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**What would Steve have done?**



**How thinking like a tech brand  
helped set Robinsons free**

**Marketing Society Excellence Awards 2015  
Category M – Brand Extension  
Robinsons SQUASH'D  
John Harrison, BBH**

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## **What would Steve have done?**

### **How thinking like a tech brand helped set Robinsons Free**

#### **Executive summary**

In early 2014, against the backdrop of a stagnant market, Robinsons launched SQUASH'D – a super-concentrated squash that could flavour 20 drinks of water, yet fit into your pocket.

The SQUASH'D product design made Robinsons physically available for the vast number of 'out of home' water drinking occasions – somewhere that traditional squash, with its large bottles kept in the kitchen cupboard, barely featured.

In order to establish mental availability, we needed to make SQUASH'D synonymous with flavouring water out of the home – thereby launching an entirely new category and an entirely new consumption behaviour.

The answer lay in communications changing the relationship that people had with Robinsons.

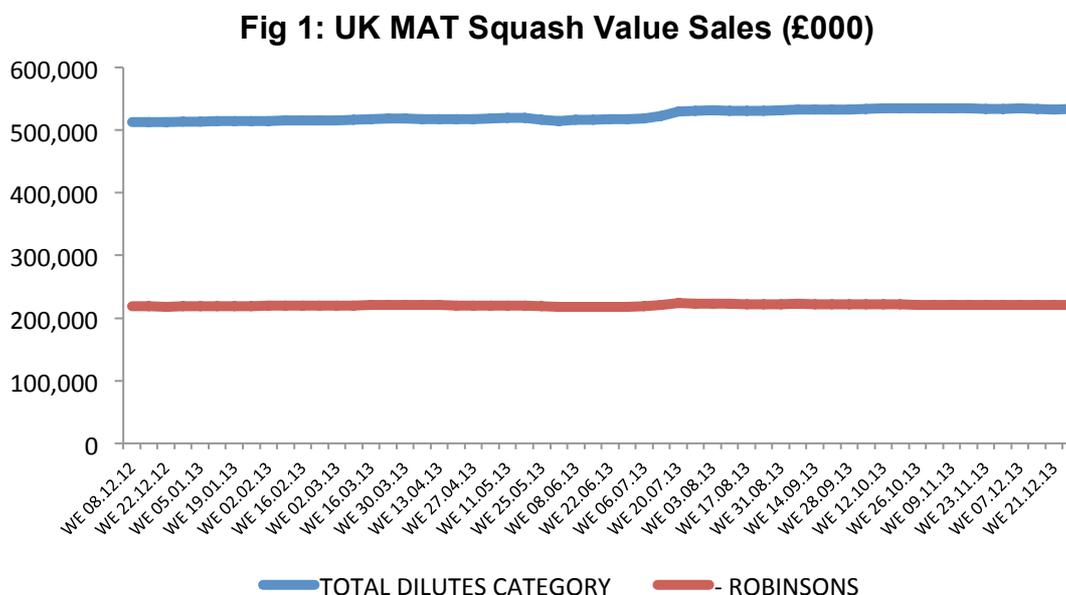
Taking our lead from the mobile phone inspired design of the pack, we looked deeper into tech brands to understand how they managed to forge the kind of personal and frequent connections with their target that we wanted to create. This led us to eschew a traditional FMCG communications approach and instead adopt four communications principles used by tech brands.

As a result, Robinsons was able to convince more people to flavour more drinks of water on more occasions – 100 million more occasions to be precise. Thereby effectively creating a category worth £15M, and growing the Robinsons brand by £8.5M in less than 12 months.

## Robinsons and the whole squash category was going nowhere

Robinsons has been the long-term brand leader in the UK squash market<sup>1</sup>, with a value share of over 40%<sup>2</sup>. In fact there's a bottle of Robinsons squash in every other household in the country<sup>3</sup>.

However, for some years now, allowing for seasonal fluctuations, the dilutes market, and Robinsons within it, has been flat [Fig 1].



Source: Nielsen

There were two main reasons for this squash category stagnation –

1. **Mental availability:** Robinsons, like other big bottles of squash, is typically kept in the cupboard<sup>4</sup> and forgotten about unless specifically asked for. Therefore limiting its usage. For Robinsons this lack of presence was exacerbated by the fact that, though fondly thought of<sup>5</sup>, it was seen as old fashioned and lacking dynamism.<sup>6</sup>
2. **Physical availability:** Drinking out of the home accounts for over 20% of all soft drink consumption<sup>7</sup>, but the impractical size of squash bottles means that the category is almost solely used as an 'at home' product<sup>8</sup>, and therefore not relevant to this large and growing opportunity.

