

FOR PUBLICATION: CADBURY DAIRY MILK GIANT  
BUTTONS

Category 4.1: Packaging - Branded Food

Client: Cadbury

Agency: Pearlfisher

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## EXECUTIVE SUMMARY

Bitesize chocolate is a relatively small sector within the confectionery category – accounting for less than 9% of total sales. It's also dominated by long-established and well-understood brands, such as Maltesers, Minstrels and M&Ms. Yet in 2008, market leader Cadbury decided it was time to grow its share of the sector. Back then, Cadbury Dairy Milk Giant Buttons was the company's only presence among the top ten bitesize brands, and aimed predominately at children, they were totally out of step with the 'grown-up fun' feel of bitesize.

Cadbury's bitesize strategy was to relaunch Cadbury Dairy Milk Giant Buttons in hanging packs along with three new offers – Clusters, Peanuts, and Raisins. Together, they would create a broad and universal portfolio that would enable Cadbury to grow its share of the bitesize market. Pearlfisher was brought on board to redesign both regular Cadbury Dairy Milk Buttons and Dairy Milk Giant Buttons, with a view to making Giant Buttons more relevant to the bitesize market without damaging the child-friendly reputation of regular Buttons.

But Pearlfisher's rebrand of Cadbury Dairy Milk Giant Buttons has done so much more than that. By understanding and re-establishing the iconic value of the Buttons brand, Pearlfisher has increased Giant

Buttons' sales by an incredible 46.2%. It's stellar performance was a significant contributor to Cadbury's growth in the bitesize sector, a massive leap of + 44.6% in market share, from 11.2% in 2008 to 16.2% in 2009. Indeed, the success of Cadbury Dairy Milk Giant Buttons is helping deliver category growth for the bitesize sector as a whole: in the year of its launch, bitesize has grown by 8.7%, a significant increase on the previous year's growth of just 1.6%.

Source:  
Nielsen Answers

By building on its understanding of icon and challenger behaviour, Pearlfisher has helped a childhood icon – Cadbury Dairy Milk Buttons – exhibit the energy and drive of a brand new challenger brand by boldly relaunching Cadbury Dairy Milk Giant Buttons and disrupting a formerly stable sector of the bitesize market with Cadbury Dairy Milk Giant Buttons.

Source:  
Kantar Worldpanel

As a result, Cadbury Dairy Milk Giant Buttons is now the No.2 brand in the bite size sector for brand loyalty – rising from the No.6 position a year earlier.

Word count: 350

## PROJECT OVERVIEW

### *Description*

Cadbury Dairy Milk Giant Buttons is a recent addition to the Cadbury Buttons brand launched in 1960. It is available in single serve packs and larger sharing pouches and was relaunched as part of Cadbury's bitesize activity in 2009, which also included the launch of Cadbury Clusters, Cadbury Peanuts and Cadbury Raisins.

### *Project brief*

In 2009, Cadbury asked Pearlfisher to redesign packaging for Cadbury Dairy Milk Buttons and Giant Buttons, with a view to marketing Giant Buttons in the bitesize category. The project had two simple objectives:

- Attract older, bitesize consumers to the Cadbury Dairy Milk Giant Buttons brand and grow its share of the bitesize sector
- Increase perception of Cadbury Dairy Milk Giant Buttons as a 'fun' brand and retain regular Buttons child friendly feel

### *Market overview*

The bitesize confectionery sector grew by 1.6% between September '07 and September '08. It's a stagnant, but very competitive sector, dominated by Mars whose brands include the long standing bestseller Maltesers. In September '08, Mars' share of the market was 53%, while Cadbury had just 11.2%. Growing this small share in a sector filled with well-established brands and showing only modest growth, would be a significant challenge.

Source:  
Nielsen Answers

### *Launch date*

The new designs were launched in May 2009.

### *Design budget*

The budget for strategy, concept development and artwork was circa £20k



### *Design solution*

Prior to the relaunch, Cadbury Dairy Milk Buttons and Giant Buttons shared the same packaging design – an illustrated graffiti concept in which the Button is transformed into numerous objects from cats to planets. Pearlfisher understood however that simplicity lies at the heart of Buttons' appeal. If the brand was going to communicate effectively to both kids and grown-ups, it needed to reassert the simplicity it had lost and uncover an iconic and universal desirability.

For regular Cadbury Dairy Milk Buttons, Pearlfisher created six animal characters with the simple idea of using the chocolate buttons for eyes. For Cadbury Dairy Milk Giant Buttons, we created a simpler version still, in which just a single pair of eyes stares out from the pack. By stripping back the brand in this way, Pearlfisher was able to uncover its universal appeal, granting permission for grown-ups to rediscover the simple playfulness of the brand without sinking to cheap nostalgia or having a negative impact on the child-friendly positioning of regular Buttons.

