

Creating a buzz on the shelves

Olvarit pouch redesign



01. Executive Summary

Lovable characters take Olvarit back to pole position

Following a redesign and without any supporting advertising or activation, Olvarit went from being behind the rest of the category to the number one position in value.

Within three months of the new design's launch, **Olvarit achieved a 30% uplift in sales** and the highest rotations within the fruit pouch category, **becoming market leader** in the segment and regaining the historic brand's market share within total baby food.

Six months later, it's still there.

Results at a glance:

- **30% uplift in sales** within three months of the redesign.
- **Reached No.1 position** in the category by value and volume despite reduction in promotional activity.
- **Highest rotation in the category** and maintaining position after six months from the redesign.



02. Context & Overview

In the Netherlands, Olvarit is an icon

Over 75 years ago, Olvarit started out as the first prepared baby food brand on the Dutch market, sold in a traditional Dutch-style tin. In 2023, it remains the category leader overall with the widest range of infant food – from fruit and vegetable jars, porridges, meal plates, desserts and pureed fruit.

Danone, the company behind Olvarit has a history that stretches back over 100 years to 1919 when it first launched a yogurt specifically to feed children with intestinal infections and prevent infant mortality. Since then, Danone's mission has been to bring healthy food to as many people as possible. This corporate mission: "One Planet, One Health" resonates across all of Danone's brands, including Olvarit.

Olvarit provides food "with love for your baby and the planet", with a particular emphasis on sourcing pure and natural ingredients from farmers who share Olvarit's belief in the power of regenerative agriculture. That means paying attention to the soil, using water sparingly and encouraging biodiversity: the primary inspiration for the redesign.

Commercial challenge

Historically, Olvarit has been the market leader in baby food overall with a market share of more than 30% and the widest range across the sub-categories: meal jars, fruit jars, fruit pouches, porridge and desserts. However within fruit pouches, the fastest-growing sub-category, Olvarit was lagging behind its competitors.

The number of players in fruit pouches is significantly higher than the rest of the category, with Olvarit being a relatively late entrant behind Organix, Ella's Kitchen and others resulting in a 4th place position.

At the end of 2021 and start of 2022, Olvarit's marketing budget was allocated to ongoing projects and there was little room to invest substantially in a full-scale relaunch of Olvarit fruit pouches. However, the marketing team believed that Olvarit could gain market share through a repositioning and achieve a position worthy of its iconic status in the mind of the Dutch consumer.



Before



After

02. Context & Overview

Olvarit's challenge

- Become market leader within the fruit pouch subcategory within six months.
- Retain number one position across the wider baby food category.
- Reduce dependence on promotional pressure and improve base rotation to deserve a lasting shelf position.
- Achieve the above in a way that coheres with Danone's One Planet, One Health vision and Olvarit's brand promise: "with love for your baby and the planet".

To do this, the Olvarit team was set specific commercial objectives:

- Olvarit's total market share (value) in the baby food category should increase to 32%, and reach 30% in the first six months from an initial market share of 22%.
- No increase in promotional share within the fruit pouch category.
- Base rotation of Olvarit fruit pouches to beat current leader Organix.
- Achieve the above within a budget of €50,000. With this budget, a large-scale media campaign was out of the question. Therefore, the battle had to be won on shelf using the packaging itself as the means of communication.



Insight & strategy

Desk research and an extensive qualitative and quantitative usage & attitudes study regarding the existing product proposition taught the team the following:

- The purchasing decision of fruit pouches takes place at the shelf. But Olvarit is an exception with its use of transparent packaging (based on the fruit jar design) and subtle design.
- Fruit pouches are used as a snack or supplement to meals, rather than a replacement.
- The key occasions are as a treat, on the go, days out and fun moments together. All positive category entry points.
- Olvarit is a more promotion-dependent brand which attracted brand switchers, unlike the competition which have more loyal consumer bases.
- Olvarit was the only non-organic brand.