<sup>1</sup> Source: Nielsen Scantrack: Total Coverage – Squash Category. MAT Value; 28.12.13

<sup>2</sup> Source: Nielsen Scantrack: Total Coverage – Squash Category. MAT Value; 28.12.13

<sup>3</sup> Source: Source: Kantar Worldpanel, 52-weeks to 8<sup>th</sup> December 2013 (Household penetration 50.3%)

<sup>4</sup> Source: Source: Nielsen Price it Right consumer survey (n=2300) - August 2014

<sup>5</sup> Source: Millward Brown Brand tracker, Dec 2013. Agreement to 'Brand I love' for Robinsons 40%

<sup>6</sup> Source: Millward Brown Brand tracker, Jan 2014. Agreement to 'setting the trends' for Robinsons 21%

<sup>7</sup> Source: Britvic Proprietary Research, Dec 2010

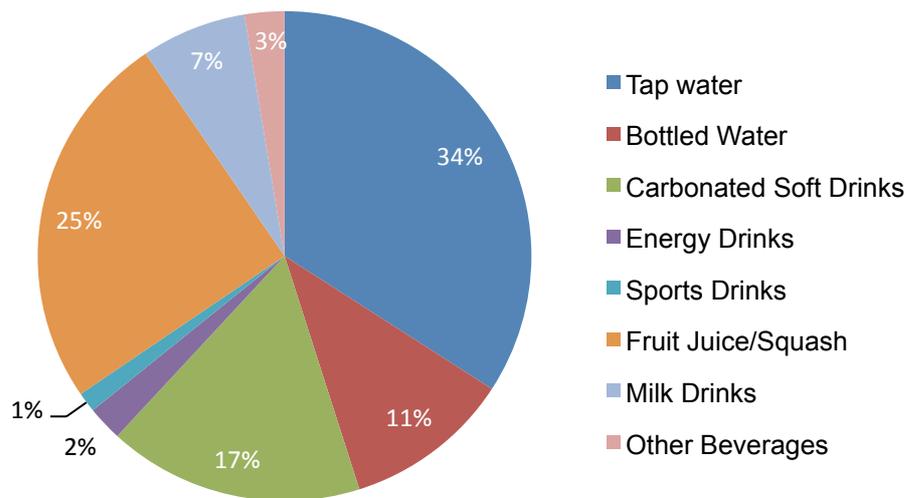
<sup>8</sup> Source: Kantar Worldpanel 12-months to 30<sup>th</sup> November 2014 (89% of squash servings are consumed in home)

## The big opportunity: Turning water into squash

Perhaps surprisingly, the biggest opportunity for source of business growth was not to steal from own label or competitive brand squash. Nor was it to steal from other soft drinks (especially given Britvic's large portfolio of soft drinks outside of the Robinsons brand). Instead the biggest opportunity was to be used as an addition to what is overwhelmingly the most frequently drunk soft drink in the UK – water.

Water accounts for 45%<sup>9</sup> of all soft drink occasions in the UK [Fig 2], with the vast majority of this (34%) being tap water.

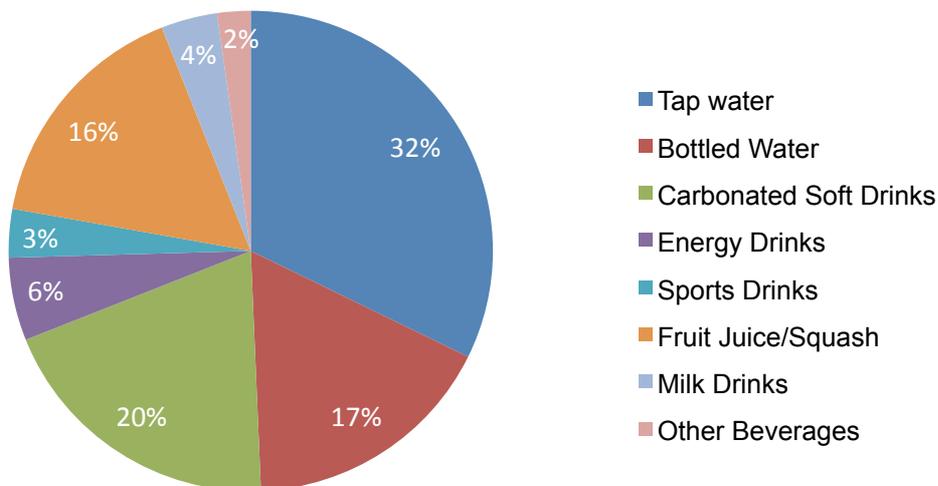
**Fig 2: Share of UK soft drink occasions**



Source: 6 Ws

Out of the home, water has an even higher share of soft drink consumption, with tap water (32%<sup>10</sup>) and bottled water (17%<sup>11</sup>) together accounting for nearly half of all soft drinks [Fig 3].

