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Developing our own Marketing Way

The programme

The additions to the programme since launch

Outcomes:

- 1) Globalising brands
- 2) Faster innovation
- 3) Creative, engaging consumer communication material



BACKGROUND

In 2013 Britvic set out its 2020 vision to create 3 \$1bn brands (retail)

Historically the company had been a successful bottler for PepsiCo brands with 85% of sales in GB.

The vision meant a change in mind-set to being a great brand owner not only a great bottler with a change in capability to generate demand-led growth for own brands Fruit Shoot, Robinsons, J20 and Tango

Marketing talent had been recruited from other FMCG companies and, as each person arrived with new tools and philosophies, the "way" marketing was carried out was disparate and disjointed

Where brands had been expanded internationally there were multiple versions of brand positioning, and no core strategy for growth, making global launches complex

With ambitious plans to expand into international markets it was vital to consolidate into one way of marketing with a common language that was tailored to the company and that reflected an agreed understanding on how brands grow



WHERE DID WE NEED TO DEVELOP SKILLS

Our teams

Learning needs analysis highlighted less than 1/5th of the marketing team self-assessed themselves as fully proficient at Strategic thinking (15%), Brilliant ideas (12%) and Shopper and Consumer communication (20%).

Agencies

Qualitative feedback told us biggest barrier to getting to great creative work was frequent amendments to brand strategy

PLC board

Key success factors for them would be simpler brand plans and award winning creative that drove business results

Our assessment established capability needed to support the following:

- Consistent clear brand strategies to allow global brand expansion
- Proactive search for brilliant ideas for new products and for better inoutlet execution
- World-class communication collateral tailored to consumers' changing media consumption habits



We needed common beliefs on how to market soft drinks then develop our marketing process to fit that

MAY 2014

Agreed the priority areas were positioning, planning, idea generation and creative development with our marketing leaders

JUNE & JULY 2014

Reviewed existing best practice tools and made recommendations about our own bespoke positioning tool, (the apple)

AUGUST 2014

Hackathon – a three day off site working session where we examined the science behind how brands would grow in our market drawing from our existing research and from The Ehrenberg Bass Institute of Marketing Science

We ended the three days with our philosophy captured, tools for positioning and planning agreed, a name for our Way of Working for Marketing Excellence (WOWme) and a plan to capture the rest of the process

MARKETING PHILOSOPHY

Grounded in behavioural science and a strong fact base we agreed that for beverages penetration is key.

To build penetration we established importance of understanding needs and occasions rather than traditional demographic segmentation models

This moves us from traditional persuasion models acknowledging that in a repertoire market creating relevant memory structures through Brand Distinctive Assets is key to driving brand selection.

Our understanding of psychology around consumer decision making shows us that people value brands that stand for something i.e. brands with purpose.

Because we believe people buy with emotion and justify with logic.



The Philosophy is unique to Britvic and combines Ehrenberg Bass scientific principles with our belief that brand purpose and creativity will deliver our vision



IN LINE WITH THAT PHILOSOPHY WE DEVELOPED OUR END-TO-END PROCESS WITH TOOLS FOR EACH OF THE ACTIVITY AREAS



Subject matter experts from across the marketing leadership team owned the content, the key tools and then approved the learning materials

Launched to 120 people in November 2014 with a mixture of plenary presentations and syndicate exercises

Critically this was our process, led by our leaders, bought into widely and right for our business

THAT TOOK CARE OF THE BASICS AROUND STRATEGIC PLANNING AND BRAND POSITIONING BUT HOW DID WE ENCOURAGE MORE IDEAS AND CREATIVITY?

We engaged an external company to galvanise Creative leadership – Upping your Elvis

They ran a full day creativity workshop with two follow on master classes. We now have 18 Creative Champions in the Business trained to facilitate idea generation in a different way.

This has revolutionised the way we generate ideas



The French team summary of the outputs



STAGGERINGLY POSITIVE RESPONSE FROM THE DELEGATES

Maria Kypraiou - Strategic Marketing

Simplifies things for you and shows you how things can be linked together and how we can achieve great results

Sue Skinner - HR Director

You must all be very proud of the energy and positivity that has been created in Marketing this week and it certainly 'wow-ed me')

Matt Forster - Finance

My highlight was the brand apple. If we spend a lot of time getting that right upfront then all the decision making that happens later happens much swifter

Dee Cunniam- Irish Marketing Manager

We have come out with some great creativity, strategies, we are focusing on the agencies. There are clear tools for us to use and how we have to get from start, middle to end of the process

Donna Smith - International Marketing Manager

Feeling I'm part of a large Global Company that has a real direction for its marketing

Lea Simpson - Think EU (agency partner)

I've been in the industry for over 15 years. In that time I've never seen a group of clients take such ownership of the improvements they'd like to see for their brands. What a remarkable and refreshing day

