



A Common-Sense Guide to Winning with Bottle Design

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A COMMON SENSE GUIDE TO WINNING WITH BOTTLE DESIGN

WINES & VINES PACKAGING CONFERENCE 2017

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Topics

WHY DESIGN MATTERS

SIX FIXES for a successful design process

FIX NUMBER 6 Involve your audience

MAL QUAL

KNOWABLE STUFF



Why design matters

	High Reach	Low Cost	Highly Strategic
Package Design	+	+	+
Advertising	-	-	+
Trade Promotion	+	-	-
Consumer Promotion	-	■	■
Social Media	-	+	■

Only pack design:

- Reaches 100% of likely buyers at the first moment of truth where 50-80% of purchase decisions are made.
- Requires a relatively low investment.
- Embodies the brand and product strategy.

A woman with dark hair, wearing a bright yellow jacket, is seen from behind in a wine store. She is reaching out to touch a bottle on a wooden shelf. The shelves are filled with many wine bottles of various colors and labels. The background is slightly blurred, showing more of the store's interior and other shelves. The lighting is warm and focused on the woman and the wine section.

Why design *really* matters for wine

There's a constant stream of new entrants

3,518 new wine items
have been launched to
market in the past year.



Source: Nielsen Total U.S. All Outlets (xAOC + Liquor Plus + Conv + Military); 52 w/e 6-17-2017; New Items - Sales > \$1,000 in latest 2 years combined and \$0 sales three years prior.



768

wine items on the
average grocery
store shelf

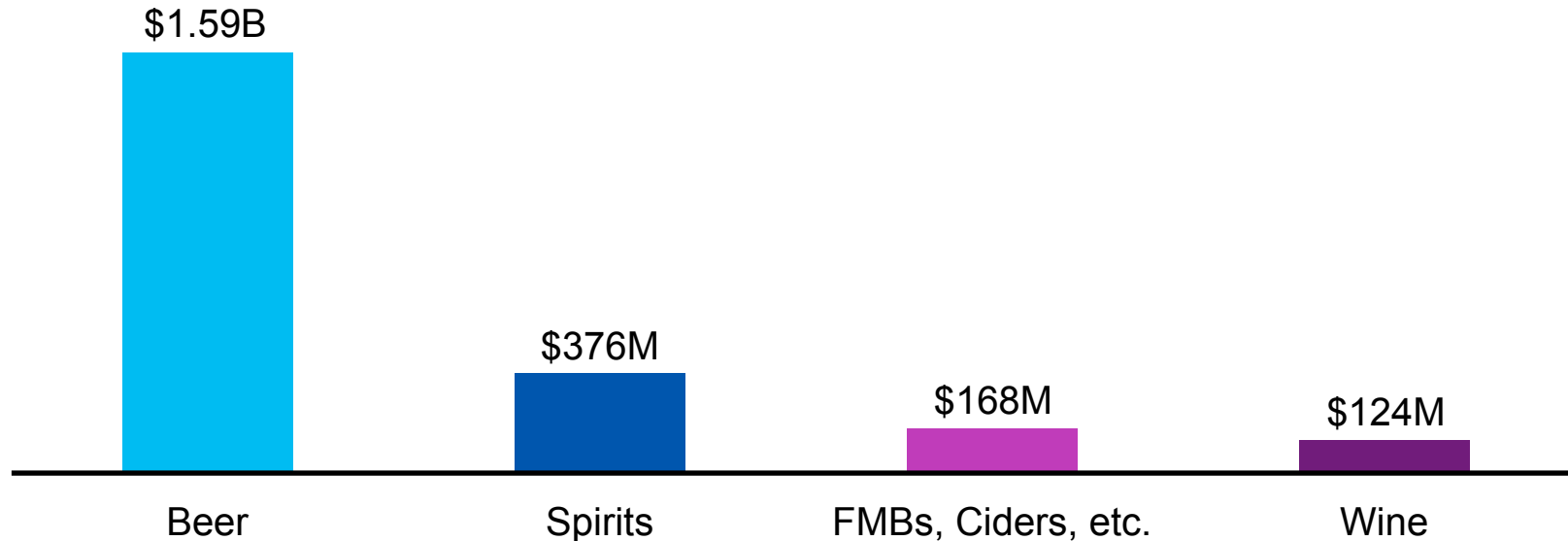
1,563

wine items on the
average liquor
store shelf

Traditional media spending for wine is low

... so the “advertising” that happens at shelf is critical.

