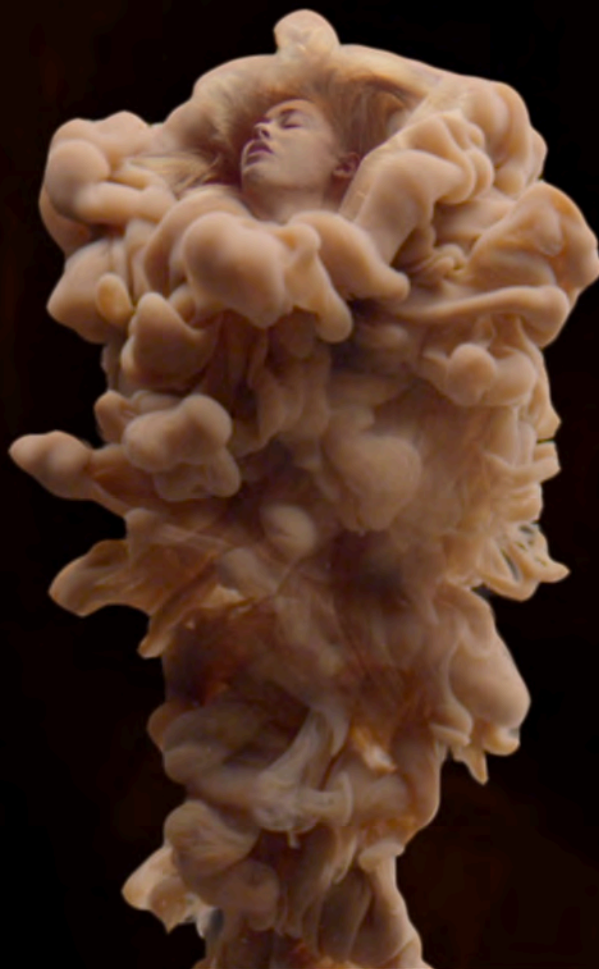




How real chocolate awoken  
by the spirit of Baileys awoke  
the fortunes of Baileys

AUTHORED BY



## **Executive Summary**

This is the story of how a brand extension can be used gainfully to revitalise its mother brand.

At a time when Baileys sales were stalling and brand metrics falling we looked to reignite the brand and attract a new audience by going beyond the category for inspiration to something deeply loved by our target group: chocolate.

By borrowing and leveraging the codes, semiotics (and consumers) of chocolate, we would launch a brand extension, Baileys Chocolat Luxe.

Imbued with premium qualities and built around driving desire at every touch point Baileys Chocolat Luxe would go on to command a higher realised price than Baileys Original Cream and achieve NSV figures double that of targets.

Perhaps the greatest testament to success was that in playing in a chocolate world 71% of those who purchased Chocolat Luxe were new to the Baileys brand, with 35% being completely new to the Spirits category.

At the same time the Baileys brand was reignited. Increased perceptions amongst growth audiences of Baileys as 'stylish' and 'dynamic' demonstrate that in the launching of Baileys Chocolat Luxe we had not only brought new customers, but a new image to the Baileys brand.

## Origins

To begin lets go back to the 1970s and the creation of Baileys Original Irish Cream Liqueur. A breakthrough liquid innovation Baileys Irish Cream was the first of its kind in the marketplace: success quickly followed with significant growth leading it to become one of the most successful spirits brands in the world.

But in the last ten years rate of sales growth had begun to slow, and eventually, go into steady decline. Baileys had become the problem child of parent company Diageo. Bottles were left forgotten and sticky at the back of drinks cupboards and the brand was gathering dust.

And so in 2009 Baileys found itself at a significant turning point.

To reverse decline it would have to attract a younger, more aspirational female audience with a more premium and passionate brand image.

To achieve this we would go back to the origins of the company by creating a new innovation that would imbue the qualities of the brand we wanted to create and appeal to this new audience.

The ambition was to design a new liquid that was not a flavour extension. To create a brand of such quality that it could proudly stand alone and yet simultaneously reinvigorate the Baileys master brand.

Along with Lead Scientist Anthony Wilson (whose father had led the team in creating the Original Cream) we set out on a journey to combine two of life's great but guilty pleasures for this audience. And do so in a way that truly did both ingredients justice. We would combine real chocolate and Baileys Irish Cream.