Insights from the target group are as follows:

- Olvarit has traditionally been seen by parents as a reliable partner in terms of taste and "getting the job done", however this association was primarily attached to the jar format, rather than the pouches.
- Because of Olvarit's heritage and unlike the competition, the brand had associations with negative entry points such as hunger, illness and mood management.
- Parent found the portion size slightly too small for older children.
- Snacks must be responsible, natural and unlike jars, fun.
- Organic claims are seen by parents as confirmation that a product is natural. Like the rest of the category, Olvarit contains only natural ingredients but without organic status, this isn't clear to parents.

Olvarit pouches had built its product proposition on the principles on the more traditional jar subcategory: flavours, variation, and transparency. However, the pouches subcategory played by a different set of rules.



Feed their love for nature



New look, bigger pouches,
same natural recipes.



02. Context & Overview

Strategic choices

Olvarit fruit pouches was built on faulty principles relevant for a different subcategory, not the fast-growing world of fruit pouches it found itself competing in. With a small budget, the brand had to reinvent itself at the point of purchasing decision: on shelf.

Therefore, the following choices were made:

- A larger portion was needed, from 90g to 100g to create more shelf space, creating impact and appeal to a broader buying group.
- Abandon the transparent elements of the packaging adopted from the brands history in jars.
- Adopt a complete redesign of the packaging based on updated principles that would result in a strong balance between fun for children and responsibility for parents.
- Maintain the brand promise “with love for your baby and the planet” as central and used as a point of difference.

Concept & plan

The creative idea was to use biodiversity — an important aspect of regenerative agriculture, as the main vehicle to communicate fun and naturalness into the new packaging design concept.

Visually, this was translated by focusing on the diversity of living organisms which play an essential role in natural pest control in the orchards and fruit fields of Olvarit suppliers.

Bees, ladybirds, butterflies, flowers, dragonflies and more became hero characters on pack. The back of pack was used to explain these creatures’ role in nature and for Olvarit’s ingredients.

A distinctive illustration style was created from that of children’s animations – a recognisable visual language that would speak to children and parents and feel familiar. This created an ownable fun factor that turned these squeezable pouches into true objects of desire, for shoppers and their offspring.

With the packaging redesign playing the central role, two six second social media videos were created to support the change.

