



**DBA Design Effectiveness Awards 2012**

Project Title	<b>GLORIOUS! - The UK's Fastest Growing Soup</b>
Category	<b>4 Packaging</b>
Sub-category	<b>4.1 Packaging-Branded Food</b>
Client Company	<b>TSC Foods</b>
Design consultancy	<b>Lambie-Nairn</b>
Current date	<b>21 July 2011</b>

## **Executive Summary**

GLORIOUS! wanted to increase penetration in the chilled soup category and extend their range to include dips and stews.

They found that both consumers and distributors didn't understand their positioning within the market which led to them being delisted from a major retailer.

This disappointment led them to the decision that they needed a complete rebrand to fulfill their future ambitions.

Lambie-Nairn was briefed to create a brand identity that would really stand out on shelf and communicate GLORIOUS!' unique positioning within the market.

After conducting extensive research, our creative solution was to give each GLORIOUS! soup and sauce its own individual and authentic culinary influence from exotic locations around the world. To represent this, each product was individually crafted with a bespoke letter of the alphabet to create the 'A-Z of global flavours' in collaboration with ilovedust, an illustration agency.

The launch of GLORIOUS!' rebrand in June 2010 achieved phenomenal results. GLORIOUS! is now the UK's fastest growing soup with year on year growth up a massive 139%. GLORIOUS! also brings more consumers to the soup market than any other brand. The GLORIOUS! brand is also extending its range to include four dips and three hearty stews. However, GLORIOUS!' journey is only just beginning and they look set to continue to cook up a storm.

216 words

## **Project overview**

### **Outline of project brief**

TSC Foods' nearly 20 years of experience in food service and retail already gave them a competitive advantage in developing products, which also conformed to retail standards.

However, after a £24m management buyout of TSC Foods in July 2009 by Key Capital Partners, they were finally able to realise their incredibly ambitious growth plans for GLORIOUS!

They wanted to:

- Increase penetration and distribution in order to reach a 10% share of the soup market
- Extend their range to include lighter meal options (skinny soups), hearty stews and unique, exotic, low fat dips

GLORIOUS! required our help to grow their brand appeal, build real brand equity and create differentiation through their most important media; their packaging.

So, when it came to rebranding the GLORIOUS! range of soups and sauces, it was not a question of logistics. TSC Foods knew it could produce great products, they needed to uncover real consumer insights into what people really thought about soups and sauces.

We conducted rigorous research to build a robust strategic brand framework and new brand identity system.

The key business objective was to create a unique and differentiating brand positioning, brand identity and packaging that:

- Increased market share
- Built brand equity
- Allowed for brand extensions

## **Description**

GLORIOUS! is a premium chilled soup and pasta sauce brand which was added to TSC Foods' offering in 2008.

Both the premium chilled soup and pasta sauce categories are dominated by supermarket own brands.

GLORIOUS! has a unique product offering; gutsy and innovative flavours.

However, breaking into these well-established categories proved difficult.

They had an existing relationship with the chef Marco Pierre White which initially served to raise GLORIOUS!' profile and attract consumers. However, they found that his acting as brand ambassador added very little to their position within the market and only served to further confuse their positioning as Pierre White is also associated with other brands. This relationship needed

to end and Matthew Stephenson, Marketing Manager at GLORIOUS!, said: "We felt it was time for the brand to stand on its own two feet."

However, prior to the re brand, a major retailer decided to delist GLORIOUS! products. The retailer told them that they simply couldn't continue to list a product whose positioning they didn't understand. They couldn't understand where GLORIOUS! sat in the market.

This was the final nudge TSC Foods needed to really sit down and think about the GLORIOUS! brand and after a highly competitive pitching process (with an initial pool of well over 100 agencies) Lambie-Nairn was selected to do the GLORIOUS! rebrand.

## **Overview of market**

- **The market as a whole**

The fresh soup and sauce market is a food space that is usually occupied by supermarket 'own' brands or older established companies and it required a brand with real vision and originality to revive and reinvigorate such a dull category.

The leading branded soup is Covent Garden Food Co. Their top selling soups are vegetable based soups, which tend to be the standard "cream of" soups.