**Fig 3: Share of UK soft drink occasions out of the home**



Source: 6 Ws

<sup>9</sup> Source: 6 Ws PepsiCo research, Dec 2010

<sup>10</sup> Source: 6 Ws PepsiCo research, Dec 2010

<sup>11</sup> Source: 6 Ws PepsiCo research, Dec 2010

Squash adds flavour to water, making it more enjoyable to drink. So this vast amount of water consumption represented a huge opportunity. The marketing objective was therefore – ***'To convince more people to flavour more water on more occasions'***.

In order to achieve this objective, we had to find a way of giving Robinsons mental and physical availability wherever people were drinking water out of the home.

### **The small answer to the big opportunity**

We needed a product solution that took Robinsons Squash out of the cupboard and into people's pockets and handbags. The answer was Robinsons SQUASH'D – a super concentrated squash that could flavour the same number of glasses of water as the standard one litre bottle, but could fit in the palm of your hand.

This new product format gave us the 'on the go' physical availability we'd previously lacked.



In order to establish the right mental availability, we needed to make SQUASH'D synonymous with 'out of home' water consumption.

However achieving this meant overcoming some hefty challenges –

1. We had to establish a completely new category, with a completely new consumer behaviour – flavouring water out of the home
2. We had to position SQUASH'D as an entirely different product, for an entirely different occasion than 'traditional' Robinsons, in order to minimise cannibalisation
3. We had to convince people to pay a 166% price premium compared to the 1 litre core Robinsons variant

### **Forging a personal connection**

The key to overcoming these challenges was to change the relationship that people had with Robinsons. Rather than the fond, but distant and occasional relationship people had with the big bottle, we needed to find a way of convincing new and existing Robinsons users to forge a more personal and frequent connection with SQUASH'D. That way they would take it with them wherever they went, and remember to use it to flavour water wherever they were.

Tellingly the design of the SQUASH'D packaging had already taken inspiration from the latest mobile phones – a sleek, tactile and more adult design that people would feel a more personal attachment with, and feel comfortable using in public. We realised that this comparison with the latest tech brands didn't need to stop with the packaging design – after all, tech brands thrived because they were able to forge the more personal and frequent connections we were looking for.

We started to draw the analogy that core Robinsons in the big bottle was the equivalent of the widescreen TV in the lounge. It is still really important, and still where the vast majority of TV viewing happens, especially for appointment to view programmes and shared viewing. But like the widescreen TV, Robinsons' big bottle didn't have the personal connection or frequency of use throughout the day that we were looking for.

That's where SQUASH'D came in. We needed to think of it as the equivalent of a tablet or smartphone – something that people frequently engaged with throughout the day, and had a more personal and fluent relationship with. We may not manage to get people to interact with their bottle of SQUASH'D 215 times a day as they do with their mobile phones<sup>12</sup> – but we could dream.

## Forget FMCG; think tech brand

So, rather than look at successful FMCG launches, we looked at how tech brands approached communications. Our analysis found 4 main themes common to the communications of successful tech brands –

### 1. Product front and centre

So often FMCG brands become obsessed with dramatising the emotional benefit to consumers; or digging to find an insight about how consumers use the product. But this can frequently overshadow new product news. Instead tech brands have a much more product centric approach. They focus entirely on dramatising the product truth – be that a key product feature or a celebration of design.



<sup>12</sup> Source: Tecmark, Oct 2014; “The average user checks their mobile phone over 1500 times per week”

## 2. UX meets communications

Tech brands understand that user experience doesn't just stop with the design of their products – it is also clearly deployed in how they communicate. How the end-users will navigate through the communications is carefully considered. This frequently results in simple, clean, visually led communications, respecting the ease with which people want to engage with the message.



## 3. Cultural collaboration

Whilst the use of celebrities or other brands in order to gain attention or credibility is not new, tech brands tend to use such partnerships for more than just badging. Instead such partnerships are used to create something that becomes part of popular culture, providing content that is fresh and interesting for people to enjoy and explore.



#### 4. Give fans a platform to demonstrate the product attributes

From box openings that amass over 100,000 YouTube views, to Facebook newsfeeds full of the “best goal ever” on FIFA 14, tech brands provide platforms and incentives that encourage their fans to do a lot of their communications for them.



### Executing a tech brand comms plan

Using these 4 principles of how tech brand communicate, we developed a communications platform of **“New SQUASH’D. The great taste of Robinsons set free”**.

Rather than look for a customer insight to dramatise in our communications, we eschewed traditional FMCG thinking, and instead looked to dramatise the key category benefit. This also enabled SQUASH’D to take the high ground before competitors inevitably followed us into the market (in fact, one small competitor even managed to get on shelf in one retailer a few weeks before our launch).

Research confirmed that the key category benefit was portability<sup>13</sup> [Fig 4].