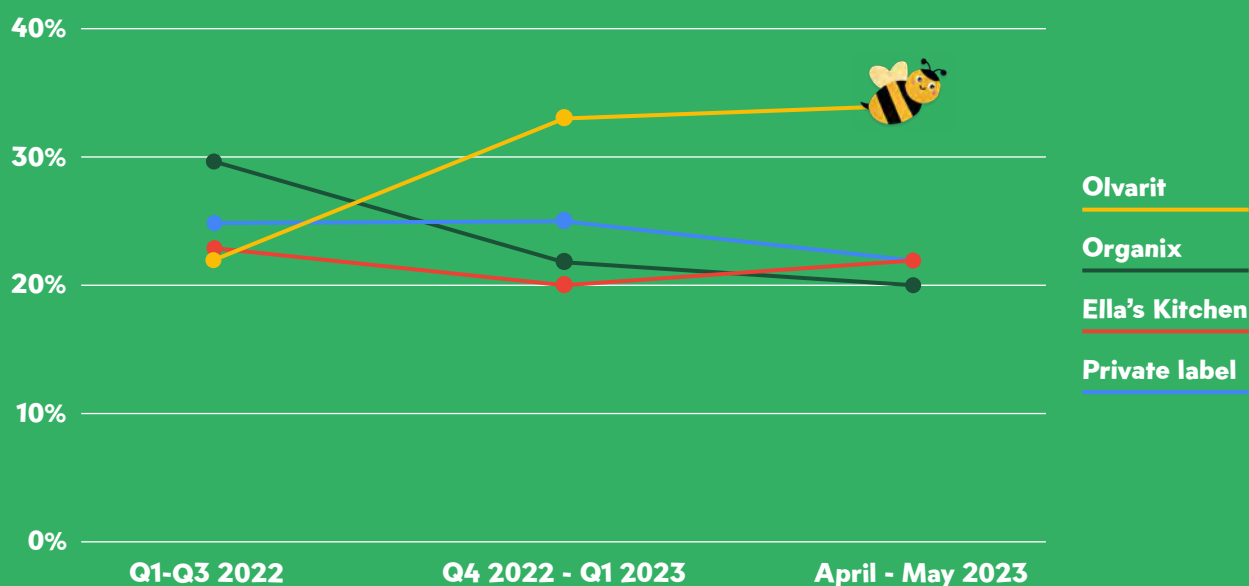


03. Results

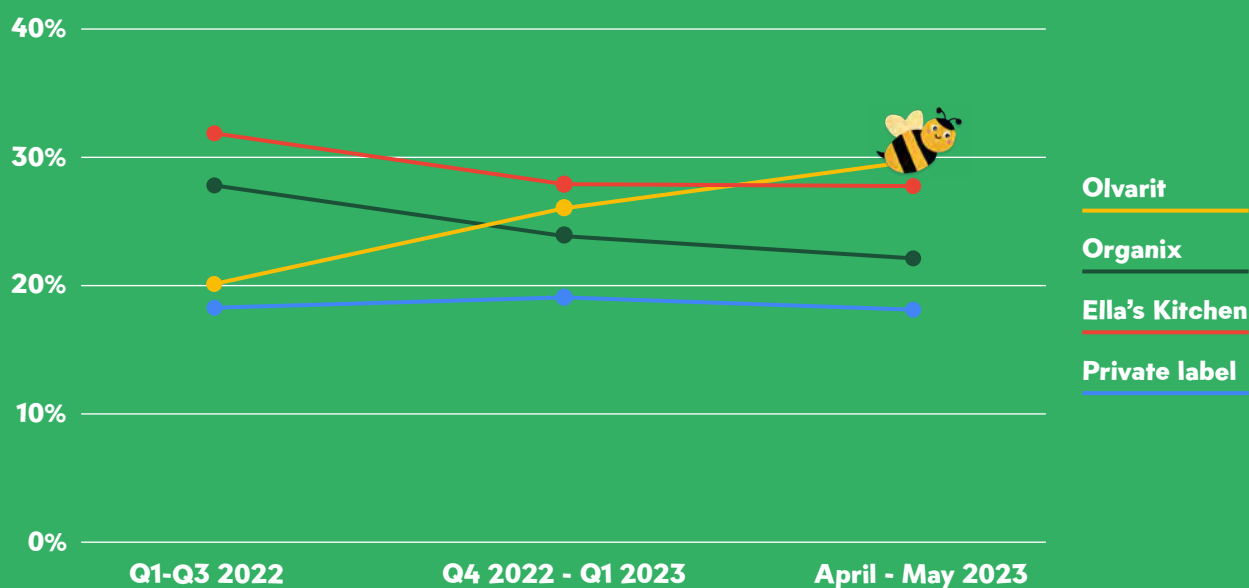
Results summary

Olvarit has outperformed its competitors across every metric as it set out to do before relaunching, becoming number one and staying there. According to the most recent metrics which date this September 2023, Olvarit remains in top position by both value and volume.

Volume share in fruit pouches¹



Value share in fruit pouches¹



1. AC Nielsen, total supermarket & drug excl. A/L

03. Results

Olvarit's promotion % (volume)¹



30%
6 months before relaunch



25%
6 months after relaunch

Olvarit's value share in babyfood overall¹



30.9%
6 months before relaunch



31.5%
6 months after relaunch

Base unit rotation¹

BRAND	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	P4-P5 2023
Olvarit	9.7	12.1	11.9	13.2	15.3	16.1
Organix	19.2	18.5	17.1	15.2	14.2	13.5
Ella's Kitchen	13.8	15.6	14.1	11.7	12.4	13.2
Private label	9.2	9.9	10.4	9.9	10.8	11.6

Communication results²

Brand I trust



56%

39%

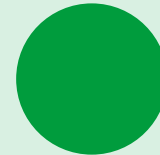
Conveys fun



48%

29%

Brand recall



90%

56%

Brand linkage



7.7



7.4

Uniqueness



7.2



6.4

1. AC Nielsen, total supermarket & drug excl. A/L
2. Zappi pack test September 2021