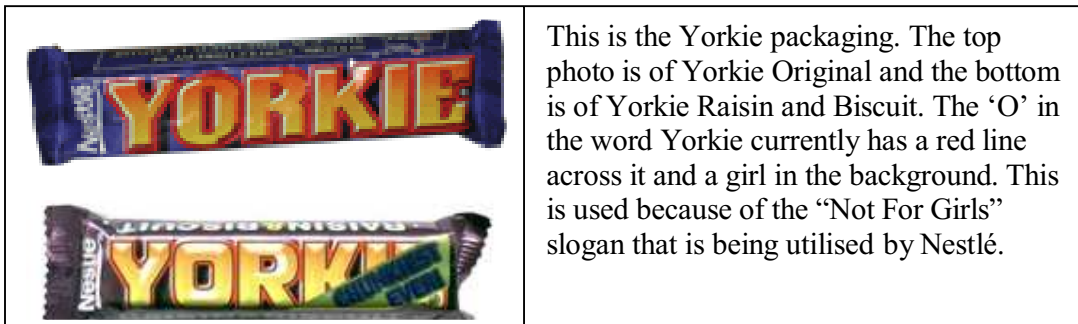


## **An Evaluation of the Marketing Strategy of Nestlé Yorkie Chocolate Bars**

### **Aim**

The aim of this piece of coursework is to evaluate the marketing policy of Nestlé to market Yorkie chocolate bars. I will conduct primary and secondary research to find out the data I need. In conclusion I will say how the marketing strategy needs to improve.

### **The Product**



Nestlé is a well-established public limited company, originally Swiss formed in 1867 by Henri Nestlé, that trade all over the world. A public limited company is a company that sells stocks and shares on the stock market. Nestlé has been part of the British culture for longer than most UK companies. A sales branch first came to Britain in 1868, just a year after the company was founded. Then the Anglo-Swiss Condensed Milk Company (which merged with Nestlé in 1905) established its first UK factory. In 1901 Nestlé followed suit. They are the world's leading food company because they own brands such as Coffee Mate, Nescafé, Perrier, Buitoni, Ski yoghurts, Rowntree and Wonka. Recently they have come under fire because they have given mothers in Africa special baby milk for free. The mothers that Nestlé gave the milk to can't breastfeed and so the babies rely on the Nestlé baby milk and so the mothers have to buy more of the Nestlé baby milk. The mothers cannot afford this milk as they are very poor and many babies have died as a result. This has caused many people to question Nestlé's ethics and consequently stop purchasing Nestlé commodities.

The brand name is Nestlé Yorkie. This is the name Nestlé give the product to distinguish it from the other bars. It is a chunky milk chocolate bar that is sold all across the country in supermarkets, corner shops and garages. They sell a number of different variations of the bar for instance Fruit Yorkie, Raisin and Biscuit and Honeycomb. The bar is aimed at men of about 12 - 50 who need something to 'fill a hole'. It is a chunky, macho bar and these properties are reflected in the advertising slogan. The chocolate bar has been around for quite a long time but recently it has been re-launched with a new image and 'New, Improved Flavour'. Yorkie's unique selling point is that it is chunky and 'macho'. The bar is currently going through quite a mature part of its product lifecycle but it could slightly be going into decline because there are more and more similar bars coming onto the market and could make the Yorkie bar go into decline. To make it mature again Nestlé would have to do some

more extension strategies to increase sales again. The extension strategies that Nestlé use are variations to the bar such as raisin and biscuit and honeycomb.

The bar utilises the advertising slogan that is “Not For Girls”. To some people this could be offensive because it could be seen as sexist. The phrase “Not For Girls” shows that the product is a chocolate bar for men and a lot of other chocolate is intended for women. Yorkie is a chunky and masculine so this could appeal to men. This could reduce sales for Nestlé because some women will think that because of this slogan they shouldn’t buy it. The Broadcasting Independent Commission has passed this slogan. Often the commission will say that an advert is not suitable for national broadcast. This is often because the advert is sexist or there are too much graphical content.

### **The Price**

I searched my local newsagents, Esso Garage (Midsomer Norton), Martins Newsagents (Midsomer Norton) and Tesco (Midsomer Norton) and found out the price of Original Yorkie. I would expect all these prices to be reasonably similar because all the shops are quite close to each other and should be competitive prices. It will also be interesting to see how close the prices are to the RRP. The RRP is the recommended retail price, the price that the retailer suggests the product be sold at Nestlé.