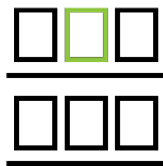
BEVERAGE ALCOHOL INDUSTRY AD SPEND FOR 2016 BY CATEGORY



Factors driving pack importance



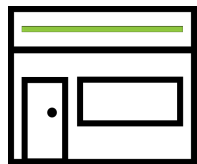
**CROWDED
CATEGORY**



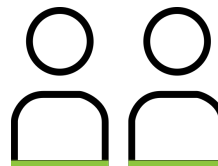
**MANY DECISIONS
MADE AT SHELF**



**SHAPES BRAND
PERCEPTIONS**



**CAN HELP GAIN
DISTRIBUTION**



**SOCIAL
PERCEPTIONS**

What *good* design can do



Get Noticed

Silver Oak's label caught the attention of **+17%** more wine consumers than similarly-priced competitors.



Hold Attention

The Prisoner's design captured consumers' attention for **+25%** longer than average—running the clock on its competitors.



Create Distinction

Consumers considered Chalk Hill's design to be the most **SOPHISTICATED**, **PREMIUM** and **CONFIDENT** among its competitive set.

What *good* design can do (continued)



Communicate Equities

The redesigned Black Ink label was **+78%** more likely than its previous label to communicate “dark” and “mysterious” to wine consumers.



Drive Positive Sentiment

Consumers considered Mirassou’s design to be **APPROACHABLE, BOLD** and **FUN**—with **88%** of consumers responding positively to the upbeat sun emblem.



Shift Preference

In a recent client study, the redesign increased preference for the brand by nearly **50%** — by retaining current buyers and attracting their competitors’ buyers.

Good design drives GROWTH

2017 Nielsen
Design Impact
Award Winner



Black Ink Red Wine

Black Ink's redesign drove a **13x** increase in sales.

2017 Nielsen
Design Impact
Award Winner



Buchanan's Scotch Whisky

The first redesign in 25 years for 130-year-old brand drove a **+20%** average sales lift across all markets.

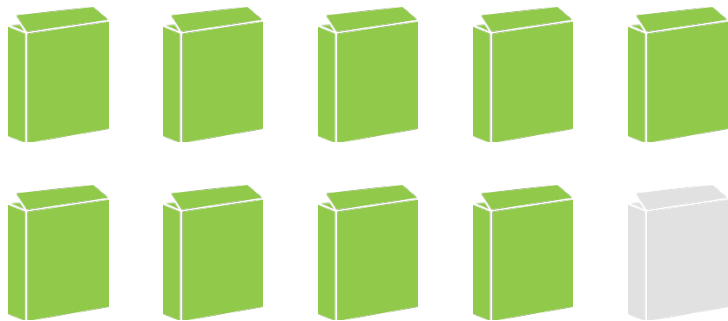


Ballast Point

The combination of a great product and distinctive, resonant packaging lifted Ballast Point from the craft beer clutter to a **\$1 billion** valuation.

But most redesigns do nothing

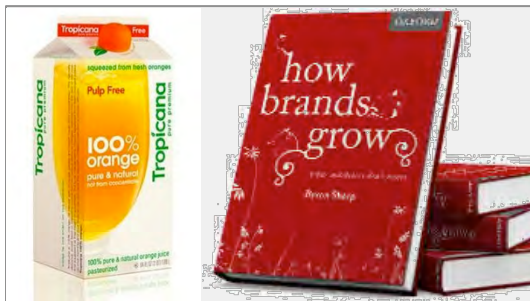
90% of redesigns fail to deliver meaningful sales improvement for the brand.



50% of package designs harm brand perceptions by dragging them down on key equities.



Why? (three common dysfunctions)



Fear Trumps Hope

Many marketers have been conditioned to **fear** package changes and to **expect little** for their risks.



Cult of Opinion

Subjectivity + lots of stakeholders
= **compromised design decisions**

Safe, Frankenstein, Boss' Favorite



Agency Economics

Design economics & process dysfunctions compel agencies to **suppress** exploration, selection, and refinement **instincts**.