**Fig 4. Benefit relative preference analysis**



Source: Nielsen

<sup>13</sup> Source: Nielsen Bases Research, Jan 2014

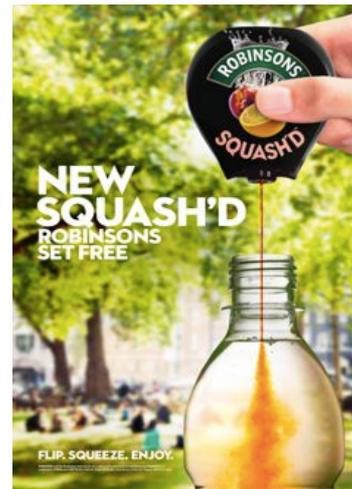
TV and outdoor were used to create mass awareness of the launch, with outdoor particularly giving SQUASH'D mental awareness close to both the new usage occasions we wanted to encourage, and point of purchase.

True to tech brand communications principles, there was no attempt to dramatise an emotional consumer benefit – instead we simply dramatised portability by putting the product front and centre.

What is more, we used UX principles to showcase this portability in a clean, uncluttered art-directional style.



<http://tinyurl.com/pzh182r>



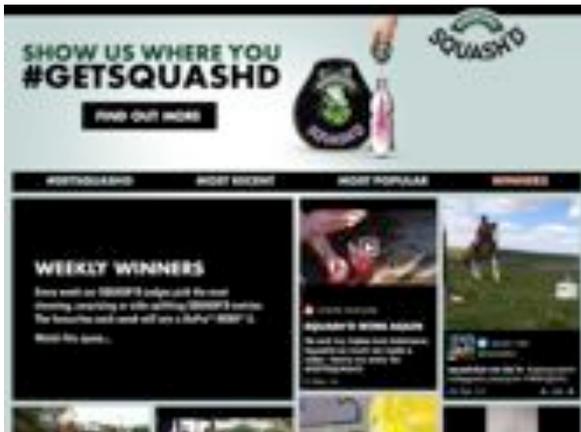
As a form of cultural collaboration we partnered with Framestore, the technical team behind the film Gravity, to create an online film that showcased the ultimate product demonstration of portability – SQUASH'D in space.



<http://tinyurl.com/kygnv5m>

In order to give our fans a platform to demonstrate the portability of SQUASH'D, we used social media to incentivise people to #GETSQUASHD and film themselves using the product in interesting, daring, extreme or frankly just bizarre ways. Weekly prizes of a Go-Pro camera were awarded for the best films. This channel and approach worked particularly well against a young adult target, who greatly over indexed on out of home water consumption<sup>14</sup>.

To kick the competition off, we partnered with four YouTubers (a Frisbee thrower, a free runner, football freestylers and an off-road driver) who had a combined following of over two million people. They each used their unique talents to show how they #GETSQUASHD, whilst driving people to the content and competition hub.



<http://tinyurl.com/kjyw8rv>

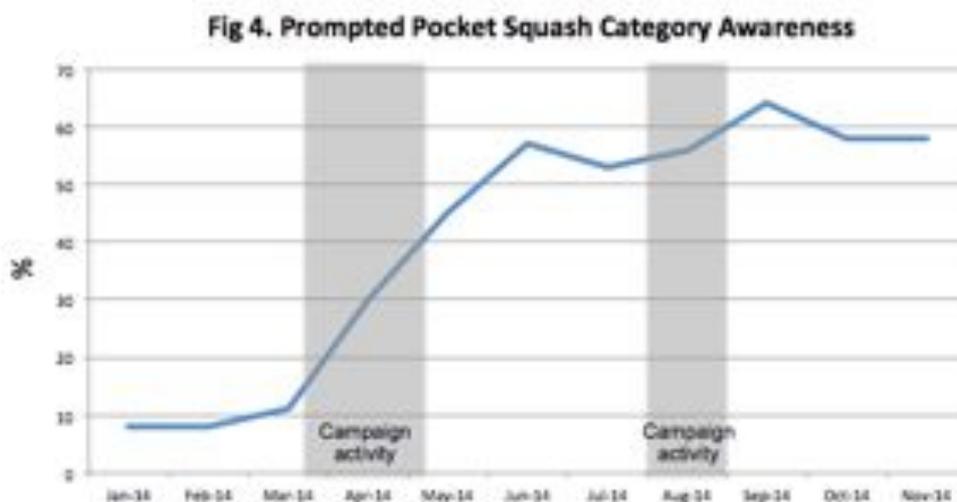


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## Measuring the launch success

Robinsons SQUASH'D was voted 'Drinks & Beverages Product of the Year 2015' – the UK's largest consumer-voted award for product innovation. SQUASH'D also won a number of retailer 'best NPD' awards<sup>15</sup>, which significantly shifted the perception of Robinsons (and parent company Britvic) in the minds of retailers.

Brand tracking showed that our communications clearly drove awareness of the new 'pocket squash' category<sup>16</sup> [Fig 4].



