

A group of three people are captured in mid-air, jumping off a wooden pier into a body of water. The scene is set at sunset, with the sun low on the horizon, creating a warm, golden glow. The water is splashing around the pier. In the background, there are trees and a mountain range under a clear sky. The overall mood is energetic and joyful.

WOWme
BRITVIC WAY OF WORKING - MARKETING EXCELLENCE

BUILDING MARKETING CAPABILITY AT BRITVIC

BRITVIC

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Background

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 in-outlet 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 ”

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 ”

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 ”

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

WOWme
The go to resource for how to guides, tools, templates and case studies

Home | Marketing Principles | Visual Identity | Website Design | Social Media | PR & Events

Home | What's new | What's popular | What's trending | What's new | What's hot | What's in

British way of working - marketing excellence

Developed in our British 'WOWme' way pattern, where you can find all the tools, templates and information to support our British 'Way of working' for Marketing Excellence. The British marketing approach has a unique role to play in each of our Britvic 2020 vision goals. To start by accounting, measuring and tracking the capability of the organization in our vision of becoming the most dynamic, agile and creative company in the world. For as Britvic markets are the partners and customers of our amazing brands, it has led to the growth of iconic and iconic brands.

Why a British way of working?

- Helps free up time to focus on building great brands and creating
- Proven & cost-effective language for marketing and the organization.
- Proven processes and outputs required
- Maximize the clarity of best practice
- Provide a coaching and development framework
- Share learn to inspire globally

Remember the WOWme tools and templates provided are just that - tools and templates. It's you, with your brilliant ideas and genius, that will make the difference to the strategies we create and the brands that we build.

Building iconic brands loved by consumers

BRITVIC

Unique visitors 20 per week
20% of the marketing population

Behaviour Change Map: Use to identify the insight that will unlock growth

What? What are the behaviours you want to change in relation to your brand?

What's new? How does this differ to the current behaviour? What is the reason for this change? Is it a new idea, a new insight or a new way of thinking?

Current behaviour

What is a current behaviour?

What are the reasons for this behaviour?

Future behaviour

What are you looking to do in the future?

What are the reasons for this?

Why?

Current thoughts & feelings

What are your current thoughts and feelings about the current behaviour?

What are the reasons for these thoughts and feelings?

Future thoughts & feelings

What are your future thoughts and feelings about the future behaviour?

What are the reasons for these thoughts and feelings?

Building iconic brands loved by consumers

WOWme

WOWme 2020 Vision 18-2020

For our 2020 vision, we have set ourselves a challenge to become the most dynamic, agile and creative company in the world.

| WOWme 2020 Vision 18-2020 | WOWme 2020 Vision 18-2020 | WOWme 2020 Vision 18-2020 |
|---|--|---|
| What are the current behaviours you want to change in relation to your brand? | How does this differ to the current behaviour? What is the reason for this change? Is it a new idea, a new insight or a new way of thinking? | What are the behaviours you want to change in relation to your brand? |
| What are you looking to do in the future? | What are the reasons for this? | What are the behaviours you want to change in relation to your brand? |
| What are your current thoughts and feelings about the current behaviour? | What are the reasons for these thoughts and feelings? | What are the behaviours you want to change in relation to your brand? |
| What are your future thoughts and feelings about the future behaviour? | What are the reasons for these thoughts and feelings? | What are the behaviours you want to change in relation to your brand? |

Building iconic brands loved by consumers

WOWme

CREDIBILITY & DISTRIBUTION - OUT OF HOME

RESEARCH OUR BEVERAGE - CAFE FOCUS

RECREATE OUR BEVERAGE IN HOME - COFFEE/NO

INSPIRE ADULT WATER BEVERAGES

EDUCATE USERS ON THE OCCASION

Building iconic brands loved by consumers

WOWme

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 ideas
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

Mental Availability

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?

Physical Availability

8. Is our brand in arms available everywhere the need for it might exist?
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?
12. Are we priced broadly in line with our category (not too low, not too high)?



A woman with blonde hair in a bun, wearing a grey long-sleeved shirt, is holding a bottle of Nivea cream. She is standing outdoors in a garden-like setting with greenery and a blue sky. In the background, there are children sitting at a table covered with a grey tablecloth. The scene is bright and sunny.

THREE MAIN AREAS OF
SUCCESS LINKED BACK TO
THE DEVELOPMENT NEEDS

**Expanding
our brands to new
markets**

**New approach to
idea generation**

**Creative
engaging
consumer
communication
material**

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**

**Grew by
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



WOW



THREE MAIN AREAS OF
SUCCESS LINKED BACK TO
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Expanding
our brands

New approach to
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material

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



BIG BOOK OF IDEAS

- 100 cross brand ideas developed that would stimulate soft drink sales in outlets
- Done by internal team with customer representation-saved £200k agency fees
- Ideas simply captured with great photography
- Became the bible for customer meetings to inspire them around the potential to work with us
- Retained contracts and won new business



ACCELERATED INNOVATION:

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



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

THREE MAIN AREAS OF
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on material

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SUCCESSES #THEBESTBITS

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



<https://www.youtube.com/watch?v=yS6M9kXOVXg>

SUCSESSES #THEBESTBITS

 Irish Food Board
@BordBia

 Follow

The Digital Marketing award goes to
[@cluborange](#) for the [#bestbits](#) campaign
reaching over 5.3m people
[#BordBiaAwards](#)



 Bord Bia
Irish Food Board

Digital Marketing Award Winner
Britvic Ireland's Club Orange

COMPLETELY NEW CREATIVE APPROACH USING BRAND AMBASSADOR FOR PURDEY'S

Creative ,
engaging
consumer
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. Purdey's provides natural 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

WOWME AWARDS LAUNCHED
TO CELEBRATE CREATIVE WORK
AND SHARE BEST PRACTICE

Over 70 entries from across the globe in year 1, 60 in year 2 allowing us to recognise individuals, their work and share campaigns

People's Choice award allowed all Britvic employees to view the shortlist and vote for their favourite



THE
WOWme
AWARDS

People's Choice Award

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



Purdey's Edge- NPD

Pressade- juice factory

Big Book of Ideas and customer Inspiration

Spritz outdoor

Fruit Shoot Hydro Sparkling Launch US

R. Whites Relaunch



Drench Relaunch



BrandMAP Launch of BrandMap

Eau la la

Teisseire -

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”

How Mental Availability works ...



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

Finance Director

“ For the first time we can compare brand strategies across markets and make faster prioritisation decisions ”

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

Programme cost £250,000 including development of materials, launch event and web site paying back in the first year

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