What to do about it (six fixes)

Do some... you might get lucky.

Do all... and you will create a **repeatable growth strategy**.

Six fixes



1 Enlighten your Leaders

There are success stories and data you can share that show that a **good design process** leads to significant **business growth**.



2 Invest

The investment in great design **talent** and a **process** that supports successful outcomes is one of the smartest and smallest ones you can make.



3 Face the Music

Get **clear**, **honest**, and **representative feedback** on your current design—it may not be as good or bad as you think, and you need to know what's working and what isn't.

Six fixes



4 Make a [Great] Plan

A building can only be as good as its blueprint. The **creative brief** should be **clear, strategic, and informed** by the current design evaluation.



5 Explore!

Evidence clearly indicates that the **more designs** you consider, the **more effective** the best of them will be.

(But don't bother unless you...)



6 Involve the Market

Replace subjective opinion with **objectively-measured market response**—and do it early in the process.

Fix Number Six

Mal qual (problems with qualitative research)

- People usually have very different opinions
- A few consumers almost never represent the market
- Especially in a group setting where the feedback will be skewed by the strongest opinions



Experiment #1

We asked a bunch of people which of these two bottles they would be **more likely to buy**.



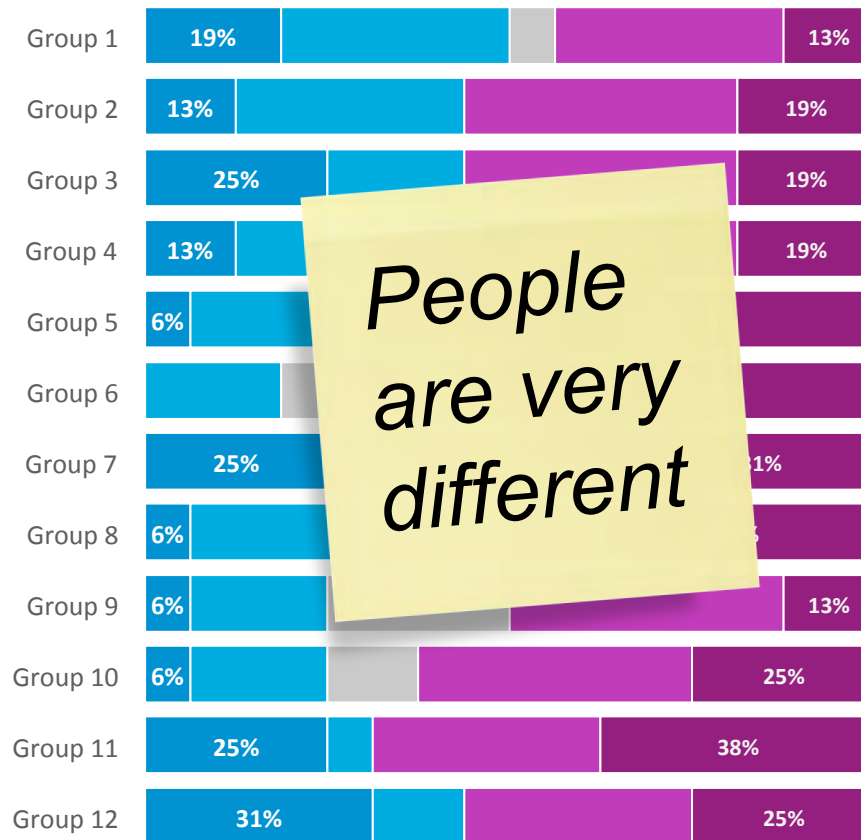
Experiment #1

- Here is what 16 randomly selected consumers said...
- So should they go forward with a redesign?



Experiment #1

- What if a different set of 16 people showed up?
- Would you have seen the same result? Made the same decision?



Why “quant is king”

By using **a lot** of consumers in a **private** exercise, you get a much more reliable picture of how consumers will react to a redesign.



184
Consumers



Harder than it looks

Think of it—for all the talent and strategy and effort that goes into redesigning a package...

Half of all tested redesigns fail to show an improvement.