In essence, Pearlfisher's design for Cadbury Dairy Milk Giant Buttons reminds an adult audience of the simple fun of pure chocolate buttons. It reclaims Cadbury Dairy Milk Buttons' status as an iconic brand, yet by launching into the bitesize market it demonstrates the

Word count: 443

behaviour of a challenger standing up to the dominance of Maltesers.



## SUMMARY OF RESULTS

### *Increased value sales*

Cadbury Dairy Milk Giant Buttons' redesign had a huge and unexpected effect on sales. In the 26 weeks following launch, the brand achieved an additional £8.5m.

Source:  
Nielsen Answers

This figure outstrips sector growth for that year, which was 8.7% and could in fact be said to be driving the overall growth of the category, which only grew by 1.6% in the preceding year.

### *Increased value share*

Cadbury Dairy Milk Giant Buttons was launched into the bitesize sector as part of a portfolio of four brands, yet its performance showed it to be the single most important brand in the sector that year. Between September '08 and September '09 with sales of £26.8m, Cadbury Dairy Milk Giant Buttons increased its value share by 35%, from 5.2% to 7.1% - by far the biggest increase in the sector.

Source:  
Nielsen Answers



### *Increased market share*

The success of Cadbury Dairy Milk Giant Buttons has, of course, been strategically important for Cadbury, helping grow its share of the bitesize market by a massive 44.6% between September '08 and September '09 – from 11.2% to 16.2%.

### *Consumer switching*

Figures from the 28 weeks to 1 November 2009 show that Cadbury Dairy Milk Giant Buttons helped grow the overall bitesize category in 2009, with 41.4% of volume coming from shoppers adding the brand to their existing repertoire, and 23% of volume coming from shoppers that were completely new to the category. This is an outstanding performance in a category where frequency of purchase has been declining over the last few years. Further gains (35.7%) came from consumer switching: Giant Buttons stole share right across the bitesize market, with the largest spend taken from brand leaders Maltesers (£328,000) and Minstrels (£273,000).

Source:  
Kantar Worldpanel

Source:  
Kantar Worldpanel

### *Increased brand loyalty*

In the year ending 6 September 09, loyalty to Cadbury Dairy Milk Giant Buttons increased to 27.8% compared to 24.6% the previous year, making it the No.2 brand

for loyalty in the bitesize sector behind Maltesers (whose loyalty shrank from 34.3% to 29.9%). In the previous year, Cadbury Dairy Milk Giant Buttons was only the No.6 brand for loyalty, demonstrating the enduring appeal of the new design.

Source:  
Kantar Worldpanel

### *Change in consumer profile*

The redesign has clearly met its objective of attracting older and more discerning consumers to the Cadbury Dairy Milk Giant Buttons brand. Prior to launch, just 40% of buyers were over 44, and 45% were ABC1, while after the redesign, 46% were over 44, and 51% were ABC1. This has been achieved without damaging the standard Buttons brand, which has maintained its customer profile while gaining an additional £1.4m sales in the 26 weeks from launch.

### *New product development*

The clear success of Cadbury Dairy Milk Giant Buttons, together with the launch of Cadbury Clusters, Raisins and Peanuts, has enabled Cadbury to confidently strengthen its burgeoning bitesize offering and introduce new players to the sector. In September '09, Cadbury launched Dairy Milk Caramel Nibbles, and in May 2010 launched Crunchie Rocks. These new entrants

are following the example set by Pearlfisher's Cadbury Dairy Milk Giant Buttons redesign – they are iconic brands exhibiting challenger behaviour – demonstrating that this strategy is more successful than launching totally new brands.

## RESEARCH RESOURCES

### *Research*

Nielsen Answers

Kantar Worldpanel

### *Other influencing factors*

It's fair to say that packaging design has not been the only factor in the sales increase of Cadbury Dairy Milk Giant Buttons, as the launch was accompanied both by in-store promotion and off-shelf features, along with a change in packaging structure from a hanging bag to a resealable pouch in line with category norms.

Cadbury's spend during this period was in no way excessive or unusual.

It's also worth noting that all bitesize chocolate brands operate within an environment of regular price promotions. During this period, 41% of Cadbury bitesize

volume was sold on promotion, however a larger percentage (55%) of Mars bitesize volume was sold on promotion. Unquestionably, even accounting for the above, Cadbury Dairy Milk Giant Buttons redesign has delivered challenger level success for the brand- an established and much loved icon for the great British public - paving the way into the future and beyond.