### **Yorkie Prices**

<b><u>Shop</u></b>	<b><u>Price</u></b>
<b>RRP (recommended retail price)</b>	<b>38p</b>
My local newsagents	38p
Tesco (national chain supermarket)	40p
Esso Garage (national chain petrol station)	40p
Martins (national chain newsagents)	41p
Average	40p

### **Dairy Milk**

<b><u>Shop</u></b>	<b><u>Price</u></b>
<b>RRP (recommended retail price)</b>	<b>33p</b>
My local newsagents	30p
Tesco (national chain supermarket)	34p
Esso Garage (national chain petrol station)	36p
Martins (national chain newsagents)	34p
Average	33.5p (34p)

**Galaxy Bar**

<b><u>Shop</u></b>	<b><u>Price</u></b>
<b>RRP (recommended retail price)</b>	<b>33p</b>
My local newsagents	34p
Tesco (national chain supermarket)	33p
Esso Garage (national chain petrol station)	36p
Martins (national chain newsagents)	35p
Average	34.5p (35p)

These prices show that they are all quite close to the RRP. Esso can afford to sell Yorkie bars for more than the RRP because they are shops that are on roads and so if people want a chocolate bar they won't mind about paying a few extra pence. All the prices are within 3p of the RRP so this shows that the shops do actually consider the prices that Yorkie is being sold at. The price is similar to other products of similar type. A Cadbury's Dairy Milk, for example is around 40p, this shows that the product can compete with these. If Yorkies were sold at around 30p – 35p it would show that it isn't doing as well as Cadbury's Dairy Milk or Galaxy bars.

**The Promotion**

Yorkie bars are advertised using television, billboards magazines and newspapers and radio. On Yorkie packaging there is currently a promotion where you can win free chocolate for 1 year. Nestlé are using this strategy because it will encourage people to buy Yorkie bars over other bars of a similar type. To advertise the bar Nestlé are using the slogan "Not For Girls". This is offensive to a lot of people because they think of it as sexist and offensive. This is an interesting strategy for Nestlé because they have recently come under fire because they were reported to have given mothers in 3<sup>rd</sup> world countries their baby milk for free. The babies would then become reliant on the milk, and the mothers would have to spend the small amount of money they have on Nestlé baby milk. So it was a shock to a lot of people when Nestlé started advertising Yorkie under the Not For Girls slogan.

The slogan shows that Yorkie is a 'macho', chunky bar that is good for hunger. One of the adverts shows a woman dressed as a man trying to buy a Yorkie bar and the shop assistant won't sell it to her because he can tell it is a woman. This shows that women shouldn't buy Yorkie bars because they are a 'male' chocolate bar. There is also an advertising billboard that says 'Women, save your money for driving lessons' and it has a picture of a Yorkie bar underneath. This suggests that women are bad drivers and so instead of buying a Yorkie bar, they should get driving lessons with their money. There are three different billboard and magazine ads featuring the slogans, "Don't feed the birds", "Not available in pink" and "King size not queen size". All the ads features the "Not for girls" tagline and a new Yorkie logo in which the letter "O" is an image of a woman with a street sign-style red line through it. This again has brought Nestlé's morals under fire because it is a stereotypical view of women drivers.

There are a number of mixed feelings involved in Yorkie's new adverts. Some people, often men, find the adverts very funny because it is a sexist joke which a lot of men like, but on the other hand a lot of people are extremely offended by the slogan because it is 'banning' women from purchasing Yorkie bars and keeping them

for men. Is Nestlé sexist or are they just very good at making successful slogans advertising Nestlé? In favour of Nestlé, it has worked because if someone hears the words “Its not for girls” they will almost always automatically think about ‘Yorkie’.



This is the logo that has caused a lot of controversy.

### The Packaging

Yorkie's packaging for Original Yorkie is dark blue with the word Yorkie in gold/yellow writing. This is quite attractive and works well for the product. The bar stands out quite well against other bars on the shelves because the packaging is quite shiny. Cadbury's Dairy Milk use packaging that is purple; Cadbury's have copyrighted the colour of their Dairy Milk so that no other companies can use or copy it.



Shiny Packaging

Brand Name

Product Name

The bar measures about 15cm long by 3cm high. The packaging makes Yorkies look quite attractive and does well at making you want to buy it because it stands out well and has an original name. This has been the basic product design for quite a long time. Nestlé have kept the same packaging for Yorkie for a long period of time because they know that people can recognise the packaging easily and the packaging works well.