Most launched redesigns have no measurable impact on sales.



Experiment #2 (twenty brand redesigns)

New Designs



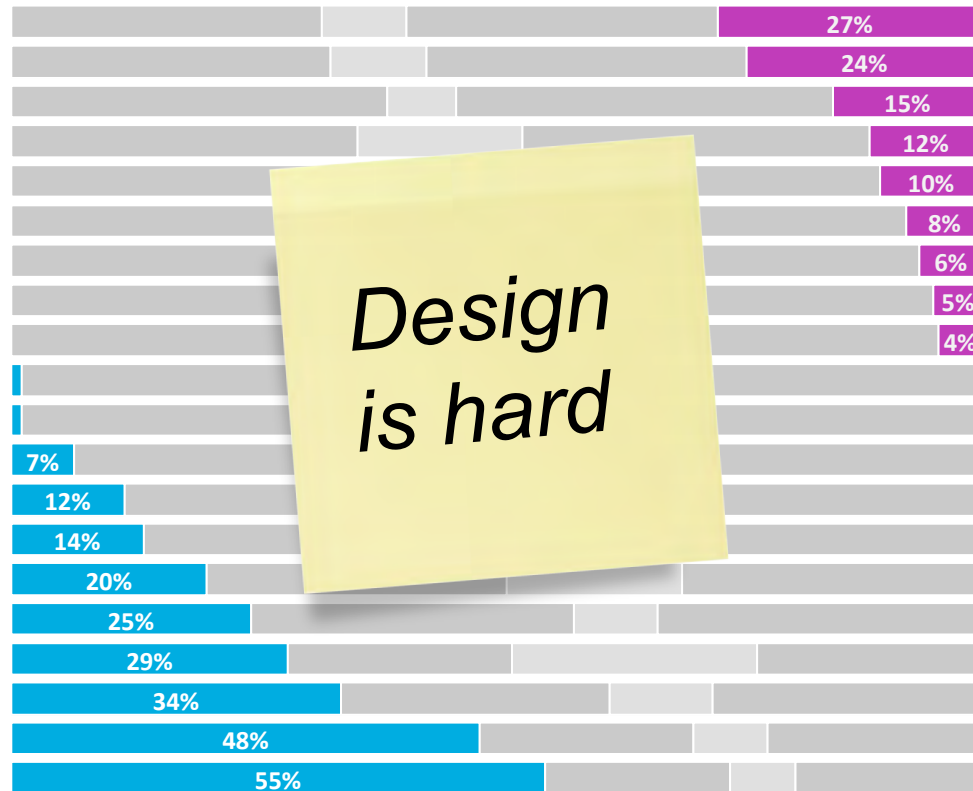
Old Designs



Experiment #2

Roughly half of the tested redesigns had a net preference for the NEW design.

Del Rio Rose
Canoe Ridge
Ca'Momi



Design is hard

Nice job!



What else should we check on?

- ☒ Preference
- ☐ Occasion perceptions
- ☐ Standout
- ☐ Communication
- ☐ Sentiment
- ☐ What's working & not
- ☐ Brand character

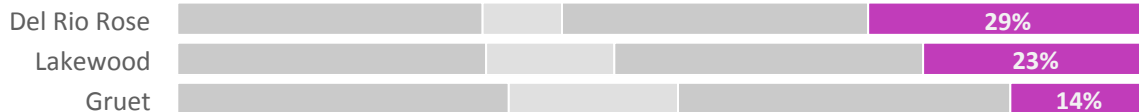
Shifting occasion perceptions

- You can use a similar choice exercise to determine if your new design **expands occasion perceptions**
- Goal is to show net selection for the new pack for the desired occasions



Gifting occasion

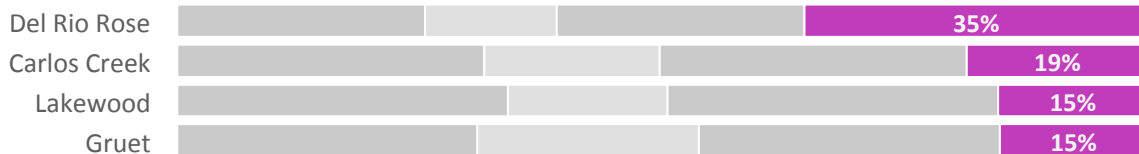
Eight of the redesigns are perceived to be more gift-worthy than their prior designs.