However, they provide nearly exactly the same flavours as the private labels do with consumers switching between them according to which special offers and discounts are available at the time in the supermarkets.

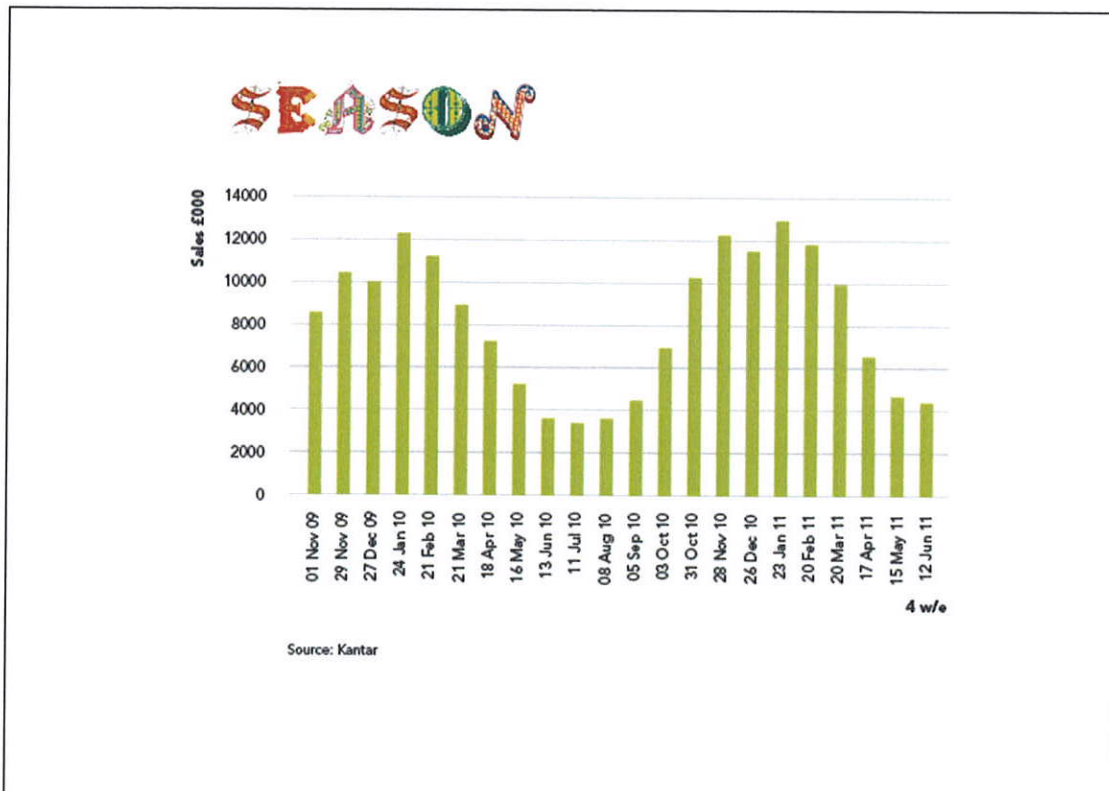
- **Obstacles and Challenges**

- **Switching**

Switching is a huge problem within the category and in order to ensure that consumers didn't switch from GLORIOUS! products they needed a bold design solution to ensure stand out on-shelf which communicated their unique product offering.

- **Seasonality**

There is also an inherent perception that soup is a seasonal product and as such there is a natural decline in sales during the summer months.



GLORIOUS! wanted to try and convince people that soup can be a tasty meal anytime of the year, thus levelling out sales and strengthening their financial footing. They also wanted to create brand extensions into the dip and stew sector in order to further combat the effects of seasonality upon their financials.

- **A new demographic**

GLORIOUS! wanted to attract a wider and younger audience as well as exploring new meal occasions for soup, such as sandwich alternatives or a light evening meals.

**Project launch date**

- June 2010

**Size of design budget**

- 100 k

## Outline of design solution

- **The Brief**

Our research told us that in order to attract a younger demographic and combat seasonality and switching we had to come up with a creative solution which appealed to the new demographic, was non-seasonal and communicated GLORIOUS!' unique product offering.