## Extending out of the Category

*“You think they've thought of it all, you think "Where can they go with this next?" and then they hit you with it. I mean mint Baileys! Whatever will they think of next!”*

*Uncle Bryn, Gavin & Stacey*

The concept of combining chocolate with Baileys was hardly a breakthrough notion. A Baileys chocolate variant had previously existed with limited success.

The difference was the quality. Anthony and his team travelled the world in search of the best ingredients to create a multi-sensory experience that put REAL chocolate into the drink. The result was a liquid experience superior to 'flavour' innovation, which attempts to do so through artificial means, and a world first in innovation. The liquid was the unison of the indulgence of Baileys with real chocolate, neither at the expense of the other.

It was at this stage where the Diageo Marketing team and their Agencies could have simply bundled up the liquid as 'Baileys with Chocolate', relied on the undoubted appeal of such a drink to provide a short term boost to sales and hoped for greater results than before thanks to a superior product.

But we saw greater opportunity.

We would not create a brand extension borne out of Baileys, but a new brand that played firmly in the premium chocolate world.

By wrapping the brand in chocolate clothes we would grow incrementally by attracting chocolate lovers and chocolate occasions.

And by creating a brand of premium qualities, command a higher realised selling price versus that of Baileys Original Cream.

As such what followed was a development phase that compelled us to look beyond the worlds we were used to. To think like master chocolatiers. To not test concepts with consumers, but actively build concepts in collaboration with them. To build a buzz and excitement around launch like that of a Hollywood film.

## Building a concept with Consumers

*“We knew we had a great liquid. The question was whether, after a decade in the marketing wilderness, we could pull off a launch good enough to put us back on the map. We needed a bold marketing plan and stunning creative work across all channels if we were to pull it off. Without this we knew people just wouldn’t believe Baileys could create a product that would be of interest to them”*

Garbhan O’Bric  
Baileys Global Brand Director

We knew we had a great product but the key was to create a concept that would do the product justice not just in marketing but in naming, packaging, design, branding – at every touch point we wanted this brand to exude the quality of the liquid.

Perhaps unsurprisingly research showed that there was a powerful emotional connection with consumers at just the thought of combining chocolate and Baileys before they had even tried it.

It further highlighted that to leverage the chocolate cues the brand would have to tap into the intimate emotions of our audience. Research guided us to ‘channel the primitive’ and celebrate ‘the sheer intimate pleasure’ chocolate delivers.

This was a challenge to the usual social equities of alcohol brands. But, much as the breakthrough in product innovation had been the successful combination of the two worlds without sacrificing the qualities of each, so it was with the brand development.

*“Chocolate with a spirited edge – that’s exactly what Baileys brings to this. Baileys makes it into a more adult experience”*

*Respondent, Flamingo Research*

Flamingo research concluded the desires of our target audience as:

*‘We want a REAL mix of Baileys active consumer and empowerment with a ‘primitive’ story for the chocolate’*

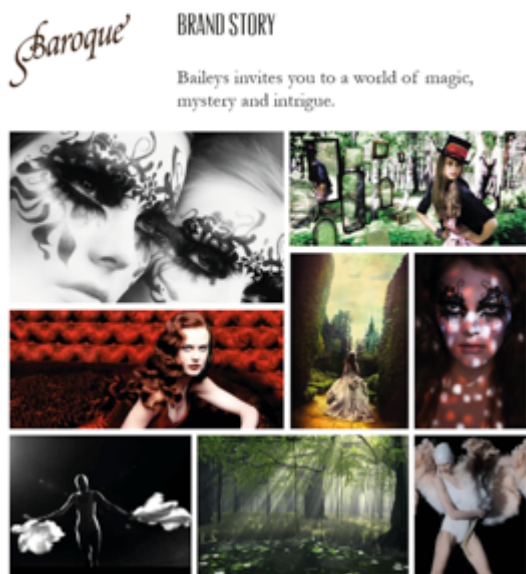
*Flamingo Research Conclusions*

These insights in turn made us challenge our approach to product concept testing.

We knew that ultimately if this was a brand that would be desirable to women we needed them to have a visceral reaction to it – one that ‘channeled the primitive’.

As such we took product concept territories into a modular research process where respondents were encouraged to co-create and give us reactions rather than rationales.

So we found that within a territory called ‘Baroque’ – a world of fantasy mystery and intrigue – the mysterious and melting qualities brought desire, but interestingly the imagery and alchemy of another area based on the scientific alchemy captured the imagination and eye of the respondents (though the science was too masculine and cold).



Research Territories – Flamingo Resarch June 2012

Rather than pick a ‘winner’, elements across territories had been picked out by consumers to create something totally new.