Special occasion

Only a handful of redesigns were perceived to be more appropriate for special occasions.

This may be intentional as consumption could decrease.

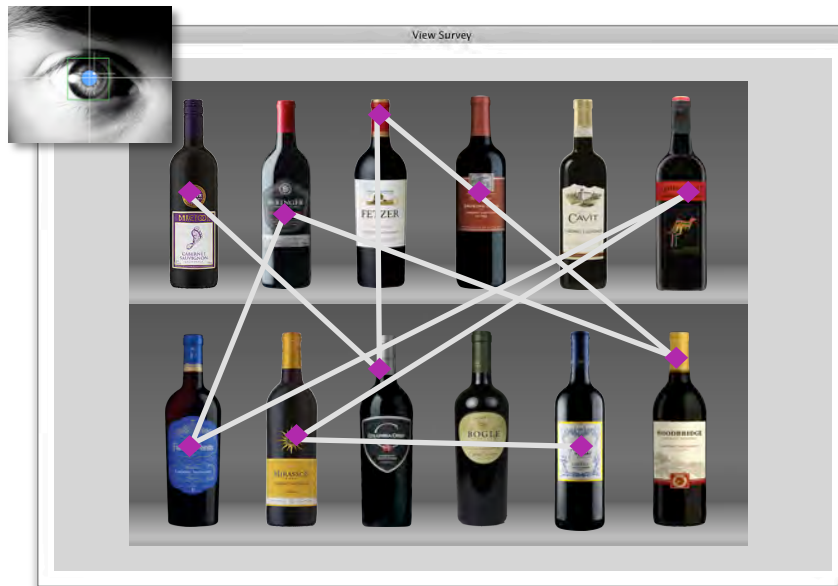


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Standing out and holding attention

- Standout helps you realize the potential of distribution
- Ability to hold attention “runs the clock” at the *moment* of truth
- Typically measured with eye-tracking
- Full shelf is not necessary/
recommended



Standout evaluation example

Before & after designs versus...



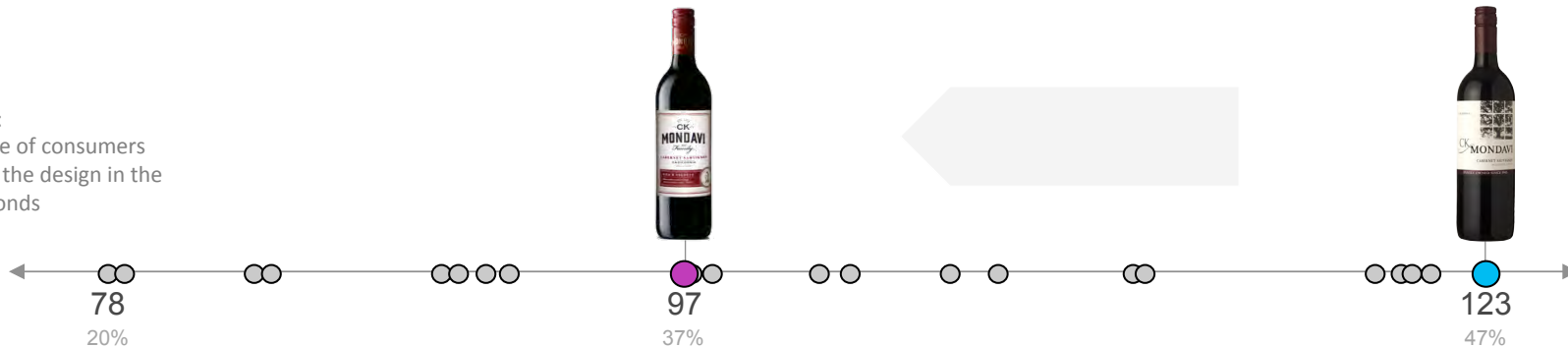
“Wine closet competitors”



