

Global campaign

How a universal insight into Millennials' passions helped Knorr win share across markets

Background

A big established food brand

Knorr is the world's 9th biggest Consumer Packaged Goods brand, serving 320 million consumers a day across 87 markets.¹ Its cooking products range from stock cubes and soups, to sauces and recipe kits and have been trusted by home cooks and professional chefs for 178 years.

A buoyant category

Food is experiencing unprecedented levels of interest - even being hailed 'the Millennial generation's Punk Rock'.²



Our challenge:

Millennials weren't buying into 'Big Food'

But for the big food brands things had become more challenging, with the top 25 food companies having lost \$18 billion in market share since 2009.³ The main defectors: 18-35 year olds who increasingly prefer small, personable food brands with a story to tell over mass-produced 'Big Food'.

Knorr was in danger of being classified as 'Big Food' - on account of its size and long heritage - when in reality it had continually reinvented itself over 178 years, being progressive in its products through sustainability and its communications, offering an unrivalled passion for flavoursome, sustainable food.



With Millennials about to make up half the global cooking population⁴, and

¹ Kantar 2016

² SAY Magazine 2015: "Food is the new Punk Rock"

³ Fortune 2015: "The war on big food" <http://fortune.com/2015/05/21/the-war-on-big-food/> Updated in 2015 to \$18bn loss

⁴ Catalyst 2015: "Catalyst Quick Take: Generations in the Workplace." <http://www.catalyst.org/knowledge/generations-demographic-trends-population-and-workforce>

We're roughly equating working age with cooking age, as the very young and very old tend to cook less

already the biggest spenders and tastemakers in the food category, we needed to ensure Knorr was clearly seen as part of the solution and not part of 'Big Food'.

Why Millennials are central to Knorr's success

18-34 year olds are disproportionate spenders on food

- Millennials spend 14 times as much as the average family on food per person; 87% say they splurge on food 'even when money is tight'.⁵

They love cooking with a passion

- They watch 30% more food content on YouTube than all other adults.
- Whilst other generations see cooking as a chore, 76% of Millennials actually say they like cooking, and 94% seeing cooking as an art form.⁶

They're vocal about their food obsessions

- 63% consider themselves 'foodies' (versus 34% for all ages).⁸
- For them, food is a means of expression and a status symbol. They're the reason #food is one of the biggest hashtags on social media (230m photos on Instagram alone).

Clearly, Millennials were a crucial and attractive target group to win over.

But they were also attention-poor⁷ and discerning about the brands they supported.

Looking for a topic that our 178 year old packaged food brand could use to engage today's 18-35 year olds, we honed in on our shared passion for flavour.

Flavour so far = clichéd food enjoyment

But flavour had up to now most commonly been depicted as physical enjoyment of food – epitomised in the clichéd tasting and enjoyment shots common to 'Big Food' advertising. Breaking through to Millennials meant we needed a new take on flavour - within their world.

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US: Mintel September 2015 <http://www.bonappetit.com/entertaining-style/pop-culture/article/millennials-and-food>

UK: Nielsen / Quality food awards

<http://qualityfoodawards.com/news/millennials-grocery-spending-growing-faster-than-any-other-group-particularly-in-discounters-31-10-2016/>

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Germany: Mintel 2015 <http://de.mintel.com/pressestelle/deutsche-millennials-sind-eine-der-experimentierfreudigsten-verbrauchergruppen-europas>

US: Fusion.net 2015 <http://fusion.net/story/21225/for-millennials-theres-still-some-joy-in-cooking/>

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Global: The Telegraph 2015: <http://www.telegraph.co.uk/science/2016/03/12/humans-have-shorter-attention-span-than-goldfish-thanks-to-smart/>

Finding a new angle on flavour


To discover such a new, unique take on flavour, we had to dig further into why today's 18-35 year olds are so passionate about food.

We initiated a study that interviewed 12,000 consumers globally⁸, revealing that:

Flavour isn't just about taste

For Millennials, the foods and flavours they enjoy serve as a means for self-portrayal. Showing off their dinners has become a way of expressing their lifestyle; They often post pictures of their food to express their current mood or general personality traits. Someone posting a row of raw-food salads is communicating different personality traits from someone posting swanky or indulgent restaurant meals at every opportunity.

Illustration: what our food preferences can say about us



This seems to be someone who values fresh, natural food and places more importance on future wellbeing than spontaneous indulgence

This is someone who doesn't mind indulging, feels spontaneous with little regard of consequences

This feels like someone who is always on the hunt for new, exciting foods and flavours - loves novelty and wants to inspire others

This is someone who appreciates the simple, good, down-to earth - a person who values honesty, authenticity and doesn't like a big fuss

We realised that flavour doesn't just define what you like. It helps describe who you are.