A concept that combined the thrilling sensuousness of chocolate with the spirited edge of Baileys that made the chocolate active.

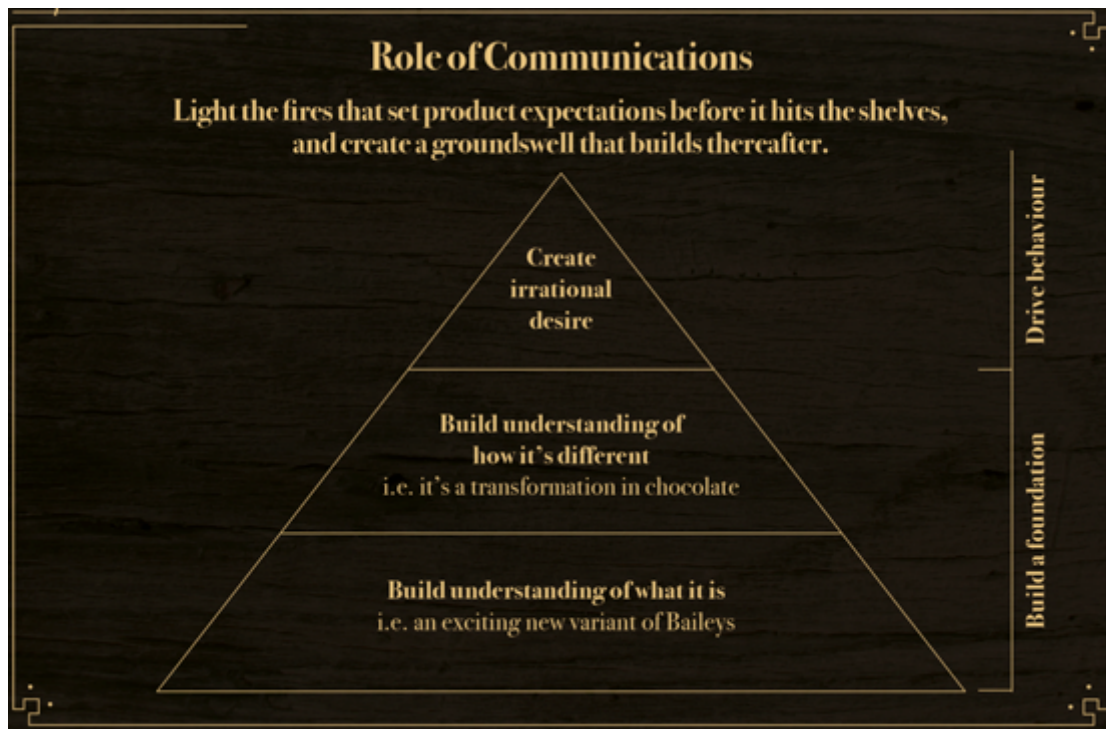
We defined it as ‘Real Chocolate awoken by the Spirit of Baileys’.

This prioritised the chocolate experience not only hierarchically in our messaging, but in its realness. This is not artificial chocolate flavour but real Belgian chocolate being ‘awoken’ by Baileys. We would call it Baileys Chocolat Luxe.

## Desire at every moment

A product and a brand concept had been found that we knew could trigger desire if executed right.

To achieve this we once again looked outside of the category – primarily at how the film industry builds knowledge of a release and subsequently garners anticipation and buzz before launch.



(Source: Baileys Chocolat Luxe Comms model)

Further research into our aspirational female audience showed that pre-launch would be as critical a period of communications as the classic launch.

This meant that we introduced unprecedented levels of seeding, SEO, content beyond and before the TV and ATL media. We embarked on a number of co-creation initiatives with artists, bloggers and opinion formers as well as a vast online enabled sampling platform.



Teaming up with Bompas & Parr, Bar Chocolat was created – a pop up multi-sensory experience in Covent Garden attracting London’s flamboyant and fashionable to immerse themselves in the world of Chocolat Luxe.



<http://bit.ly/1eAmXSi>



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## Baileys Bar Chocolat launch

10 September 2013 by Shannon Kovacs



A mere mention of the word 'chocolate' has me leaping out of my seat with excitement, so you can imagine how excited I was when Baileys invited me down for the 'unwrapping' of Bar Chocolat to celebrate **Baileys Chocolat Luxe**.

