

Launch of Good Earth Premium Teas in the US

By Tata Global Beverages | Category: Implemented Innovations

This is an initiative to revive the Good Earth brand as a premium tea offering that is available both, offline and on-shelf from Tata Global Beverages. This required the setting up of a new business model within the company that had innovation in every aspect of the brand relaunch.



The Context



The brand, Good Earth, had been facing volume decline as well as distribution losses in the last few years.



Online tea shopping was a lucrative option. However, the team was not prepared to operate in that space.



Premium teas were the only growing, albeit small, sub-segment in the otherwise stagnant US tea market.

This brand relaunch provided the company the opportunity to participate in, the premium tea space, create an e-commerce business that was relevant to the consumers as well as bring in a completely new consumer segment.

Impact of the Innovation

increase in revenue

\$1.2 mn



The Innovation

Good Earth has been a fledgling brand in the TGB portfolio, and one that had been struggling to grow. This project was initiated to revive the brand in the US, and also provide global relevance. The journey started with consumer research to understand opportunities in the stagnant tea category. The brand was then revamped with new brand identity and product portfolio, refreshed packaging and a new website. Focused digital marketing tactics have been deployed to reach out to a new consumer base and bring the brand back on growth track. And all this has been led by new capability building within the organisation. In order to revive the brand, and reposition it in the premium tea segment, a new range of premium loose leaf teas were launched in a new packaging format. The primary route to market was e-commerce that required TGB to set up a completely new website back-end with e-commerce capabilities, CRM and product fulfilment set-up.

Organisational changes and capability-building efforts:

PRODUCT RANGE: From mainstream specialty tea (14 SKUs) to premium specialty tea (50 SKUs)

PRODUCT FORMAT: From double-chambered tea bags to whole ingredient teas in loose leaf and premium bio-degradable pyramid tea bags

ROUTE TO MARKET: From mainstream retail channel to e-commerce and specialty retail channels

TARGET CONSUMER: From physical shopper to the digital consumer

MARKETING: From one-way communication to two-way brand building

GEOGRAPHIC PLAY: From USA-focused to being globally relevant

ORGANIZATION APPROACH: From being structure and process led, to being entrepreneurial and nimble



Overcoming Challenges

Challenge #1

The tea buying and blending teams worked extensively with the supplier, Q Trade Herbs and Teas, to develop a product portfolio that was relevant to the consumer and differentiated against competition. The regulatory team had to work on documentation of over 35 teas, including more than 200 ingredients to ensure compliance.

Challenge #2

E-commerce backend was a new technical capability in Tata Global Beverages. The team had to build a website from scratch, ensure PCI compliance for sensitive customer information, capture and report all data, and integrate with SAP. Another big learning was acquiring consumers online and retaining optimising costs by inciting repeat purchase.