Our insight: The flavours we love say a lot about who we are.

Refining our insight

Can your favourite flavours connect you with others?

The real unlock came when we discovered what role flavour could play in

⁸ A survey designed and conducted with Unilever and the PR agency across 12 countries in 2015

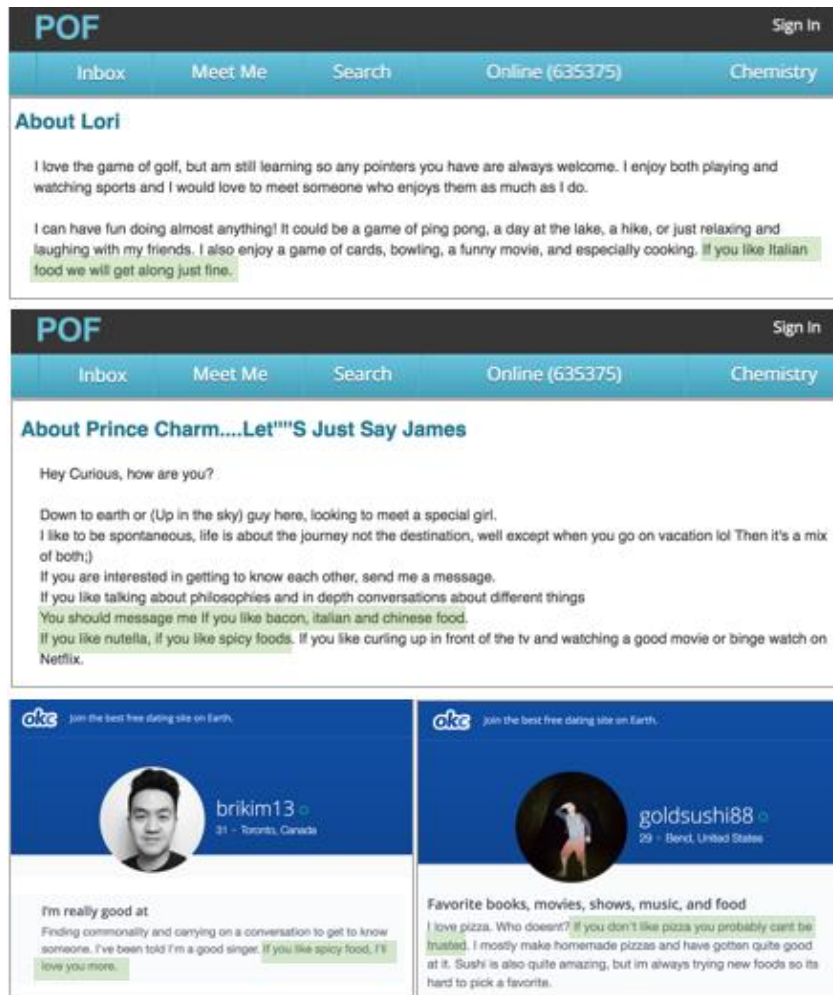
bringing people together.

Our research into Millennials' time spent online had shown that they were spending a disproportionate amount of time on dating platforms.⁹ From our previous finding that Millennials use their favourite flavours to convey their personality and lifestyle, we hypothesised that food might have a role to play in this area where people had to convey their personality and lifestyle to complete strangers.

Diving into this world of online dating, we observed that food likes or hates were indeed featured heavily in Millennials' dating profiles, e.g. "If you don't like *Pizza/Marmite/Nandos*, we just won't get on". A few real life examples below:

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- **US:** Gallup Analysis 2016 With "18-35 years delaying marriage longer than any generation", yet 86% of them wanting to get married "someday", there is a prolonged period of dating – and a lot of time and interest spent finding the right partner. <http://www.gallup.com/poll/191462/gallup-analysis-millennials-marriage-family.aspx>
- Pew Research centre, 2016: The use of online dating has roughly tripled amongst 18-24 year olds in just the last two years; 59% of singles check their dating app at least once a day
- **China:** <http://www.nasdaq.com/article/of-love-and-money-the-rise-of-the-online-dating-industry-cm579616>
- **India:** http://www.huffingtonpost.in/2015/02/05/apps-websites-digital-dat_n_6415996.html