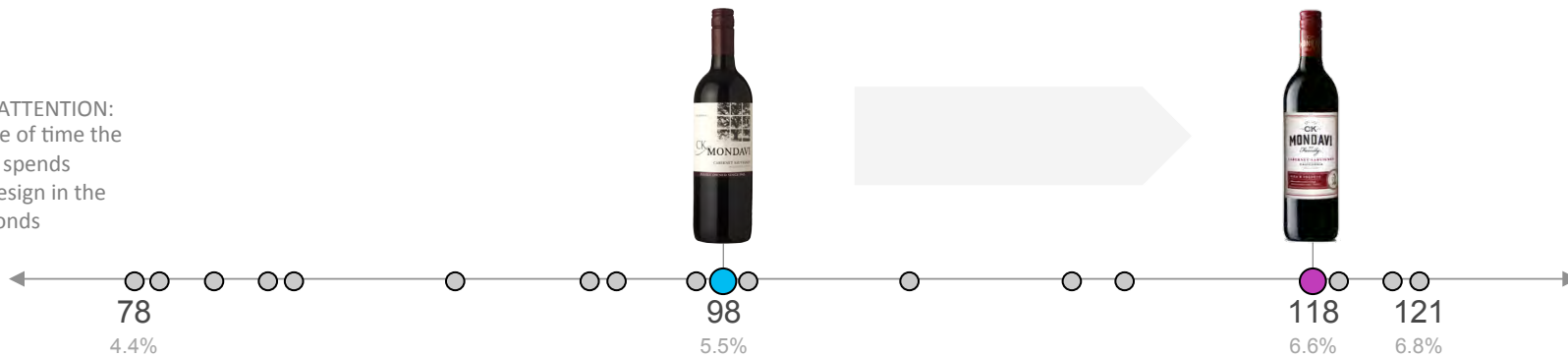
Standout performance for redesign



VISIBILITY:
Percentage of consumers
looking at the design in the
first 4 seconds



SHARE of ATTENTION:
Percentage of time the
consumer spends
on each design in the
first 7 seconds



What else should we check on?

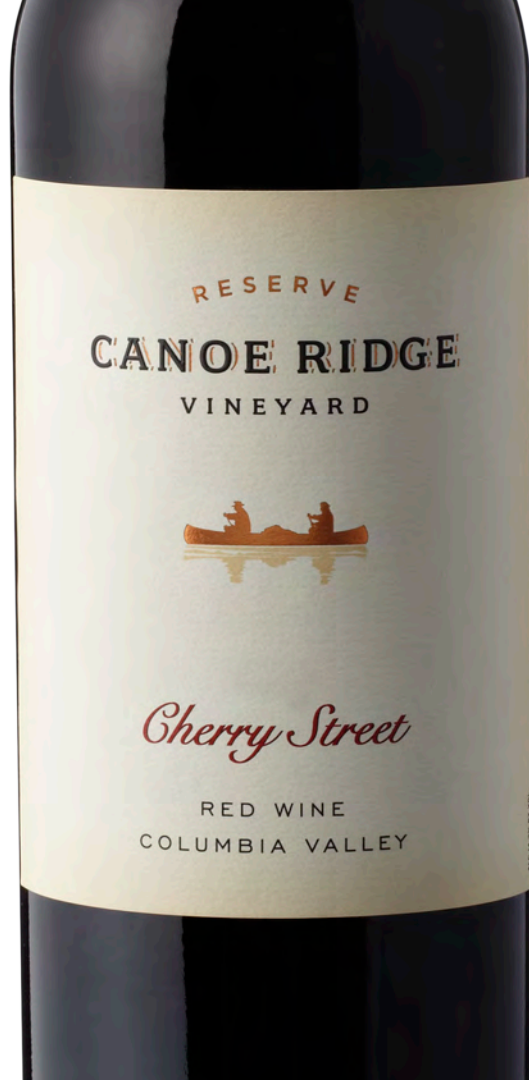
- ☒ Preference
- ☒ Occasion perceptions
- ☒ Standout
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Communication & sentiment

- Design instantly communicates a lot about your product and brand
- Best way to capture this is with a spontaneous association exercise (much like a Rorschach test)
- Responses can also be evaluated for sentiment/emotional impact



What is the first
word or phrase
that comes to
mind?