Carly Bolding - Marketing Manager GB

The Brand Apple is going to align the way we work and talk



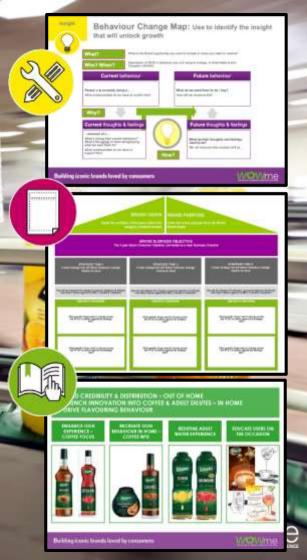
https://www.youtube.com/watch?v=t5tiZm5iVwk



WEB SITE DEVELOPED TO
HOUSE THE CONTENT AND
IS THE GO TO RESOURCE
FOR HOW TO GUIDES, TOOLS,
TEMPLATES AND CASE STUDIES



Unique visitors 20 per week 20% of the marketing population



WHAT HAVE WE DONE POST LAUNCH

2015
Rolled out to non
marketing functions
and agencies
Added media
principles

2 new joiner cohorts trained Added business case exercise to amplify rigour in npd launch Connection planning process developed and trained putting media planning ahead of creative development in the process

Web site and learning programmes developing all the time

New tools launched Insight hub, innovation sizing tool, and BrandMap

2016

Positioning locked for 10 global and local brands

New process developed for visual brand world

2016

Digital training delivered and ongoing programme of setting up links to Facebook, Google, Youtube Twitter

Deep dive guides provided for traditional and digital channels

2016

Comms emphasis on developing creative idea New module and case studies rolled out to 12 marketers



Condensed the philosophy into simple questions to ensure all marketing teams are following the principles

1.	Is Penetration always our primary goal of our activity?	
2.	Do we target all potential category buyers (especially non/light buyers) with our media?	⊒
3.	Do we space out our media investment across the year (no long silences)?	╛
4.	Do we add additional media channels with the primary objective of maximising reach?	_]
5.	Is our creative always emotionally arresting and distinctively for our brand?	┙
6.	Are we typically looking to refresh existing memories rather than building new ones?	_
7.	Do we consistently use our BDAs through the line and over time?	
8.	Is our brand in arms available everywhere the need for it might exist?	\supseteq
9.	Is our brand easy to find in outlet/on shelf?	⊣
10.	Do our brand formats make purchase and consumption easy for any occasion?	⊣
11.	Have we got in place design visual codes that remain consistent over time?	\dashv
12.	Are we priced broadly in line with our category (not too low, not too high)?	

ility

Mental Availability





GLOBAL FRUIT SHOOT EXPANSION: CLARITY ON FRUIT SHOOT BRAND PURPOSE

Aligned positioning has enabled global expansion across US and Brazil







NEW FRUIT SHOOT HYDRO SUB BRAND NOW BEING MARKETED ACROSS GB, IRELAND, NETHERLANDS AND US WITH CONSISTENT POSITIONING AND SHARED COLLATERAL

THE HYDRO CONCEPT CAPTURED MUMS' IMAGINATIONS, WITH MORE THAN 80% FINDING IT APPEALING





GLOBAL TEISSEIRE LAUNCH

Teisseire international positioning developed to support launch into premium sectors across US, Asia and Europe (10 markets) On track to be the second \$1bn brand

2020 target \$1bn

17% in 2016

2014 \$289m



Flavouring water





Flavouring Coffee

Launched into premium dilutes market in GB driving growth in previous stagnant squash category- 14% of buyers new to category and average selling price up 77p



GLOBALISATION OF PURDEY'S (INCLUDING NEW PURDEY'S EDGE LINE EXTENSION), R.WHITES, DRENCH AND BRITVIC MIXERS













BRITVIC SET UP WISEHEAD: INCUBATOR COMPANY TO LAUNCH ZERO PROOF DRINKS. TWO NEW BRANDS LAUNCHED 2016

Launching into London, Amsterdam, Brussels, Madrid, New York, Tokyo, Paris, Singapore, Shang Hai 2016/17









NEW APPROACH TO IDEA GENERATION ESTABLISHED COMPANY WIDE

WOWme idea generation guidelines

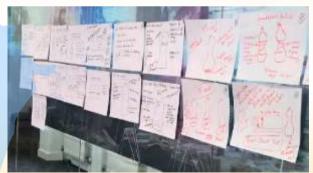
 tight brief, small teams of 3-4, have a facilitator, flesh out one idea at a time and build, capture in words and pictures, get out of the office, have fun!