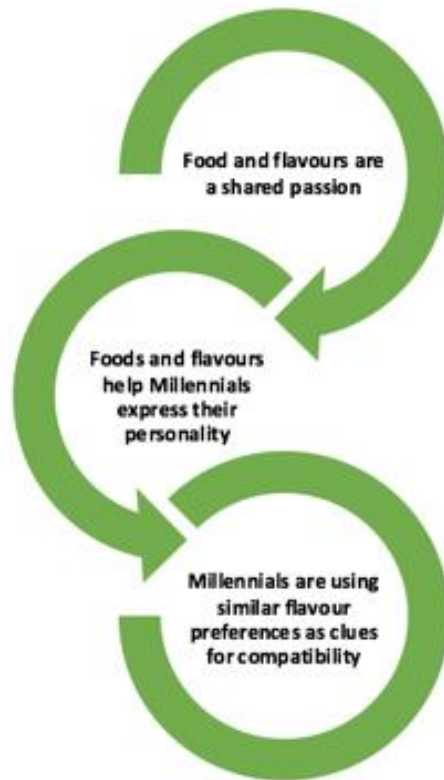


We identified that favourite foods and flavours were used

- as a **conversation starter** with these strangers on dating platforms
- as a shortcut to **describing your personality and lifestyle**
- even as a **predictor of compatibility**

That flavours could have a role to play in regards to finding a significant other was a new, powerful and differentiating viewpoint for the brand.

The insight chain



Our refined insight

The flavours we like express our personality, so they can help us make more meaningful connections - even find love

Bringing our insight to life – in a ‘Millennial’ way

So far, our young foodies were using flavours as clues to personality and compatibility, based on personal hunches and intuition. Our idea was to give them the tools to comprehend and exploit the power of flavour in their search for their self and a compatible other.

Part 1) The Flavour profiler: Discover your flavour personality

Built on our knowledge that Millennials are famously narcissistic (labelled the ‘me me me’ generation by Time magazine), we had reason to believe that a campaign element enabling them to learn more about themselves would be highly attractive to them. Modelled on the intrigue and innate shareability of personality quizzes we set out to create a tool that determined your very own flavour personality.



We based this tool on thorough research from flavour science, and built it together with IBM’s Watson cognitive computing team. Using bespoke AI technology in the background, consumers at the front end filled in a simple quiz that classified them into one of 12 flavour personality types, from ‘Meaty Warriors’ to ‘Gracious Grazers’¹⁰.



To create excitement and drive people towards the profiler we put it to the test in a real, unscripted experiment.

Part 2) Content film ‘Love at First Taste’: matchmaking by flavour

Using the Flavour Profiler we matched 14 singles by their flavour personalities - then brought them together on a blind date in a studio in London. A 3-minute content film ‘Love at First Taste’ documented whether feeding each other a meal they loved would create chemistry.



An ecosystem built to gain free exposure

Our content’s first KPI in terms of driving attention was to gain 1 billion free impressions globally. This was a notoriously tough task, especially with a sceptical audience. To get Millennials engaged, we designed a multi-channel ecosystem that instigated a reaction at every touchpoint, maximising engagement and free exposure.

¹⁰ Take the quiz at myflavour.knorr.com

1) Creating initial buzz via influencers

- Sneak previews and exclusive content bites aimed to secure free reporting from selected influencers and journalists. On top of earned coverage being cost-efficient, news and blog reports would allow us to create excitement very authentically.

2) Launching the content film via social media

- We optimised our film to discourage skipping and encourage full views
- We drove click-throughs, shares and comments via Facebook, Twitter and Snapchat - GIFs and shorter, highly visual content bites intrigued and led into the campaign

3) Driving profile shares

Our film and content bites prompted click-through to the hub of the ecosystem, containing the Flavour Profiler, which then encouraged people to share their results via social media.

4) Personalised recipes and product recommendations

Viewers who completed the quiz received recipes perfectly tailored to their flavour personality. IBM Watson's advanced relationship inference technology had identified flavours in recipes and products, and matched them to each flavour personality. These individualised product recommendations were much more relevant to users than generic 'Big food' product announcement ads.