### The Place

Yorkies are sold in large range of shops. These include newsagents, supermarket (often multipacks are available), cafés, motorway service stations, school canteens and vending machines. The motorway service stations can afford to charge a lot for Yorkies and similar products because if people really want one they can't shop around very easily for a cheaper Yorkie bar because there aren't very many shops on the motorway. Newsagents and supermarkets can charge less because there are more of those around so people can look around for more of these. Motorway Service Stations are likely to charge close to 50p for a single, Original Yorkie bar whereas a newsagent will charge close to the RRP (38p). On the shelves Yorkies don't really have a special place unless they have a special offer. If they are offering some kind of special offer

with the bar then they are often sold in large cardboard ‘bins’ where they stand out a lot more.

It is usually sold in shops that attract people who are in a hurry or just stop at the shop to buy a single item, like a chocolate bar or a drink. Because of this Nestlé should get Yorkies to be placed on a good place on the shelf because if people are going into the shop they are more likely to pick a chocolate bar that stands out than one at the back of the shelf.

### **The Current Marketing Strategy**

The product is sold for 4p or 5p more than normal chocolate bars such as Cadbury’s Dairy Milk or Twix. This is because it is a larger bar and Nestlé has priced Yorkie in accordance to this fact. The product is marketed on TV, billboards, radio and in magazines. The bar is advertised with the slogan “Not For Girls”; this corresponds with the character of the bar, masculine and ‘hard’. The product is then sold in shops where people stop quickly to buy often a single item. I think the marketing strategy of Nestlé for Yorkie is good because it attracts people’s attentions, this is especially true for the advertising slogan because when people hear “Its not for girls” they will often automatically think Yorkie. This is the effect Nestlé want as it helps people think about Nestlé Yorkie and in some cases. This slogan makes people want to buy it because it makes Yorkie have a masculine image and so some men will buy a Yorkie because of this.

### **Questionnaire**

Which of the following age group do you fall into?

<u>Age Group</u>	<u>Tally</u>
0 – 10	3
11 – 15	12
16 – 20	6
21 – 25	5
26 – 30	
31 – 35	1
36 – 40	
41 – 45	2
46 – 50	2
51 – 55	
56 – 60	

61 – 65	
66 +	

1. Are you male or female?

Male ||||| ||| 18

Female |||| |

2. Which of these is your favourite chocolate bar?

<u>Chocolate Bar</u>	<u>Tally</u>
Kit Kat Chunky	1
Cadbury's Dairy Milk	11
Galaxy	6
Nestlé Yorkie Original	3
Mars Bar	5
Snickers Bar	3
Other	2
Not a chocolate fan	2

3. Where would you usually buy a Yorkie chocolate bar?

<u>Shop</u>	<u>Tally</u>
Chain Supermarket	5
Newsagents	12
School/Work Cafeteria	3
Café	4
Motorway Service Station	2
Other	4

4. What is your favourite Yorkie bar?

<u>Type</u>	<u>Tally</u>
Original Yorkie	14
Raisin and Biscuit Yorkie	15
Fruit Yorkie	12

5. What makes you choose Yorkie over other similar bars?

Packaging	4
Had it before and enjoyed it	10
Satisfies hunger well	12
Cheaper than other bars	3
Other	2

6. If Yorkie bars were 5 pence more expensive would you:

A. Buy More	
B. Buy Less	18
C. Buy the Same?	13

7. What is the maximum price you would spend on a Yorkie bar?

A. 30p – 31p	0
B. 32p – 33p	0
C. 34p – 35p	0
D. 36p – 37p	0

E. 38p – 39p

0

F. 40p – 41p

0

G. 42p – 43p

||| 3

H. 44p – 45p

|| 2

I. 46p – 47p

|||| ||| 11

J. 48p – 49p

|||| ||| 8

K. 50p – 51p

|||| 5

8. Do you like the packaging of Yorkie?

Yes

|||| ||| || 12

No

|||| |||| |||| ||| 19

9. If no, what is wrong with it?

- Too bland
- The girl in the middle of the O
- The colour
- The logo – don't like the design
- Too hard to open
- Too shiny, often can't read the writing
- The Sexist advertising campaign

10. What do you think if the current advertising slogan, "Its Not For Girls" being used by Yorkie?

Sexist

|||| ||| || 12

Fine

|||| || 7

Funny

|||| ||| 8

Very Upsetting to me

||| 3

Other

| 1



11. Do you buy any of Yorkie's competitor's products?

Yes 

19
----

No 

12
----

12. If yes, which ones?

- |   |
|---|
| <ul style="list-style-type: none"><li>• Cadbury Dairy Milk</li><li>• Galaxy</li><li>• Aero</li><li>• Kit Kat Chunky</li><li>• Cadbury Wispa</li></ul> |
|---|