- **Uncovering taste preferences**

Research revealed that people felt that existing soup brands in the market frequently over-promised and under-delivered. For example, people were tired of flavours that rarely moved beyond the predictable 'tomato' or 'carrot and coriander' soups.

This insight led us to the conclusion that consumers were ready for something different, something **beyond the expected**.

This dull category was primed for a shake-up.

- **A new demographic**

The research also showed that people's eating habits were changing, with soup becoming more of a lunchtime alternative to the sandwich, or eaten as a light evening meal.

In addition TSC identified two latent demographics;

- Younger consumers looking for something adventurous, natural, healthy and full of flavour
- Pre-family men looking for a sandwich alternative who were turning to soup for a hearty and satisfying meal.

- **Creative Solution**

For the re-brand 10 GLORIOUS! products remained the same with only 4 new skinny soups being added.

We decided to take inspiration from the global influence of GLORIOUS! recipes and craft an individual letter for each product reflecting the provenance of the recipe to show their authentic culinary influence from exotic locations around the world. Each product was individually crafted with a bespoke letter of the alphabet to create the 'A-Z of global flavours' in collaboration with ilovedust, an illustration company.

The 'A-Z of global flavours' helped us to organise and rationalise a diverse product offering with a consistent and coherent visual style. We didn't want to create individual beautiful packs. We wanted the range to work beautifully as a whole and build the GLORIOUS! brand through the packaging.

- **Why it works**

Our creative solution overcomes the main obstacles and challenges facing the GLORIOUS! brand;

- How does our creative solution combat switching?

Our distinct and unique design immediately creates standout on shelf which informs consumers about GLORIOUS!' unique product offering. Also, GLORIOUS! is growing exclusively by attracting new buyers and **adds the most incremental value to the market compared to any other brand/private label range**<sup>1</sup>.

- How does our creative solution combat seasonality?

Whilst we can never completely destroy the seasonal perception of soup, our design solution is completely non-season specific. **Sales post-rebrand are not as seasonally influenced as the rest of the market with summer 2010 sales matching sales from the previous winter.**<sup>2</sup>

- How does our creative solution appeal to a younger demographic?

Our modern and stylish design appeals to a younger demographic as shown by the fact that the repositioning of the brand has worked to give it a stand-alone position in the market, **attracting younger, affluent consumers with 66.7% of new buyers being part of class ABC1.**<sup>3</sup>

487 words

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<sup>1</sup> Kantar Research