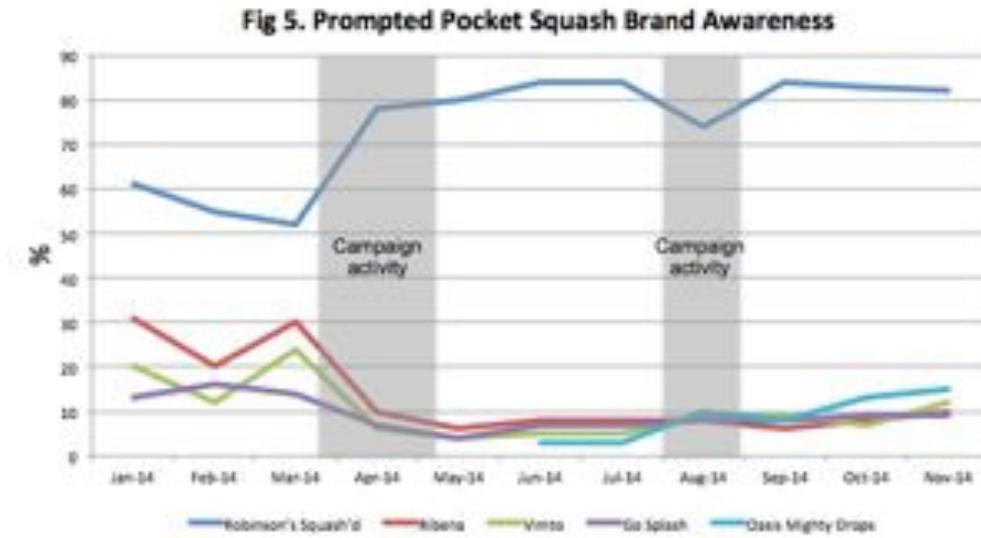
Source: Millward Brown

<sup>14</sup> Source: Britvic Proprietary Research. December 2010

<sup>15</sup> Co-Op best NPD launch 2014'. 'Grocer best campaign 2014'. 'Grocer best launch in squashes and water 2014'

<sup>16</sup> Source: Millward Brown 4 week data to November 2014

With Robinsons SQUASH'D taking clear ownership of the category in people's minds<sup>17</sup> [Fig 5].



Source: Millward Brown

This is despite the SQUASH'D share of voice amongst soft drinks for the campaign launch period being just 6%.<sup>18</sup>

**SQUASH'D Media SOV March-Sept 2014**



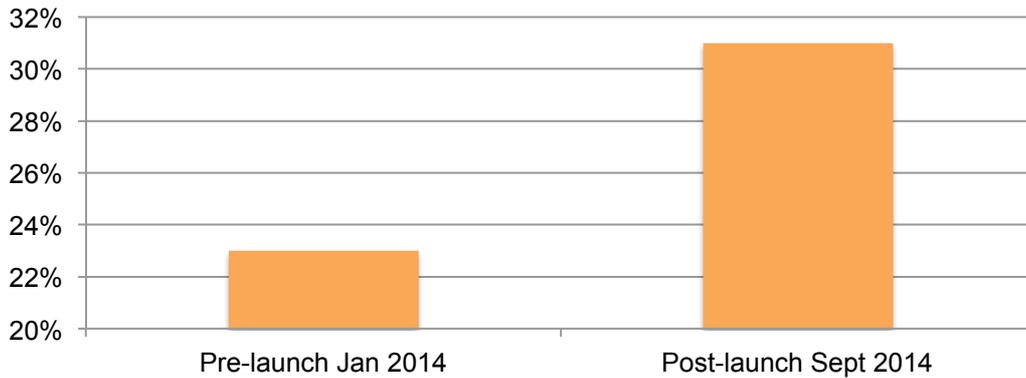
Source: Nielsen

<sup>17</sup> Source: Millward Brown 4 week data to November 2014

<sup>18</sup> Source: Nielsen Soft Drink media spend. March 2014 to September 2014

The launch of SQUASH'D, and the tech brand communications approach used, had the effect of modernising the Robinsons brand in consumers minds.<sup>19</sup>

