

MARKETING EXCELLENCE 2

Walkers

Asking consumers to
'Do us a flavour'



MARKETING
SOCIETY

AWARDS FOR
EXCELLENCE

in association with
Marketing

About The Marketing Society



INSPIRING BOLDER MARKETING LEADERSHIP

The Marketing Society is a not-for-profit organisation owned by its members, with over 2500 senior marketers. Over the past 50 years it has emerged as one of the most influential drivers of marketing in the UK business community.

The Society challenges its members to think differently and to be bolder marketing leaders by supporting the development of leading-edge thinking, and promoting the evidence of effective marketing. The Society does this through the Marketing Society Awards for Excellence; its publications Market Leader, Our Week and rich online Knowledge Zone; a national programme of world-class events; innovative professional development, such as the annual Marketing Leaders Programme; and extensive on-and-offline networking opportunities.

www.marketing-society.org.uk

Foreword

By Roisin Donnelly,
President of The Marketing Society

What is marketing excellence?



Roisin Donnelly
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Corporate Marketing
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Gamble UK and Ireland

Marketing excellence can drive breakthrough business results for the short and long term. Marketing excellence requires great strategic thinking, great creative thinking and perfect execution.

But how do we assess *marketing* excellence? First we choose brilliant industry judges who are all experienced and successful practitioners of excellence and we ask them to pick out the cases which they see as remarkable. We ask them to look for two key qualities from our winners: creativity and effectiveness.

But marketing continuously changes and evolves, as consumers become more sophisticated and demanding and the media for communicating with them ever more diverse. So the standards for marketing excellence change and in turn become more demanding.

We believe that The Marketing Society Awards for Excellence in association with *Marketing* set the standard of marketing excellence in the UK. They have established this reputation over a period of

more than 25 years, and they have always been based on the principle of searching out the best examples of different marketing techniques in action, that showcase great strategic thinking, great creativity and perfect execution.

In order to be a winner of one of the Society's Awards, marketers have to demonstrate that what they have done is outstanding in comparison with marketing in all industries not just their own particular sector.

If a marketing story has been good enough to impress our judges, then all marketers can learn from it – however senior they have become. The collection of case histories brought together in this book is the best of the best from the past four years of our Awards, and I am confident that it truly demonstrates *marketing excellence*. I have been truly inspired by these case studies and I hope you will be too.

Walkers

Asking consumers to 'Do us a flavour'

Snapshot

Walkers renewed flagging interest in new flavours by ripping up its brand development rule book and getting consumers deeply involved in product development.

Key insights

- Walkers decided to shake up the increasingly sluggish reception to new flavours by turning its traditional approach to new flavour development on its head.
- Its new strategy of user-generated flavours was based on inviting consumers to come up with new flavour ideas and then get the nation to vote on the winner, bringing brand engagement to new levels.
- To ensure widespread participation and debate the campaign ran across more consumer touchpoints than ever before.

In 2008/09, Walkers tore up its rule book and launched a radical new campaign to breathe new life into the way the company developed and talked about its flavours by inviting consumers to come up with new flavours. It was a risk, it was a headache, and it was a spectacular success. The business had truly never seen anything like 'Do us a flavour'.

Over the campaign period, the 'Do us a flavour' idea outperformed category year-on-year sales growth by 68%. Walkers also achieved its highest value market share for three years. It attracted a deep level of consumer interaction with the brand, with over a million flavour suggestions. Even more significantly, it showed how a marketing idea could affect every aspect of the business.

Summary

Walkers is the UK's favourite crisps brand and Britain's largest crisp manufacturer, with 16 ranges of crisps and snacks including Walkers Sensations, Doritos and Quavers. It was bought by PepsiCo in 1989.

Getting flavour back on the map

In 2007, Walkers and its agencies came up with an idea that bent the rules of 'business as usual'.

It came in direct response to a critical business issue: delivering great flavours to tantalise the nation's taste buds had been a fundamental part of the Walkers success story, but in recent times the traditional go-to-market model for launching great tasting flavour news had become less effective. Year on year, flavour news just wasn't selling the way it used to (Figure 1).

The objective was to turn around this decline in sales impact with an idea that could make Walkers' flavour news irresistible once again. After all, when it comes to crisps, flavour is the single most important attribute that drives perceptions of taste, and taste is the key driver of sales (Figure 2).

But if recent efforts at flavour-focused communication had failed to excite the public's imagination, it was clear that Walkers needed to look at a new approach—a fresh way to breathe life into flavour news. The brand team and its agencies found it by shedding any preconceptions about how far the business could be taken outside of its traditional marketing model.

The big idea took shape amid a spirit of having nothing off-limits, and was built on two basic consumer truths:

- Everyone has got a point of view about what would make a great crisps flavour.
- People are passionate about their favourite flavour.

