time when all the major supermarkets are cutting back on SKU count.

### Sustaining a community - secured jobs for real lives...

The Launch of McVitie's Digestive & Hobnob Teacakes was the first full launch in the new Masterbrand livery - this is helping to support the Tollcross production site, securing jobs and family livelihoods in turbulent times.

### Client satisfaction...

“The relaunch of the range is designed to meet consumer needs for easy of shop, signposting the well-loved McVitie's brand in a sector where it's less well known than in biscuits. Insights have shown there is a huge feeling of warmth towards these products, with cakes playing such a powerful roll in the small victories of everyday life, as well as more traditional celebrations. Our new look identity further cements the McVitie's as the consumer go-to for delicious baked treats. ”

Jeremy Horton, Head of Marketing and Insights, McVitie's Cake Company



## Other influencing factors

### **McVitie's**

The strength and trust of the McVitie's brand was more likely to help than hinder the redesign of the Masterbrand Cake redesign. Consumers knew that the products came from a pedigree brand.

### **ABL Campaign**

The 2014 sweet™ campaign and relaunch of the biscuit range helped to create brand awareness.

### **Distribution**

The existing distribution was helpful to the new cake bars brand establishing itself. A compelling brand strategy had to be communicated to the outlets but McVitie's was replacing one design with another, so the logistics of shelf space were simple to manage.

### **Promotion / Marketing**

There was no PR or marketing spend on the redesign except for the redesign of the packaging.

## Other influencing factors

- Nielsen 23.08.15
- Kantar CAM Q3 2014
- United Biscuits internal data
- McVitie's internal data
- TNS Base: Main U&A data