13. If you were shopping in a supermarket, would you buy a Yorkie multipack?

Yes 

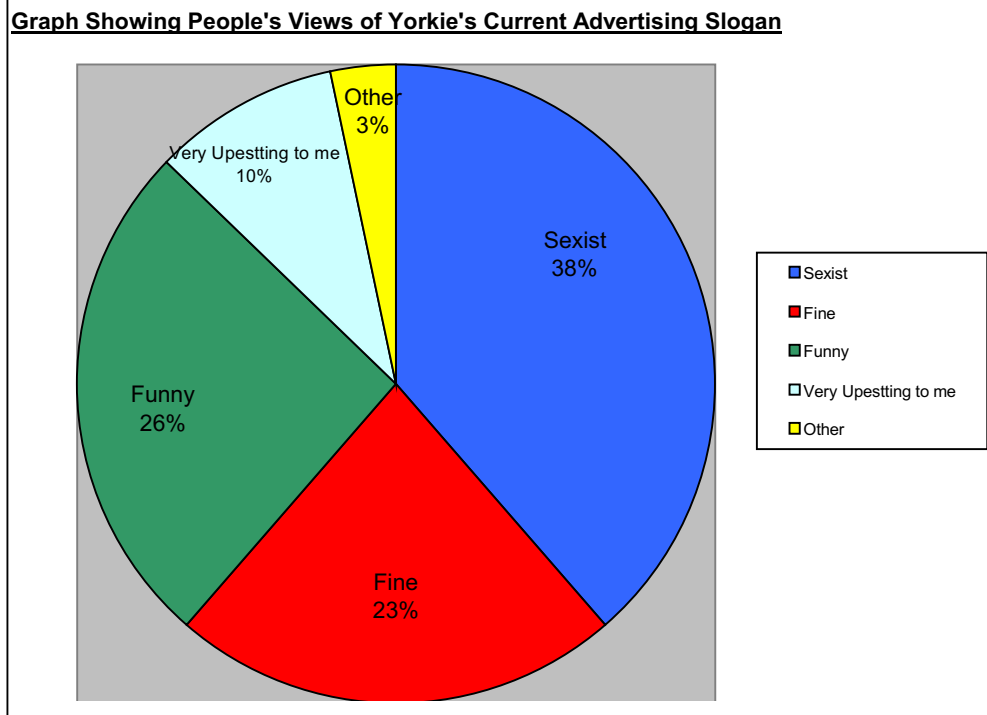
11
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No 

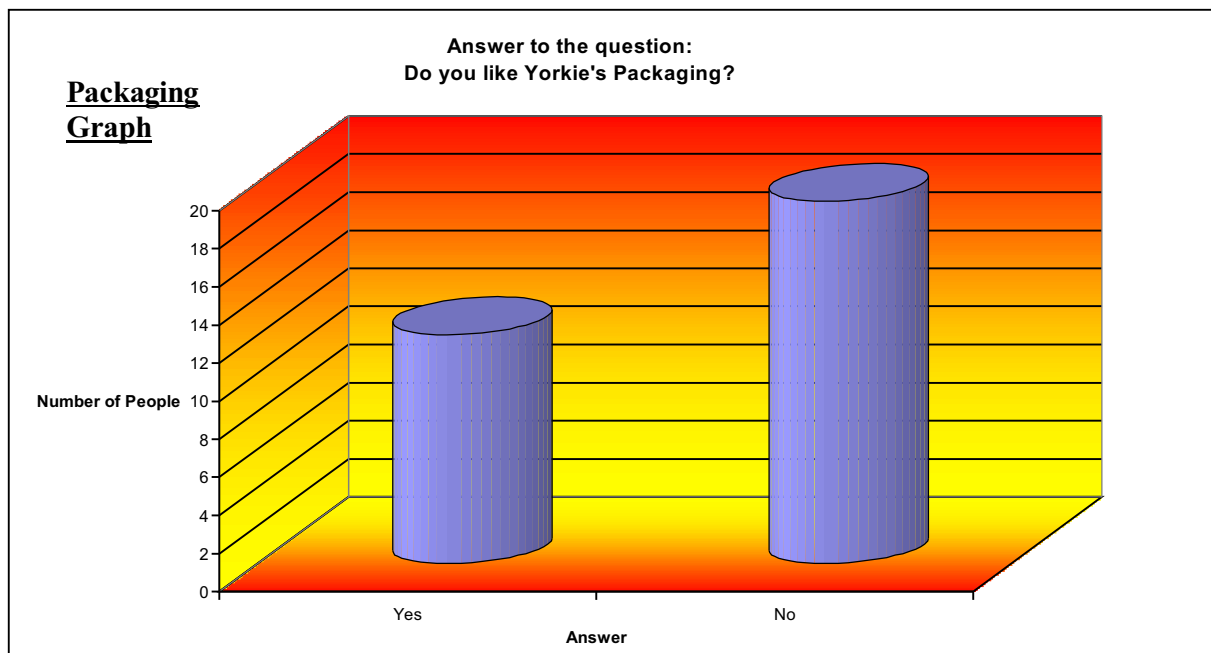
20
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I used these questions because it provided me with a lot of useful information about people's preferences regarding Yorkie, themselves and the types of shops Yorkie is sold in. It told me the age and gender of people that may buy Yorkie. It also gives me an idea of the amount of money people would be prepared to spend on a standard bar. I can also see what people think about the current advertising slogan. This will be interesting in my report to Nestlé so they can find what a section of the public think about this advertising slogan. I have asked mainly teenagers aged 14-15 because these are an age group that are likely to buy the bar and so it is useful to know these figures. From my questionnaire I can also find out why people buy chocolate bars, which ones and where from. I also asked why people buy similar bars to Yorkie and why they don't buy Yorkie. This will be useful in improving marketing strategies and improving price of the product. I will ask shopkeepers as well because they know which bars sell well and which bars don't sell as well.