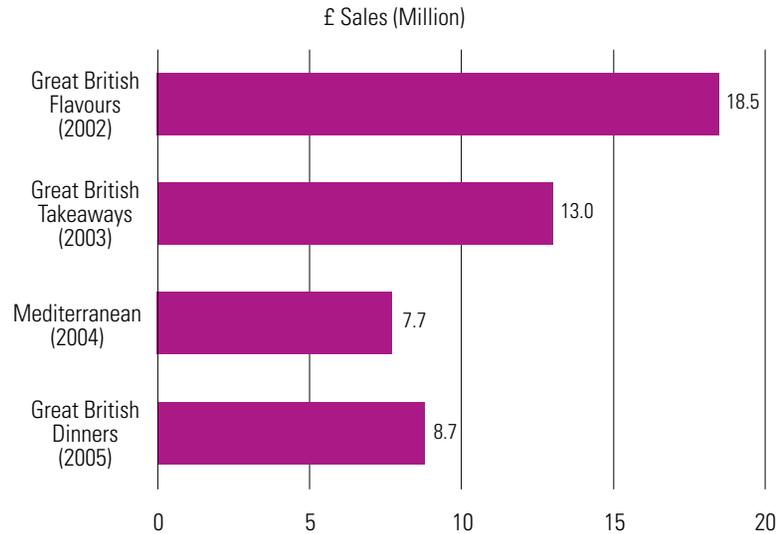


Figure 1. Source: IRI 6 month post launch



Figure 2. Taste drives crisp category purchasing

The idea was simple yet audacious. The company would open up Walkers' brand, product development and decision-making by asking the nation to 'Do Us a Flavour' and get them to create the next great Walkers flavour (Figure 3).

The campaign would work across three phases.

1. The nation was invited to send in their flavour suggestions.
2. An expert panel selected six flavour finalists which Walkers would actually produce and launch.
3. The nation would then vote to decide the eventual winner and new addition to the Walkers range. In a revolutionary promotional model, the winner would be offered a £50,000 prize along with 1% of all future sales of their flavour.

It was an idea which would shatter industry conventions, and stretch the parameters of what was thought possible for the business to deliver.

No more business as usual

To make it happen would involve re-writing every rule in the book:

- Developing a new flavour takes a long time (26 weeks, give or take). This idea meant that research and development (R&D) would need to master six new irresistible flavours in just six weeks. And they weren't the normal kind of flavours: Chilli & Chocolate, Cajun Squirrel, Onion Bhaji, Crispy Duck and Hoisin and Fish and Chips (Figure 4 overleaf).
- Designing and producing new packaging takes a minimum of two and a half months. It would now have to be done in just six weeks.
- The production line can handle a maximum of four new flavours at any one time. It would now have to produce six.
- Retailers are reluctant to list any more than one or two new flavours at a time. Walkers would have to get them excited enough to carry all six (even in the smallest corner shops).
- The standard promotional slot is four weeks. To work in the way it was intended, Do Us A Flavour would need to maintain consumer engagement over a whole year.



Figure 3



Figure 4

Figure 5

This would be a daunting challenge. It was critically important that the marketing team and its agencies had a full and proper understanding of how far it was possible to stretch the business through every step of the process. And it was just as important that the other parts of the company, including R&D, the sales team and people on the factory floor, had the full picture of what the campaign was trying to do and why. Success would depend on this synergy of marketing with the business's other capabilities.

Covering all the media bases

The media strategy also threw up complex challenges for the marketing team and their agencies, as it aimed to engage consumers across more touchpoints than ever before. The media principle was to 'fuel flavour debate'—get the nation talking about the competition to make participation and enthusiasm spread.

Phase 1 involved a 360-degree plan to drive people to the walkers.co.uk website to submit their suggestions. Jointly-viewed TV airtime and rich media in online community sites stimulated people to invent and discuss their flavour ideas with one another. Walkers also launched its first WAP site and increased its e-customer relationship management fanbase to more than 600,000 consumers. Radio DJs hosted 'flavour sports day' promotions. The 'Flavour Army' took flavour fun to the streets, to events and onto Facebook.

The media plan in phase 3 set out to recreate the feel of a general election. This, after all, was an issue of national importance, in which every responsible citizen should take a side. The aim was not only to get consumers to vote, but to be vocal about which flavours they loved (as well as those which they didn't). Rich online and mobile advertising for each

flavour encouraged people to vote to keep their favourite. Finalists collected 'grass roots' support through online communities, including individual campaign pages on Facebook. Tying 'the election' together, the 'campaign trail' was filmed and broadcast in a behind-the-scenes documentary series with Yahoo TV: 'Do Us a Flavour News'.

Finally, after weeks of frantic campaigning and voting, there was a winner. The nation chose Builders' Breakfast to be the next new Walkers flavour (Figure 5). News of the result was splashed all over the national press and, of course, was broken in 'Do Us a Flavour News'.