<sup>2</sup> Kantar Research

<sup>3</sup> Kantar Research

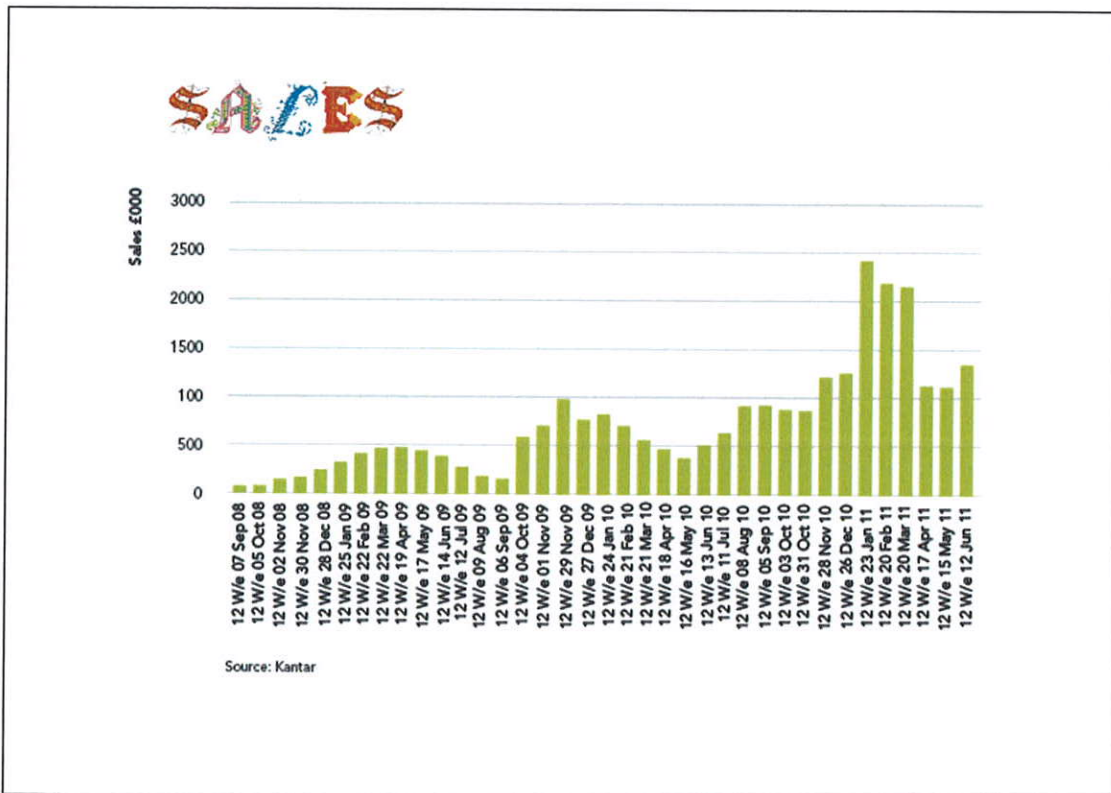


## Summary of results

### Increase in sales

Post rebrand GLORIOUS! **summer 2010 sales matched sales from the previous winter**, also showing GLORIOUS! bucking the market trend of seasonality influencing sales.

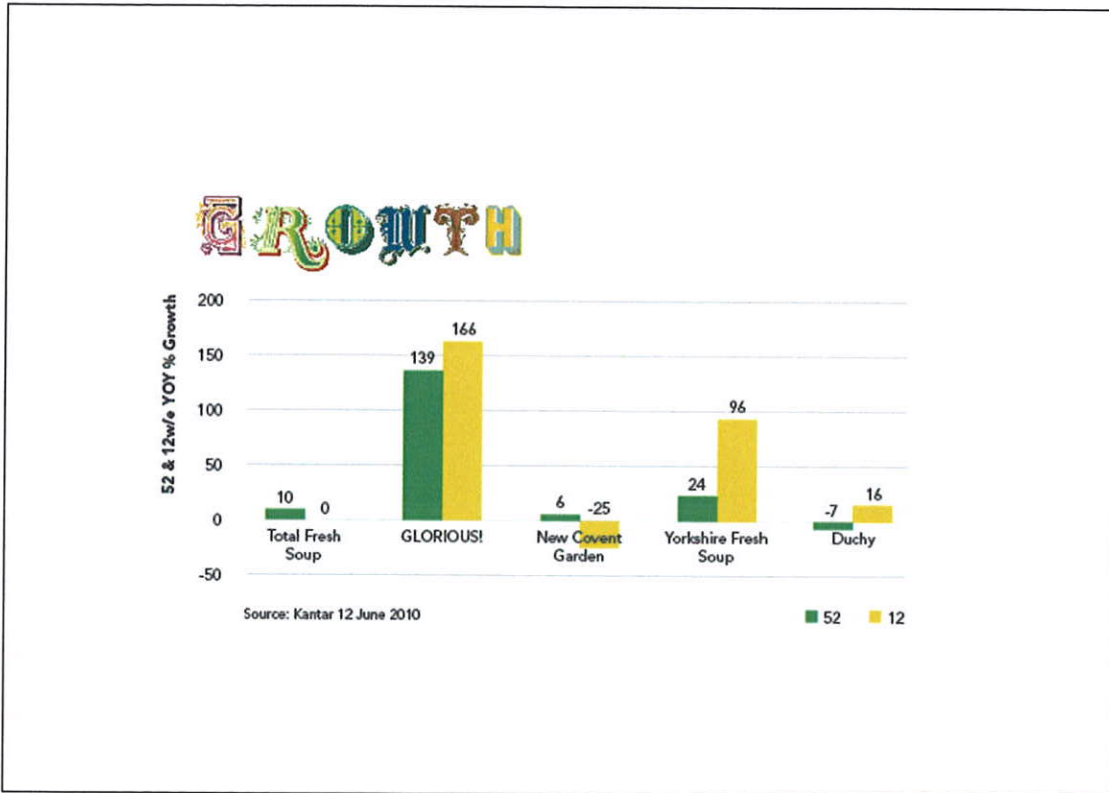
It should be noted that there was promotional activity to support these increased sales. However, promotions and pricing of special offers before, during and after the rebrand remained similar in nature. Whilst it is acknowledged that certain promotions are more successful than others, the fact that the types of promotions were in constant flux during the period does not account for the results witnessed.