### Graphs from my questionnaire responses Promotion Graph



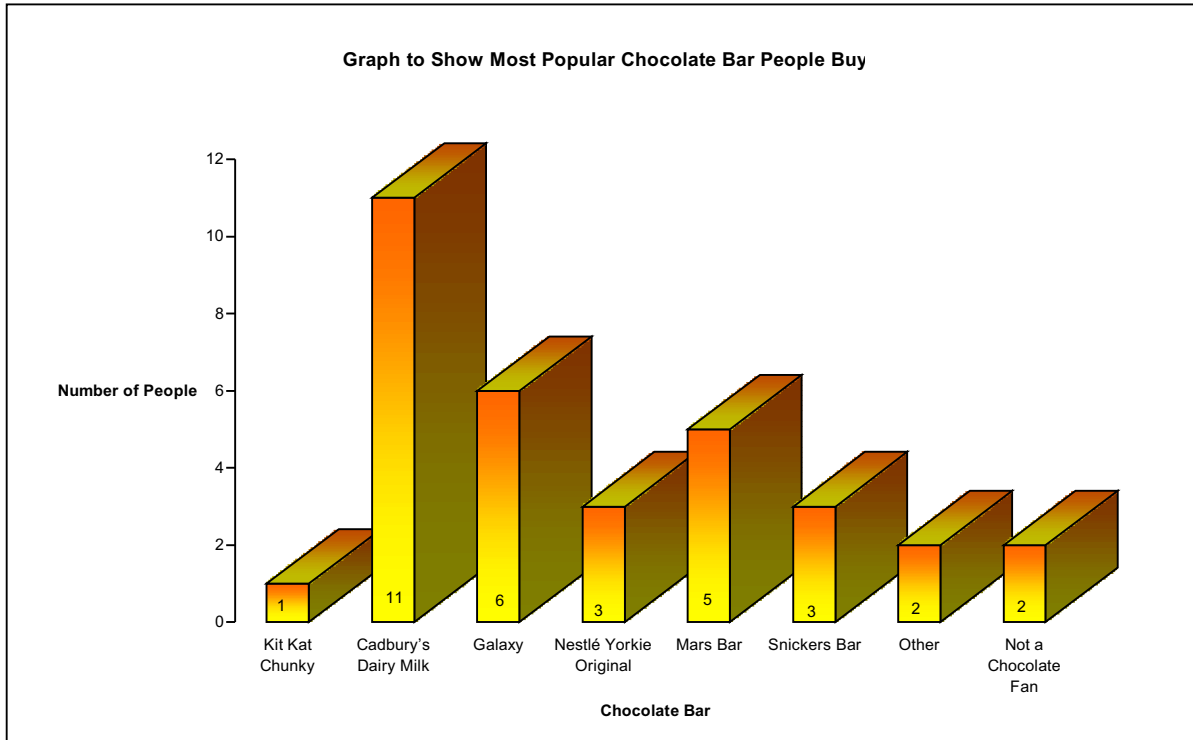
This graph shows that 38% of people I surveyed thought that the Not For Girls Slogan is sexist. 10% thought it was very upsetting, but 49% of people I asked didn't have a problem with it.