Winning in every way

'Do us a flavour' idea engaged the public for almost a year and the campaign enjoyed exceptional results:

- Over one million flavour suggestions were received — 1,213,853 to be exact — three times the original forecast.
- Over a million votes were cast by the time the winner was announced on May 6th 2009.
- There were 4.3 million visits to walkers.co.uk with four-to-nine minutes spent on site.
- Over 700 pieces of public relations (PR) coverage worth an estimated at £6.5 million were generated.
- The company attracted 27,000 fans to Facebook as well as 820,000 video views on the website, Yahoo and other sites.

Not only did the campaign change behaviour, but more importantly, brand perceptions and the business were changed:

- The brand saw increases in advertising recall across all media (+7% on average), and positive image shifts, not just on flavour associations but also innovation (+14%), and popularity (+15%).

- The campaign drove +4.4 brand penetration, especially among younger, more upmarket buyers (so important to a brand's future).
- It also significantly increased the average number of flavours among core Walkers buyers (from 2.9 to 4.8).
- Over the campaign period, the crisps and snacks category grew +8.7% in sales value year-on-year (YOY). The 'Do us a flavour' idea outperformed this by a considerable margin, delivering a +14.7% YOY sales value uplift. Walkers also achieved its highest value market share for three years.

Beyond the numbers, 'Do us a flavour' brought out the best in hundreds of Walkers employees across the whole organisation.

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Aviva - 300 Years of Insight

We're the world's sixth-largest insurance group and the biggest in the UK, with 46,000 employees that everyday serve 53 million customers worldwide.

We are committed to delivering one distinctive experience for our customers. Wherever they are, we want them each to feel that "no one recognises me like Aviva". Our global consumer research reveals that most of our competitors are particularly bad at recognising people's individual significance. This research also tells us that small human touches can make a huge difference to a customer's experience. Our aim is to make recognition the familiar quality that distinguishes Aviva from our competitors - just as Apple means user-friendliness and FedEx means reliability.

BT operates in over 170 countries and is one of the world's leading communications services companies. BT is a major supplier of networked IT services to government departments and multinational companies. It's the UK's largest communications service provider to consumer and business markets and is made up primarily of four customer-facing lines of business: BT Retail, BT Global Services, Openreach, and BT Wholesale.

BT operates in a thriving, multi-trillion pound industry that spans the whole world. In recent years the global communications market has been focused on convergence, whereby the boundaries between telcos, IT companies, software businesses, hardware manufacturers and broadcasters have become intertwined to create a new communications industry.

BT has evolved from being a supplier of telephony services to become a



"We know insurance isn't just about policies' and pensions; it's about people. That's why we're making our customers the big picture, putting a spotlight on them and our people. Putting customers at the heart of everything not only makes sense for them, it makes good commercial sense too." (Amanda Mackenzie, Aviva's chief marketing and communications officer)

We are working hard every day to build the company around what our customers want from us. That's why Aviva now ranks among the UK's top ten most valuable brands, according to the 2010 Brand Finance Global 500 survey and that success is something we are looking to replicate across the world.



leading provider of innovative communications products, services, solutions and entertainment products. BT's business customers range from multinational, multi-site corporations to SMEs and start-ups.

More than 80 per cent of the FTSE 100 and 40 per cent of Fortune 500 companies rely on BT for networking, applications and system integration. The National Health Service, Procter & Gamble, PepsiCo, BMW, Emirates, Fiat, Microsoft, Philips, and Unilever are just some of the organisations working with BT.

BT has been a driving force behind the success of 'Broadband Britain'. Thanks to the company's investment, nearly every home in Britain now has access to broadband and in September 2009, BT announced plans to more than double the availability of its fastest fibre broadband service.

MARKETING EXCELLENCE 2

“A treasure trove of examples covering the whole waterfront, from launching new brands to revitalising, sustaining and extending established ones, and from insights to advertising and sustainability. Whatever your business, it should make you proud to be a marketer, shake up your thinking and inspire you to go the extra mile.”

Professor Patrick Barwise, London Business School, Chairman of Which?

“This exciting book demonstrates how great marketing can solve the most difficult problems, through analysis, teamwork and creativity.

It contains 34 fascinating case studies, selected from hundreds of high quality entries to The Marketing Society Awards for Excellence. Those involved had the determination to win, and the courage to think differently. An inspiring read.”

Professor Hugh Davidson, Co-Founder, Oxford Strategic Marketing

“This is the textbook, the toolkit and the manual for marketing excellence.”

Cilla Snowball, Chairman, AMV BBDO

“These cases are a great source to stimulate your thinking. Some will stimulate new thoughts, some will unlock ideas from the back of your memory. All of them however are great fuel for growth.”

Keith Weed, Chief Marketing and Communication Officer, Unilever

Featuring 34 award-winning case studies from some of the world’s leading brands:

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