Situated in Mercer Street Studios (a five minute walk from Covent Garden tube station), I was greeted with a flute of champagne before heading inside to check out the multi-sensory experience inspired by the pleasure of

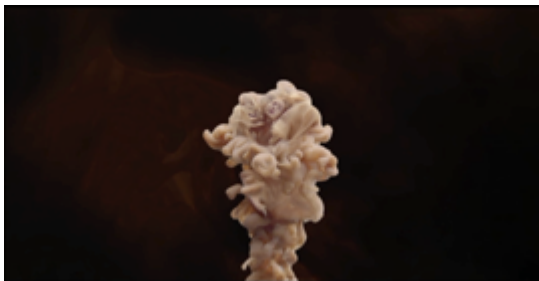
<http://www.cosmopolitan.co.uk/celebs/cosmo-girl/girl-about-town-bar-chocolat>



In ATL we unashamedly embraced the product - in print, subverting the codes of chocolate so that the brand was first encountered in 'chocolate clothes' while Film captured the marbling and binding of the chocolate and Baileys coming together in all its glory.



*Baileys Chocolat Luxe Print/OOH adverts*

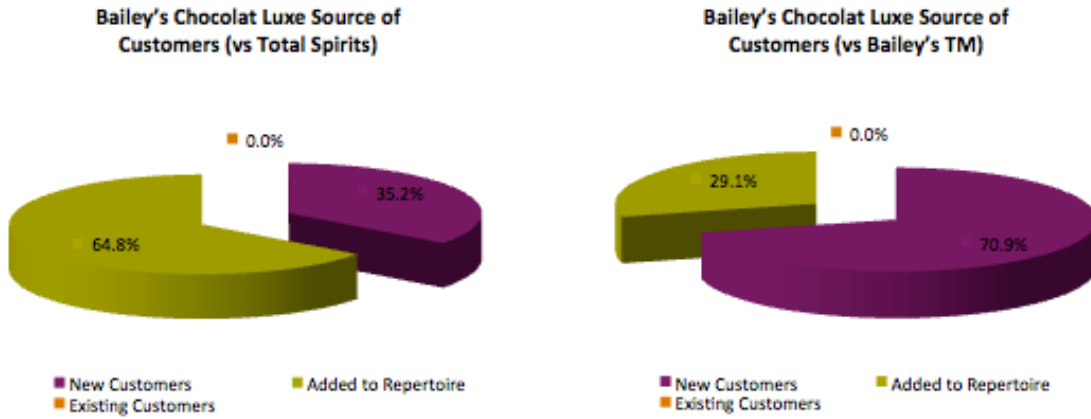


*Baileys Chocolat Luxe TV advert*

From product inception through every stage of development and into communications we had created a premium brand that exuded quality.

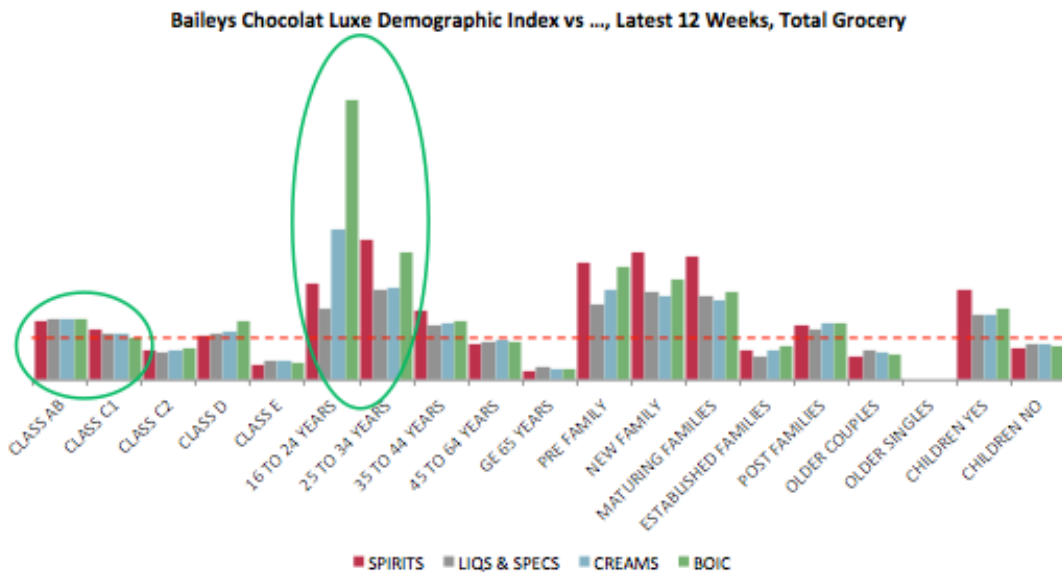
This allowed us to command a premium price and access premium routes to market – no truer example than the exclusive Chocolat Luxe pre-launch in Harvey Nichols across the UK, both in store and online.