Our campaign ecosystem

Our film and content around the couples captured attention and encouraged sharing and discussion on Youtube/Facebook



Hero video

Provocative flavour-facts uncovered in our study gave journalists and influencers exciting exclusives to help us get free exposure upfront



Earned PR

Our command centre enabled real time responses to consumer comments to fuel the buzz



Social sharing



The Flavour Profiler tool built with IBM/Watson's cognitive computing technology

Discover your flavour personality

Your individual flavour personality result was followed up with tailored recipes, driving purchase intent through heightened relevance



Personalized Recipes



In store

Results

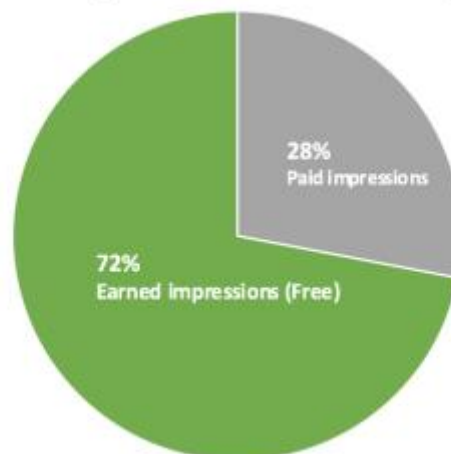
Our 'Love at first taste' campaign surpassed all objectives, broke industry benchmarks across markets and our video became Youtube's second most popular video of 2016. Most importantly global market share rose +1.4%.¹¹

1) We got the attention

We maximised free exposure by getting our audience to engage voluntarily:

- 72% of our 2.2 billion global impressions were earned impressions: 1.6 billion free impressions earned through voluntary engagement, reporting and sharing, against a KPI of 1 billion.¹²

72% of impressions were earned (free)



- This meant the campaign impact was threefold that anticipated via paid media alone.

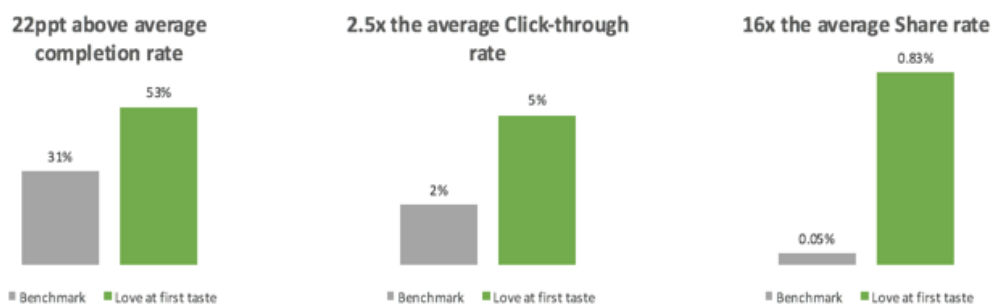
¹¹ **Market share rise:** during and just after the campaign, Unilever evaluation across 22 campaign markets.

¹² Unilever CMI 'End of campaign report: Love at first taste' 2016

Earned impressions include reports in major news outlets and sharing, liking, commenting, viewing an asset shared by other consumers; completed views when asset is skippable.

Paid impressions across major social media channels - Youtube, Unruly, Facebook, Twitter

- Our video and interactive assets beat all industry benchmarks on completion, clickthrough and share-rates across markets¹³:



- Our video became **YouTube’s most watched campaign** in May and second most watched ad of all of 2016¹⁴



- Our high Clickthrough rate led to 1.27m Profiler sessions worldwide, meaning voluntary exposure to the brand and our specifically tailored recipes and products.¹⁵

¹³ UK, Germany, France: Unruly key research markets; Unruly End of Campaign report May 2016, Exposed vs. unexposed, field work April-May 2016; Millennial cohort: born 1982-2004

Other markets: Google, Mavens and Metrixlab research confirm similar results for the other campaign markets.

¹⁴ (Factoring in paid views, organic views and audience retention)

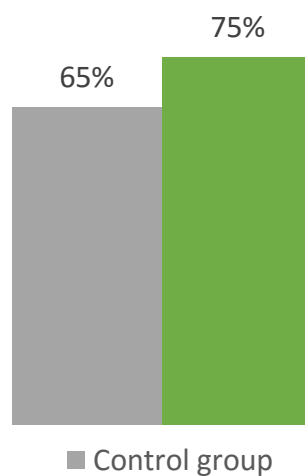
Adweek 2016 <http://www.adweek.com/brand-marketing/10-most-watched-ads-youtube-2016-174989/>

¹⁵ Mavens 2016 “End of campaign report Love at first taste”

2) We won Millennials' hearts

We made Knorr more appealing to Millennials globally, with a +10 percentage point (ppt) increase in brand appeal amongst Millennials across key markets¹⁶.