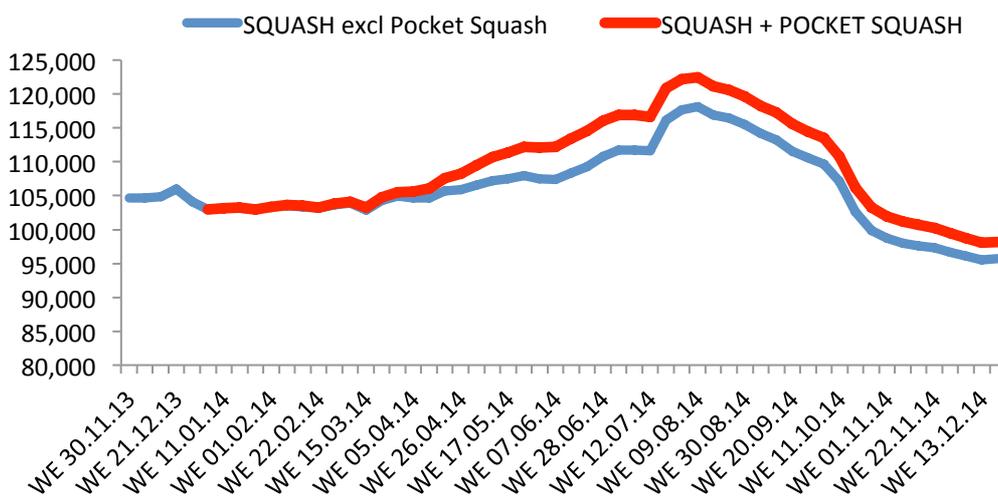
**Fig 6. Agreement that Robinsons is 'Setting the trends'**



Source: Millward Brown

The pocket squash category, led by Robinsons SQUASH'D, has added £15M net sales value to the squash market<sup>20</sup>, and now accounts for 3% of total squash sales.<sup>21</sup>

**Fig 7. Squash and Pocket Squash category weekly value sales**



Source: Nielsen

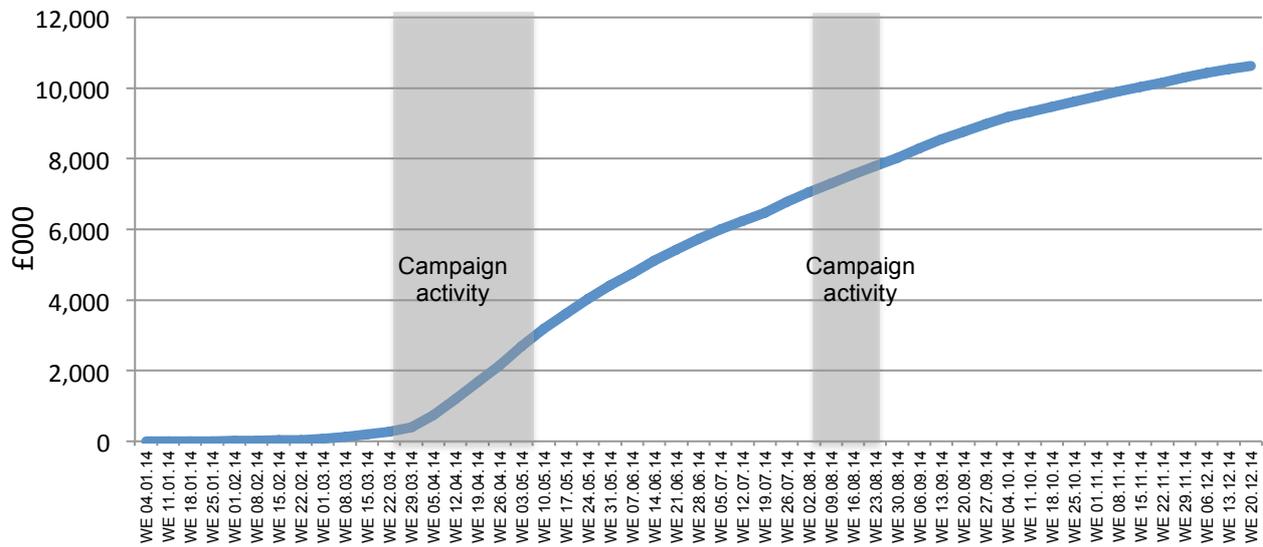
<sup>19</sup> Source: Millward Brown Brand Tracker. 12 week rolling data. September 2014

<sup>20</sup> Source: Nielsen Scantrack: Total Coverage – Squash Category. Weekly Value Sales to 20.12.14

<sup>21</sup> Source: Nielsen Scantrack: Total Coverage – Squash Category. Weekly Value Sales to 20.12.14

Sales of Robinsons SQUASH'D from launch in January 2014 to December 2014 are over £10.6M<sup>22</sup> [Fig 8].

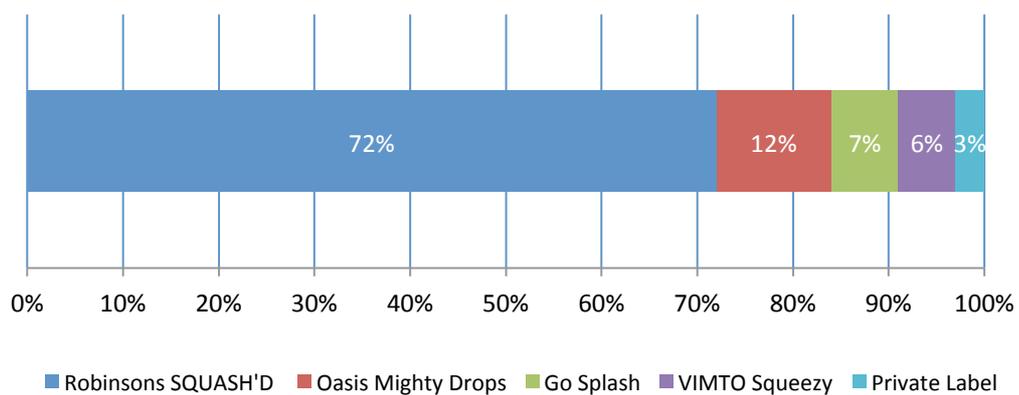
**Fig 8. Robinsons SQUASH'D cumulative weekly value sales £000**