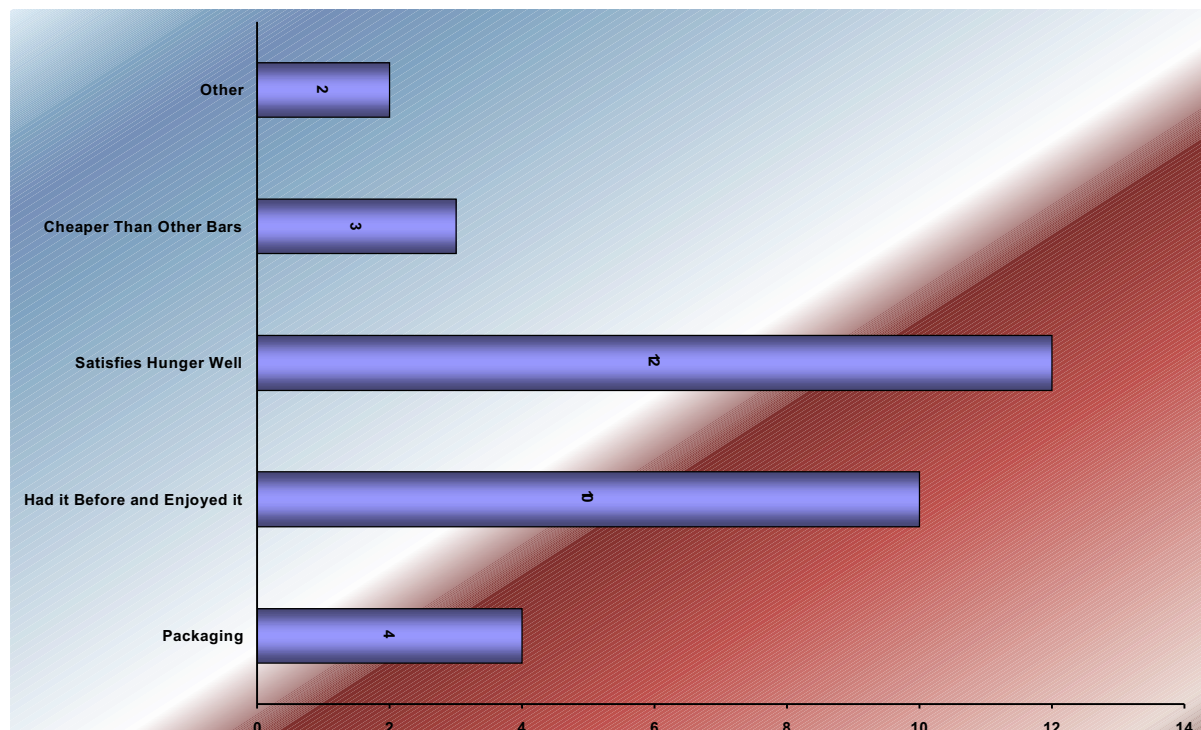
This was another question from my questionnaire. It shows that more people dislike Yorkie's packaging than like it. The following reasons were given for not liking it:

- Too bland
- The girl in the middle of the O
- The colour
- The logo – don't like the design
- Too hard to open
- Too shiny, often can't read the writing

Again sexism came into the picture from this question. This shows that there could be something wrong with my product's packaging and it needs to be changed.