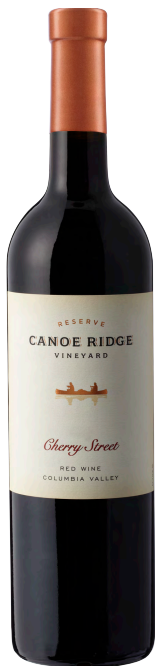


What is the first
word or phrase
that comes to
mind?



Spontaneous association

Previous Design



New Design



Spontaneous association (comparative analysis)

Previous Design



Comparatively more likely to evoke.....

plain clean
classic
simple
canoe
traditional
ridge

New Design



explorer
interesting
outdoors
adventure
cheap colorful
relaxing

Sentiment Analysis

1%

9%

10%

0.1:1

Positive responses

Negative responses

Net emotional response

Positive-to-Negative ratio

7%

2%

9%

3.5:1

Spontaneous association (comparative analysis)

Previous Design

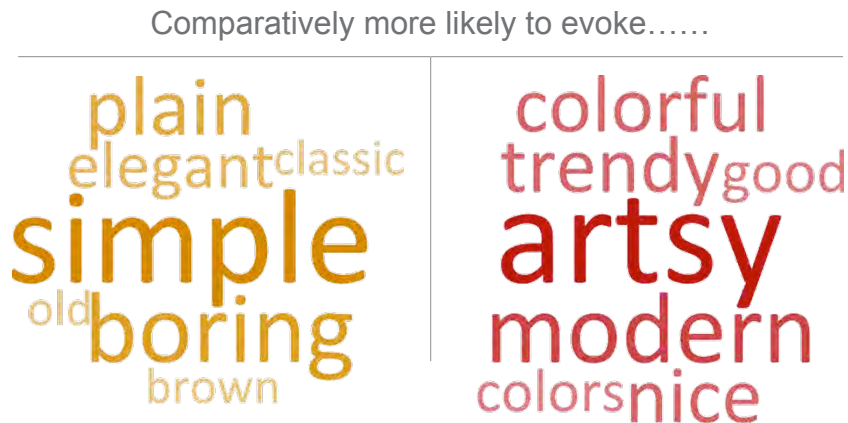


New Design



Spontaneous association (comparative analysis)

Previous Design



Sentiment Analysis

2%

18%

20%

9:1

Positive responses

Negative responses

Net emotional response

Positive-to-Negative ratio

14%

2%

16%

7:1

New Design



What else should we check on?

- ☒ Preference
- ☒ Occasion perceptions
- ☒ Standout
- ☒ Communication
- ☒ Sentiment
- ☐ What's working & not
- ☐ Brand character

What's working & not

When assessed early in the design process, getting a read on what the market likes most and least about a design can **focus refinement** to make a good design even better.

Using a **large sample** of people helps avoid over-correction risk of focus groups (or executive opinion).



What's working & not

When assessed early in the design process, getting a read on what the market likes most and least about a design can **focus refinement** to make a good design even better.

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Brand character

Brands can have a personality.

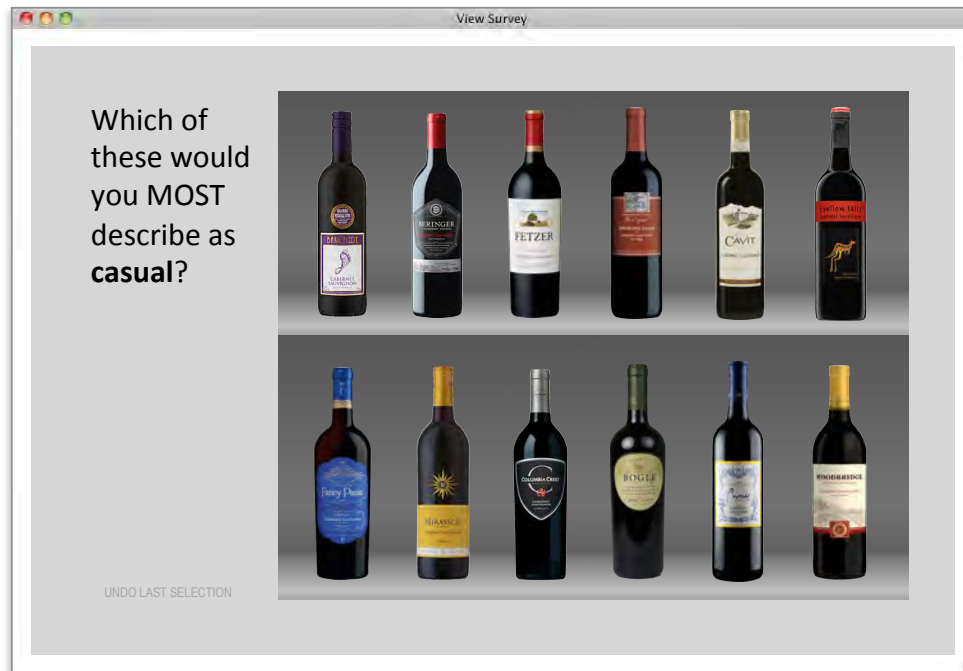
A strong brand character helps build equity, distinction, and consumer affinity.

