



DBA DESIGN EFFECTIVENESS AWARDS 2011

Project Title: Deli2go
Category: 1.1 Brand Identity
Sub Category: Design and implementation costs over £100,000
Client Company: Shell
Design Consultancy: Blue Marlin
Current Date: July 11 2011

bluemarlin

EXECUTIVE SUMMARY

Establishing a successful food and drink brand in the teeth of recession in a depressed sector with a poor reputation sounds like a series of insurmountable hurdles. The unmitigated success of Deli2go demonstrates that it can be done – even in forecourt food.

2010 was an annus horribilis for forecourt food thanks to a combination of recession and rising fuel prices. Even when the economy is booming, forecourt food is more of a distress purchase, to satisfy an immediate need, than a positive choice. Shop-bought sandwiches are one of the first casualties of recession. But not for Shell. Business boomed.

Deli2go, the dynamic new branding for Shell's own label food and drink offer, created from scratch by Blue Marlin and launched in January 2010, represents a remarkable achievement. While competitors experienced an average 12 per cent drop in sales, Shell saw food and drink sales soar by over 12 per cent in the first six months of launch, adding some 300,000 extra meals sold.

Shell and its suppliers undertook extensive product development to guarantee the best quality ingredients with strong provenance, create new lines and improve recipes. Blue Marlin led the brand and communication side of the project. Blue Marlin created every aspect of the brand; from the strategy, name, identity and packaging system to in-store communications, point of sale and retail environments.

In independent consumer tests Deli2go's packaging outranked and outclassed all key competitors, including industry benchmark M&S.

Momentum behind the brand is continuing to grow. The more people who try Deli2go the more positive they are about experimenting with other products in the range. The brand has given Shell the confidence to position its global food and drink offer as the best food on the move and Deli2go is now being rolled out across the globe.

(297 words)

PROJECT OVERVIEW

Outline of Project Brief

Shell is one of the UK's biggest purveyors of sandwiches, but people do not hone in on garages to indulge in a sumptuous lunch; forecourt food is generally a distress purchase. Shell wanted to change that; making its food and drink a positive choice for motorists. It needed an engaging, fresh, modern and appetising brand to change consumers' attitudes and make it the destination of choice for people on the move. Blue Marlin was engaged to:

- Create a new brand strategy, the essence of which is "eat positive on the go".
- Encapsulate and visualise that strategy in a brand identity that can be applied to a wide range of media and situations
- Create brand architecture that made the brand adaptable, extendable and future-proof
- Implement the brand on everything from website to retail environments
- Epitomise the energy, enthusiasm and optimism of Shell's vision

Description

Shell is determined to offer motorists top quality ingredients, generous portions and fresh, flavoursome food and drink. Its ultimate aim was to provide quality, genuine value and great choice to people on the move. It had a clear set of objectives, ambitious targets and the resolve to provide the best offer on the road.

Overview of Market

The timing was tough. Sandwiches are one of the first casualties of recession as people seek to save money by making them at home. Add fuel inflation, which has increased the cost of the average tank of fuel by £8 last year, and you get consumers in a very negative state of mind at the prospect of spending money to fill up their tanks as well as their cars' tanks.

The proportion of fuel-only forecourt shoppers rose by ten per cent in 2010.

The turbulent economy had a negative impact on the lunch market, with over a third of those who eat lunch during the week stating that they have cut back on spending. Consequently there was a noticeable dip in the UK sandwich market.

Project Launch Date

Jan 2010

Size of Design Budget

The design budget was £114,000 to create and implement every aspect of the brand from the strategy, name, identity, brand architecture, packaging, website, in-store posters, retail environments, signage, point of sale support, pump toppers, window dressings and store cladding.

Outline of Design Solution

The task was to develop a robust brand, packaging and environment strategy for Shell's own label food and drinks offer. That meant creating a brand identity that has impact and standout, establishes powerful recognition for the brand, is easily navigated and effectively communicates the brand's overall positioning in a fresh, modern, engaging and appetising way.

Blue Marlin crafted a look and feel that puts Deli2go at the forefront of contemporary food retailers; creating an adaptable look that embodied the energy, enthusiasm and optimism that Shell was determined to bring to its offer. The brand identity lends itself to a multitude of applications so it can grow with the range and fit any retail environment. It looks as delicious on a poster, a coffee cup or Shell's award winning cheese sandwich.

Blue Marlin led the brand and communication side of the project, which began in November 2008 and covered every aspect of the brand from naming and brand architecture to packaging and retail environments. The brand identity is straightforward, authentic and trustworthy, communicating that Deli2go is a credible purveyor of good food.

Garages come in different shapes and sizes and the design had to be – and is – adaptable. Some garages are only able to display shelf strips or in-store signage and one or two shelves of Deli2go branded products, whereas others will implement the full package of display and support materials including dedicated Deli2go chillers.

The Deli2go identity is based on a series of arrows that direct shoppers to the brand and help them to navigate the wide range of products on offer. The arrow device, which appears in a variety of appetising colours, is cleverly applied throughout all brand touch points, from

nutritional information on sandwiches to point of sale to signage. It also helps people navigate sub ranges, such as deep fill and healthier choice offerings.

(307 words)

SUMMARY OF RESULTS

GOING THAT EXTRA MILE

The pinnacle of Shell's aspiration was to become a destination for motorists in want of sustenance. While it would be stretching the point to suggest that drivers map out their journeys around Shell visits, the company now has strong anecdotal evidence that motorists are willing to drive that little bit further to find a Shell garage, rather than stopping at whatever presents itself. It has achieved the seemingly impossible – a 180 degree perceptual shift from distress purchase to positive, elective choice.

INCREASE IN SALES

From initial launch in the UK in 2010 sales rocketed. An increase of over 12 per cent in a flat market would have been a superb performance, but to achieve such an impressive rise in a market declining by around 12 per cent is extraordinary. In just six months and having been rolled out to half the network, Deli2go added the equivalent of over 300,000 meals per annum to Shell's lunchtime sales.

CHANGES IN PERCEPTION

Perceptions have changed dramatically. In consumer tests Deli2go outranked and outclassed Marks & Spencer's sandwiches and its branded packaging proved to be a significant factor. M&S is considered *the* industry standard. When asked which sandwich they would buy based on branded packaging, Deli2go was head and shoulders above M&S. Some 43 per cent of consumers chose Deli2go, against 29 per cent for M&S.

The Deli2go brand has given Shell the confidence to position its food and drink offer as the best food on the move. Its pride has proven to be well founded.

TESTIMONIALS

"Deli2go is a modern, invigorating brand that elevates forecourt food and drink to where it should be – a positive choice for motorists who want a great selection and great quality".

- Markus Hofman, Shell Retail global category manager, food, snacks and coffee

RESEARCH RESOURCES

- HIM's Convenience Tracking Programme
- Forecourt Trader
- Mintel
- Allegra Strategies Deli2go Sandwich Research and Analysis
- Shell's own sales figures
- Industry estimates

OTHER INFLUENCING FACTORS

Was it advertising? Promotion? PR?

The only advertising during the period was a five-day promotion in the Daily Star offering a free sandwich to its readers (end May 2010). Forecourt posters and advertising was a like for like replacement, consequently there was no tangible increase in advertising during this period. Promotional activity has again been on a like for like basis ie meal deals and multi-buy deals were previously available and have been retained under the Deli2go brand.