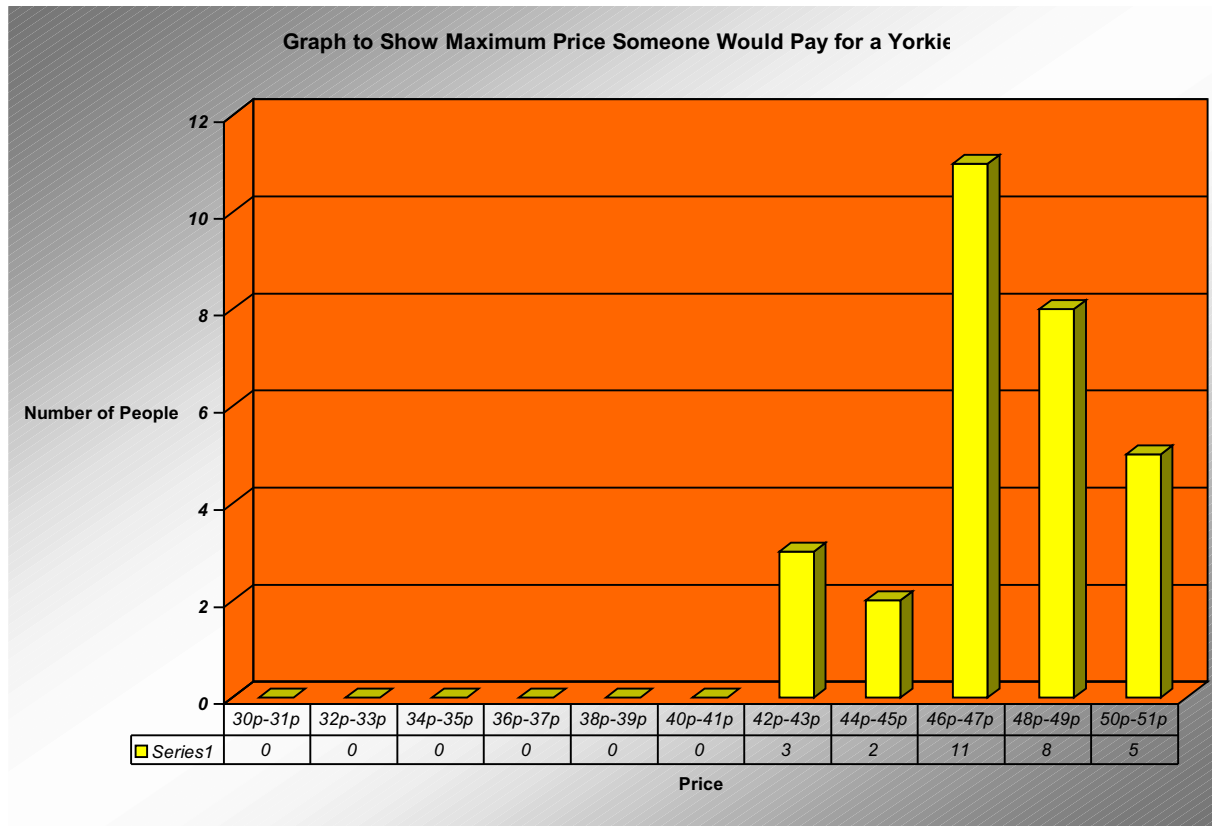
**Product Graph**

This graph is about which chocolate bars are in competition with Yorkie and which sell well. Reasons for chocolate bars selling well are not just taste and packaging, position in the shop and price also play a major role in how well chocolate bars sell.

**Product Graph**

This graph shows me what the good points of Yorkie are. From these results I can tell that it satisfies hunger well and people eat of because they feel 'safe' with it - they have tried it before and like it.

### Price Graph



This graph is about the maximum price someone would pay for a Yorkie bar. 5 people said that they would pay 50p-51p if they really wanted one. This is a good sign because it shows that they could be in high demand from some people.

### Summing up the Product

My results back up what my product research said by the fact that I said that the target market was men aged 12-50. My questionnaire backs this up because most of the men said that they found the “Not For Girls” slogan funny. Although I didn’t put it in my questionnaire, one woman said that she didn’t eat any Nestlé goods because of the baby milk incident and because of the new adverts. She said that Nestlé were now a very controversial company, she said that they were doing these things to get free advertisement from the papers. I think that my research has shown that people like competitor’s products more than they like Yorkie. I think this is because Yorkie is a similar bar to many others on the market. Consumers will want to buy something they really like the taste of and as there is such a big market for Yorkie like bars I don’t think it is particularly good market to be in.

I think that the actual product is good because from my questionnaires 12 people said that it satisfied hunger well and another 10 people said that they enjoyed eating the chocolate bar. The bar is a very ‘chunky’ bar that tastes very good and competes well in the market that it is in. I would say it is in. To improve the product Nestlé could try

different patterns or words on top of the bar or they could make the bar a different shape. This would attract people to think they bar has completely changed and bring in new customers so buy the bar.

### **Summing up the Price**

Yorkie's RRP is 38p, whereas the average from all the shops is 40p. This is 2p above the RRP. This could be because it is not selling well so shops decide to bump the price up a bit so that when they do sell some they get a little extra revenue from the sales. There are a number of reasons that people may not buy Yorkies. One is because of the Not For Girls advertising campaign, some people may have been offended by this and not bought the bars as a result. Secondly people may not buy any Nestlé products because of the baby milk incident. This was a bad thing for Nestlé to do, it may have got them more sales in the 3<sup>rd</sup> world but people in the developed world have not taken kindly to this and many people have refused to buy Nestlé produce. Finally people may simply dislike the bar and so that could be the reason some people don't buy it. The RRP of Yorkie is 5p higher than both Cadbury Dairy Milk and also Galaxy. I would describe these two bars as Yorkie 2 main competitors. Although a Yorkie bar is a much more substantial bar, in many people's minds the taste of Cadbury Dairy Milk and Galaxy bars is a lot more pleasant.