Ran 2 set piece events in GB & Ireland with 100 cross functional delegates generating over 150 ideas

Used the 18 Creative champions to train 20 more facilitators to cascade the approach through the business

Generated new product ideas and new activation ideas that are now in market









ACCELERATED INNOVATION:

32 NEW VARIANTS LAUNCHED IN 2015, 20 NEW OR RELAUNCHED VARIANTS IN 2016.MAJOR LAUNCHES PLANNED FOR 2017. NPD PIPELINE FULL











Grocer
New Product
Awards Hand Politicate (No. 1844)









Robinsons for Kids and Squash'd Citrus variants won New Product Awards









Congul a spenior and even you help! Apor have take a land in forms and formation of a property less and the con-

Idea generated internally: Digital campaign to tie in with St Patricks day with limited budget to highlight the "Irishness" of Club

Club Orange asked their fans on Facebook "What's the best bit about being from Ireland?" and used the responses to inspire the making of a video showcasing some of Ireland's very best bits.

Campaign generated:

- 1.2 Million Purely Organic Video Views across key social platforms
- Over 7.3 million reach through PR and influencer outreach
- Over 8,500 mentions of #TheBestBits. YOY Sales increase of +6%
- Cementing our place as an Irish brand
- **Budget under 20K**



Eddle O Keefe Getting a burdocks fresh cod and ches on good friday Unike Reply 6 1 Z April at 10:14

Stephen (Illimpheolough#5 April Couperance #TheBestBits of #trefand the flask of tea and warm ha

sandwiches when you get a break at the bog !

Corning home today & knowing there are few places more beautiful in the world than treamd @thebeathits (Douburance

View prick

Aamle Flanagan (IDMost James - Apr E coluborange That shiver you get down your spine when your singing the Vational Anthem at any of the Galway horiers games! # =TheBestBits









SUCCESSES #THEBESTBITS





Creative, COMPLETILY NEW CREATIVE APPROACH engaging consumer USING BRAND AMBASSADOR FOR PURDEY'S communication material

Multivitamin drink Purdey's teamed up with actor Idris Elba for the 'Thrive on' campaign. We set out to inspire people to get even more out of life. We created a film in which Idris Elba and Purdey's make dreams come true. The campaign inspired millions across the world to pursue their ambitions.

Campaign reached 31m people globally and achieved 1:1 ratio paid versus earned media.

Penetration grew 20% and market share by 25%.

THRIVE ON

Thrive on means taking life in your stride. Growing learning and making the most of life's possibilities. Purday's provides matural invigoration when you need it. Because however far you get, you want to keep going for more



Soft drinks ad campaign of the year from the Grocer

Winner of a #dodifferent award from the Marketing Agencies
Association



THE SHORTLIST FOR THE 2016 AWARDS HAD GREAT MIX OF NPD, TV, OUTDOOR, DIGITAL COMMS, INSIGHT AND ACTIVATION IDEAS



WONDERS.



ENIOY SPRITZ

Spritz outdoor



Fruit Shoot

Launch US

Hydro Sparkling

Pressade- juice factory
Purdey's Edge- NPD

R. Whites Relaunch







Inspiration

Robinsons - Wimbledon 2016





h Relaunch

BrandMAP

Launch of BrandMap

Eau la la



Purdey's communications



Club #ZeroCompromise



NEW TRACKING APPROACH



The first step to being chosen

"Probability that a buyer will notice, recognise and/or think of a brand in buying situations"



Our tracking research and performance reporting did not measure mental availability

We embarked on a revolutionary new approach to tracking to do so

Pilot programme found the movements in mental availability correlate to share movements Our approach starts by measuring which moments brands are associated which is more consumer friendly and more relevant for our market

Launched in GB and now extending into other territories



LOW INVESTMENT AND MAINTENANCE COSTS PROGRAMME HAS SIMPLIFIED WAYS OF WORKING AND PAID FOR ITSELF

Time

 Streamlined ways of working- all markets presenting Strategic plans in same way to PLC exec resulted in plan sign off 3 months ahead of previous year

Money

- Saved £300,000 by not using external agencies for ideation
- Creative work being progressed with fewer reworks as strategy is clear in advance saving £200,000 in year 1
- Standard media planning principles based on reach in line with philosophy and measured econometrically generated over £10 m in value in GB alone



CONCLUSION

Britvic vision: To be the most dynamic, creative and admired soft drinks business in the world

- To achieve this marketing needed to step change skills to;
 - Expand brands into new territories with consistent positioning and strategies for growth
 - Innovate successfully faster
 - Communicate with consumers and shoppers more effectively
- Britvic developed its own bespoke Marketing Way relevant to the soft drinks category based on science and deep
 understanding of the needs and occasions when drinks are consumed and belief that brands with purpose would
 resonate with consumers
- The WOWme brand (Britvic Way of Working for Marketing Excellence) is an end to end marketing process that has become part of everyday life at Britvic
- We have seen significant success;
- Aligning positioning has enabled successful launches into new territories. Fruit Shoot and Teisseire are both now forecast to reach \$1bn by 2020. 6 other brands have global potential
- New approach to idea generation resulted in accelerated npd and reduced agency fees on activation ideas
- We have seen our creative campaigns awarded externally in industry awards