Source: Nielsen

Making Robinsons SQUASH'D the clear brand leader with over 72% of MAT value share<sup>23</sup> [Fig 9].

**Fig 9. MAT Value Share of Pocket Squash Category**



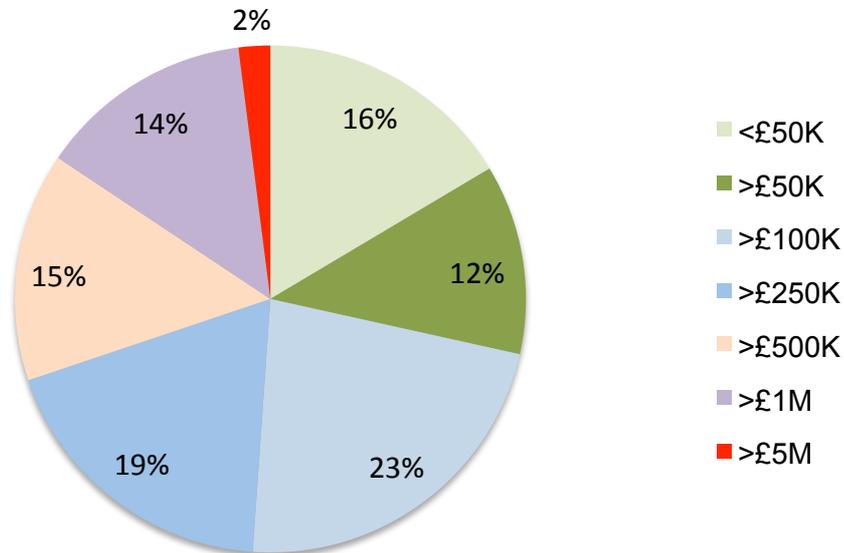
Source: Nielsen

<sup>22</sup> Source: Nielsen Scantrack: Total Coverage – Squash Category. Weekly Value Sales to 20.12.14

<sup>23</sup> Source: Nielsen Scantrack: Total Coverage – Squash Category. Weekly Value Sales to 20.12.14

This sales performance is a particularly strong result when you consider that only 2% of all FMCG NPD launches generate sales of over £5M in their first year<sup>24</sup> [Fig 10].

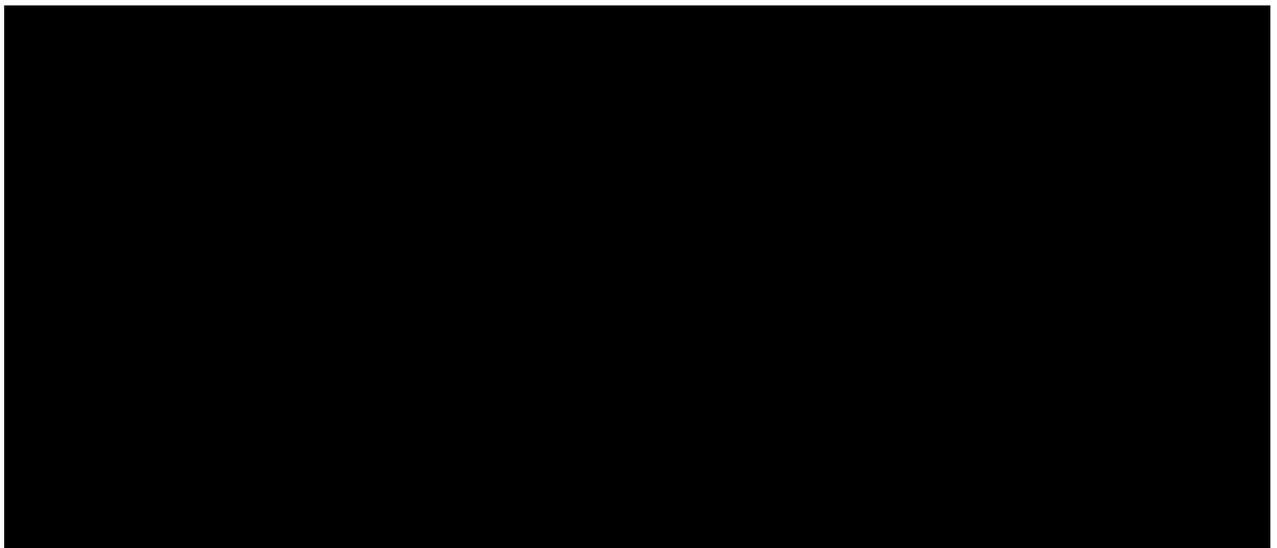
**Fig 10. Sales value of FMCG launches in Year 1**