I think the price of a single, standard Yorkie bar is too high. I think the RRP should be around 35 or 36p. If this was the price then I think that more bars would be sold and therefore more revenue for both Nestlé and the shop that it is sold in. Nestlé could try and do BOGOF strategies on multipack packets, these would be offered in supermarkets and other shops that sell multipacks. This would sell more of the bars and could get new people to try Yorkie bars.

### **Summing Up the Promotion**

Nestlé has come under fire recently for using the advertising slogan "Yorkie – It's Not For Girls". This suggests than only "macho" men are meant to buy the bar and its not designed for the "weak and feeble", in Nestlé's case, girls. This has caused the company to receive a lot of abuse and hate from a lot of people. At the moment the bar says "Blokie" instead of Yorkie and instead of "NOT FOR GIRLS" it says "DEFINITELY NOT FOR GIRLS". Nestle is hoping an even more aggressively macho positioning will convince men Yorkie is the chocolate bar for them. Nestlé's original adverts showed the bar was aimed at truckers. Nestlé says that they needed to take a stand for the British bloke and reclaim some things in his life, starting with his chocolate. Nestlé feels that this is an important element of men's happiness and is starting the reclaiming process of making a particular chocolate just for men. They also say that most men these days feel as if the world is changing around them and it has become less and less politically correct to have anything that is only for males. I think the slogan and adverts are funny but overall it was a bad idea. This sort of thing can cause a lot of people to stop buying the good and in this case, it definitely has. I think Nestlé could improve the promotion by using a less controversial ad campaign. This could actually help Nestlé to sell *more* Yorkie bars, as people wouldn't be offended by their campaign.

Galaxy is currently advertised as a chocolate bar that you eat when you want to relax. They are marketed as luxurious chocolate bars, whereas Cadbury Dairy Milk, Yorkie's other main competitor is marketed as a traditional 'British' chocolate bar, the

slogan is "Because chocolate matters". The Cadbury Dairy Milk television advert shows two OAPs sitting on a bench with the lady knitting a cardigan and the man breaks off a piece of chocolate from the chocolate bar and gives it to the woman. Across the bottom of the screen the man's thoughts are displayed and it says "I love you dear" then it says, "But I won't wear that cardigan". This shows that Cadbury Dairy Milk is aimed at all ages and when you give it to someone it shows that you feel for him or her and they are special to you.

### **Summing Up the Place**

Yorkie is sold in most "convenience" stores such as newsagents and supermarkets. It is also sold in vending machines in public places. I think that these are good places to sell the bar, as they are the kind of places that people will go if they want to purchase a Yorkie bar or any other chocolate bar for that matter. In the shop the bar is sold with all the other chocolate bars on shelves. In the shops I looked in the bar was firstly on the 2<sup>nd</sup> shelf from bottom 3<sup>rd</sup> bar in from the left and in the second shop the bar was on the 2<sup>nd</sup> shelf from the top 2<sup>nd</sup> bar in from the right. These two positions are quite similar, although it took me a little longer to spot a Yorkie when it was on the lower shelf. This means that the second shop's position is slightly better because you will spot the bar quicker and usually if you can't see a particular chocolate bar on a shelf you are likely to give up and buy a different bar, so the position is absolutely key. The prime positions would be in the middle of the shelf on the top 3 shelves as this is usually eye level and easy for most people to reach. This is where Nestlé should try and sell Yorkie bars, as this would make them catch the eye better. Children's chocolate bars and other sweets would be on lower shelves as this is easier for them to spot and reach.

### **Final Conclusion**

Yorkie is a chocolate bar that is aimed at men. Nestlé say that it is the only chocolate bar on the market that is aimed specifically at men. I don't think Nestlé should change the target audience I just think that they should be less controversial in their marketing. It is designed to fulfil hunger and act as a macho statement. It has chunky pieces of chocolate that are portrayed to be masculine. The Not For Girls advert campaign was generally a bad idea because it raises sexism issues and these can be very strongly opposed now in the 21<sup>st</sup> century. I think Yorkie would benefit from a new logo and new packaging to make the bar jump out at people whilst on the shelf. Also it could do with changing the Not for Girls adverts as these have offended a lot of people. Also as there was already people who refused to buy anything Nestlé because of the baby milk fiasco, it was probably a bad idea for Nestlé to come out with this slogan.

Overall I think Yorkie is doing quite well. The slogan may have been a bad idea but it has appealed to a lot of men because they feel that if they buy it, it will make them more of a man compared to other chocolate bars. If it was sold on one of the top shelves in the middle, reduce the price and had new packaging a lot more Yorkies would be sold overall.