

Helping a Premium Brand Succeed in a Commoditized Category

Objective

We were asked to help our client develop a campaign to support their premium branded line of milk, which was struggling in the commoditized milk category in Great Britain.

Background

The client, an international dairy group, had successfully introduced a premium brand of milk in Canada. Thinking that the product had potential in Great Britain as well, they decided to launch the premium milk there under the name Cravendale.

Cravendale initially faced many challenges. In Great Britain, milk was considered to be a commodity product, and it proved to be difficult to convince people to pay a premium price for a new brand of milk. After almost two years, sales had not reached the desired levels.

Analysis

Millward Brown analyzed Cravendale's initial launch campaign and found that it attempted to convey too many messages. One single execution pointed out five product benefits: vitamins and minerals; no additives or preservatives; fewer bacteria; stays fresher longer; and great taste. Print and below-the-line activity were not designed to work synergistically with TV, but instead emphasized other benefits, including "freshly filtered" and "pure quality." In trying to be all things to all people, Cravendale had failed to articulate a single compelling point of difference to cause people to re-think their milk buying habits.

Recommendations

Millward Brown recommended the use of a single-minded approach emphasizing taste.

Action

On the taste platform, a new creative theme was developed: "Cravendale tastes so good, the cows want it back." This theme was used consistently across media. At the same time, a new package design and point-of-sale materials were developed to attract attention and boost sales.

Results

The TV campaign developed on this theme was highly efficient, delivering twice the level of branded memorability as the initial effort. Brand awareness leapt from 42% to 73%, and trial levels more than doubled, going from 13% to 27%. Sales modeling showed that the sales ROI of the advertising (revenue per pound spent) had increased by a factor of four.

Cravendale, once close to being discontinued, is now poised to make an appearance on the list of the top 30 best-selling grocery brands.