Source: Kantar Worldpanel

Crucially, the majority of these Robinsons SQUASH'D sales came from people who were either new to the entire squash category [redacted]<sup>25</sup> [Fig 11], or were adding SQUASH'D to their squash repertoire [redacted]<sup>26</sup> [Fig 11]. This demonstrates that we were effective in our strategy to position SQUASH'D as an additional purchase to flavour more glasses of water, rather than steal from other soft drinks.

[NB. Dunhumby data and graph not for publication.]



Source: Dunhumby

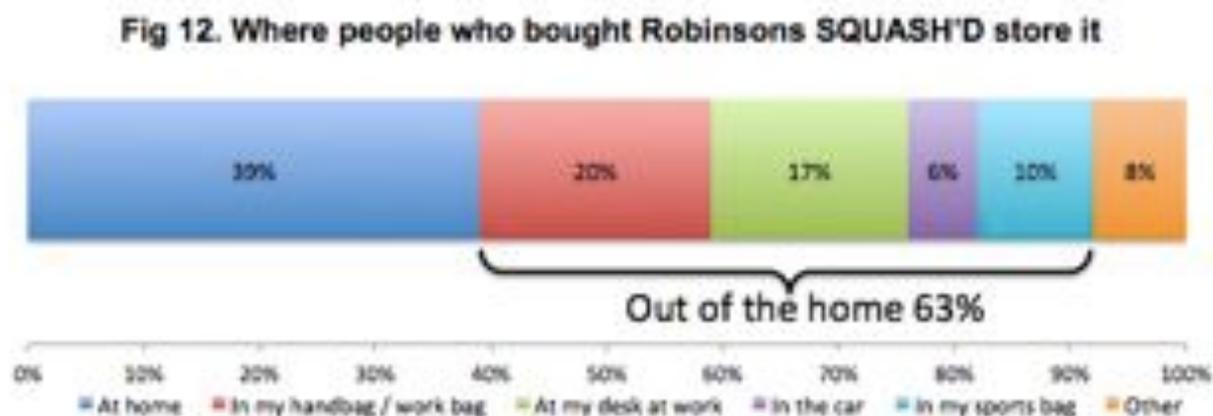
<sup>24</sup> Source: Source: Kantar Worldpanel 5 year NPD database 2014

<sup>25</sup> Source: Dunhumby Clubcard Data. 24 weeks from 20.1.14 to 6.7.14; 24 weeks from 5.8.13 to 19.1.13.

<sup>26</sup> Source: Dunhumby Clubcard Data. 24 weeks from 20.1.14 to 6.7.14; 24 weeks from 5.8.13 to 19.1.13.

In order for the launch of SQUASH'D to be successful, we needed to establish a completely new consumer behaviour of flavouring water out of the home. Analysis shows that 63% of people who bought SQUASH'D are indeed storing it out of the home<sup>27</sup>[Fig 12].

Given that traditional squash barely exists out of the kitchen, this provides further proof that the communications approach was successful in positioning SQUASH'D as a personal, portable squash, which established a new consumption behaviour.



Source: Millward Brown

The objective of SQUASH'D being bought as an additional purchase to flavour water on new usage occasions is also backed up by internal analysis at Robinsons that calculates the cannibalisation rate of SQUASH'D from the main brand to be very low at between 20 and 25%<sup>28</sup>. As well as being significantly lower than the 40% cannibalisation level that was projected in research prior to launch<sup>29</sup>, this means that 75-80% of SQUASH'D value sales, equating to £8.5M<sup>30</sup>, were incremental to the Robinsons brand.

Ultimately the launch of SQUASH'D was designed to enable more people to flavour more drinks of water on more occasions. So it's with some pride that we can say in less than a year Robinsons SQUASH'D has been used to flavour 100 Million drinks of water<sup>31</sup>.

Behaving like a tech brand really has set Robinsons free.

## Word Count: 1953

<sup>27</sup> Source: Millward Brown. 4 weekly Brand Tracker. October 2014

<sup>28</sup> Source: Britvic internal data

<sup>29</sup> Source: Nielsen Bases Research. Jan 2014

<sup>30</sup> Source: Nielsen Scantrack: Total Coverage – Squash Category. Weekly Value Sales to 20.12.14

<sup>31</sup> Source: Nielsen Scantrack: Total Coverage – Squash Category. Weekly Volume Sales to 20.12.14