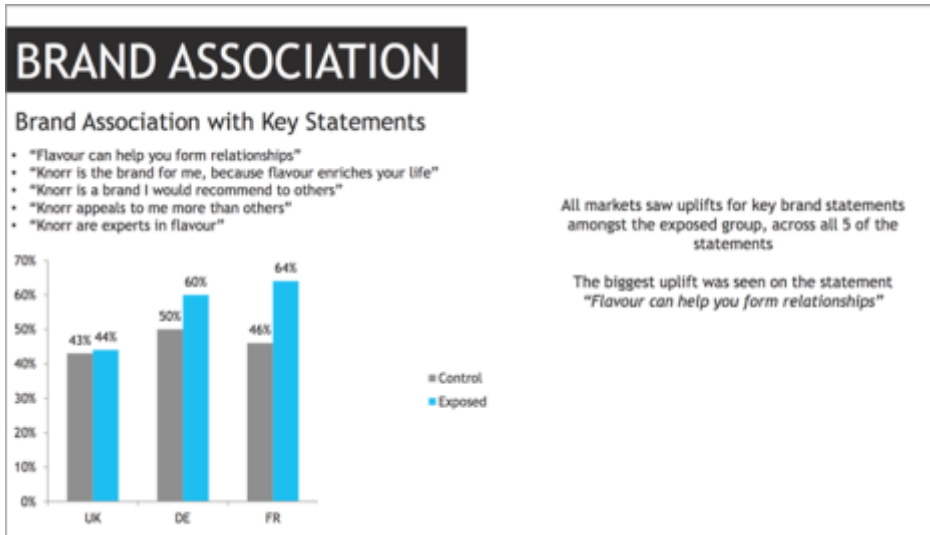
10ppt rise in Brand Appeal amongst Millennials



Source: CMI, UK, FR, GER

Brand uplifts were clearly driven by our campaign messaging:

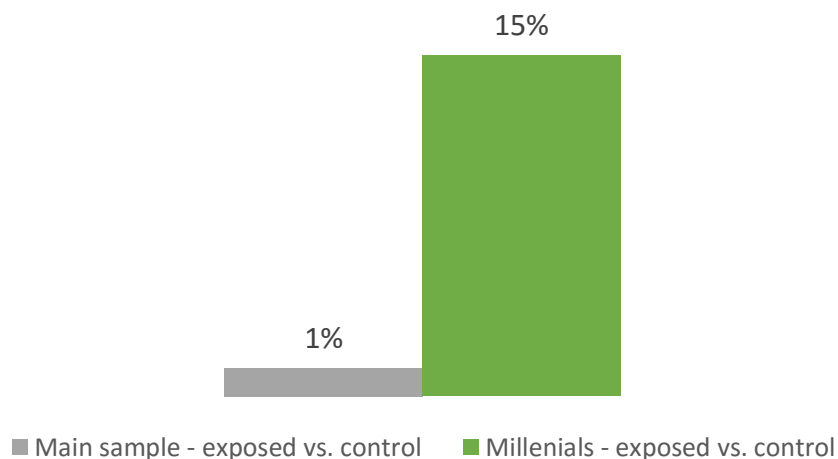
- The biggest uplift was for '*Flavour can help you form relationships*'



3) We grew global market share

Purchase intent rose 15 percentage point amongst Millennials across key markets as a direct result of our campaign. This was a substantial uplift against the main sample's 1% rise and previous year's +1.25% rise.¹⁷

15ppt increase in Millennials' Purchase Intent vs. +1ppt for Main Sample



Source: CMI, UK, FR, GER

In line with this, global market share rose 1.4% during and just after the

¹⁷ **Brand associations, Brand favourability, Purchase intent:** Unruly "End of Campaign report" 2016, Exposed vs. unexposed, field work April-May 2016; Millennial cohort: born 1982-2004, Figure for Unruly key research markets: Germany, France, UK

campaign.¹⁸

Our results let us conclude that an enticing insight and content around Millennials' passion points can help brands appeal efficiently and effectively to a discerning, attention-poor younger generation.¹⁹

{1999 words}

¹⁸ **Market share rise:** during and just after the campaign, Unilever evaluation across 22 campaign markets.

¹⁹ **Eliminating other factors**

- No other Knorr ATL communications in market within campaign period.
- Annual instore activity continued as was, for Knorr and competitors.
- Because Unruly and Metrixlab methodology compared those exposed to 'Love at First Taste' with a control group via tracking tags and cookies, these results are linkable to the campaign.
- The targeted nature of the campaign at Millennials means the uplifts we recorded with this target group vs. main group are unlikely to be caused by general factors such as weather, pricing, distribution or economic issues.