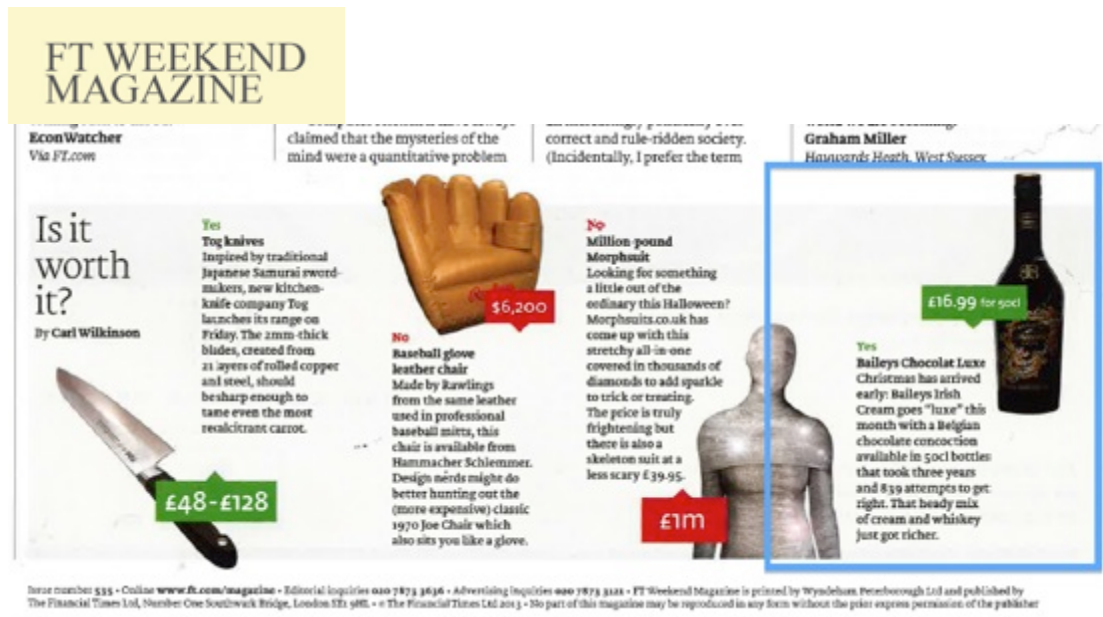
Source: Diageo Category Performance Data Jan 14

And these were the customers the brand needed to increase their footprint amongst the younger, more affluent female demographic.



Source: Diageo Category Performance Data, Jan 14

The comprehensive plan to build buzz and excitement around the launch earned Baileys Chocolat Luxe 730 pieces of media coverage and 300,000 samples were distributed (100k of which through social engagement on Facebook), while the liquid alchemy online film generated 1.6m views on YouTube without any ATL support.



Source: Financial Times Weekend Magazine



The product even tapped into the increasingly important online sales becoming Amazon's most gifted alcohol ahead of the likes of Jack Daniels, Absolut and Moet & Chandon.

## Conclusions

*“71% of those who purchased Baileys Chocolat Luxe were new to the Baileys Brand. Baileys was finally back recruiting consumers again. It had been a long time and it felt very good indeed!”*

Garbhan O’Bric

Baileys Global Brand Director

At a time when the Baileys brand was ‘the problem child of Diageo’ the answer to revitalisation lay in revisiting the origins of the brand to create a brand extension that took liquid innovation and turned it into a premium brand that exuded the qualities that would attract a new audience to Baileys.

It’s early days for Baileys Chocolat Luxe but the success of the launch demonstrates that great brand extension can look beyond the category of the mother brand and create not only incremental growth but bring a new audience and a boost to the flagging perceptions of the brand.

In undergoing a research methodology that allowed us to co-create product equities and concepts with consumers we were able to create a concept and communications that we knew would create the visceral reaction in consumers we needed.

For us this is not a story of traditional brand extension, but of building a complementary brand.

By never treating Chocolat Luxe as an extension it’s a story that shows the value a new product can add rather than simply derive from its parent brand – it shows how real chocolate awoken by the spirit of Baileys, was able to awake the fortunes of Baileys.

Word Count: 1982