People **like** you because you are **like** them (or who they aspire to be).



Assessing character

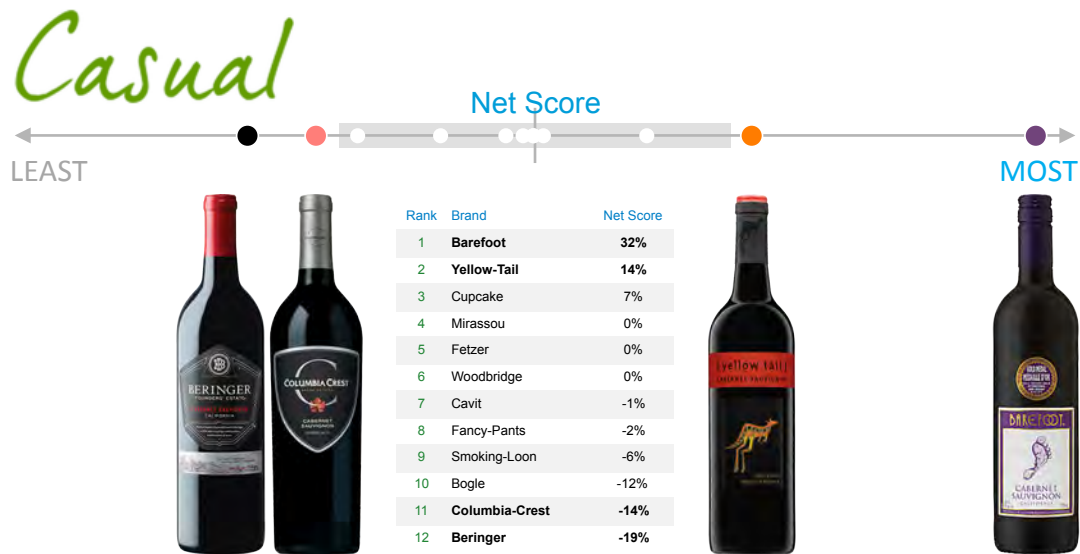
The best way to assess your design's ability to convey your brand character is to see if consumers uniquely associate the desired traits with your bottle **among a range of direct competitors.**



Assessing character

If a **critical mass** of consumers associate the trait to your brand, you can be confident your design is effectively conveying your brand character.

This can be **used proactively** to see if a redesign is maintaining or improving character perceptions.



A little fun with character

Because our volunteers are not direct competitors (different varietals and price tiers), we decided to put a twist on our usual character assessment approach.

We asked which designs most embodied the traits of certain celebrities.



Which
would you
say is the
Beyoncé
of wines?



Beyoncé



20%



18%

Which
would you
say is the
Madonna
of wines?



Madonna



19%



16%

Which
would you
say is the
**Wonder
Woman**
of wines?



Wonder Woman



Which
would you
say is the
**Donald
Trump**
of wines?



Donald Trump



James Bond



Barack Obama & Brad Pitt



Remember...

*People
are very
different*

So talk to a lot of them
using trusted quantitative
methods... and don't try
to please them all.

*Design
is hard*

But so worth it- so keep
an open mind,
experiment, and assess

*We're
here to
help*

Invite us over, and we'll
share some wine and
show you how to tune-up
your design process

Thank you!

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