## Significant growth

Since the rebrand GLORIOUS! has experienced an impressive **139%** increase on year on year growth. This is nearly **14 x higher than the market average**.



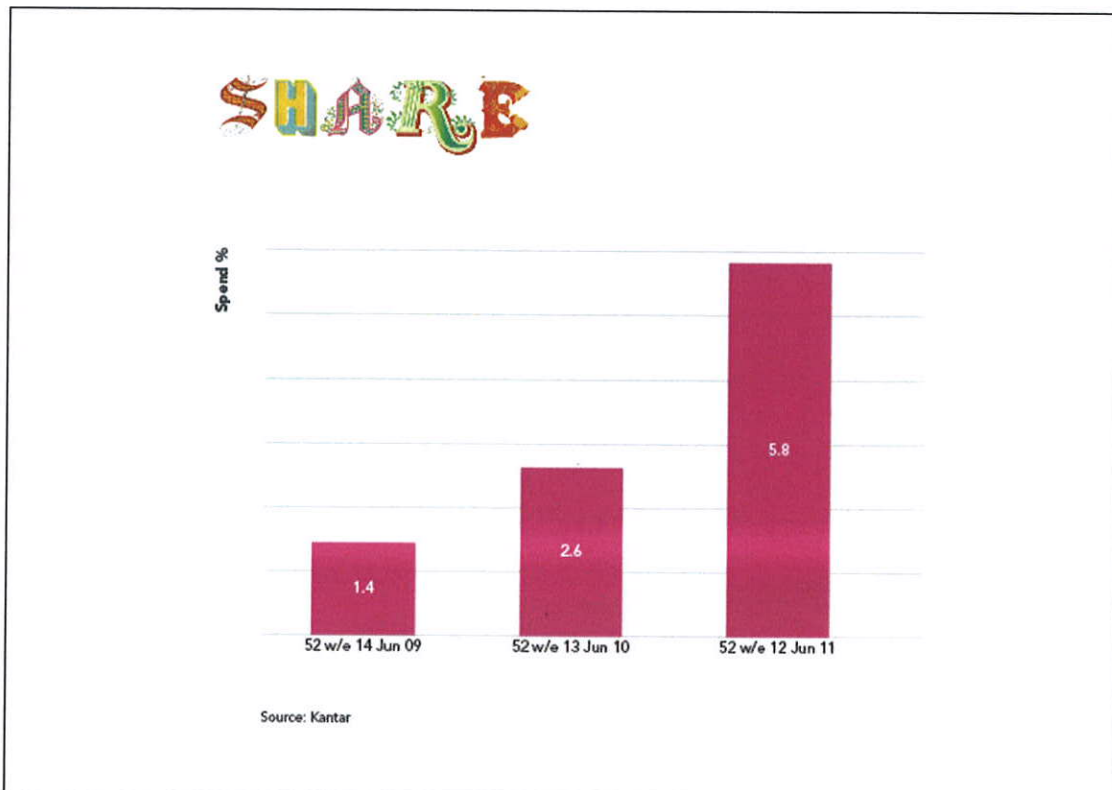
## Brand stretch

When GLORIOUS! came to Lambie-Nairn they explained that they wanted to extend their range to include lighter meal options (skinny soups), hearty stews and unique, exotic and low fat dips.

The four skinny soups launched alongside the rebrand in June 2010. As a result of the success of the rebrand the GLORIOUS! brand is now able to expand with ease due to the flexibility of our design solution. Eight brand extensions are launching this year: one cool earth soup with a percentage of each sale going to help the rainforest, four dips in August 2011 and three stews in winter 2011.

## More than doubling market share

Although Covent Garden is still the market leader it is growing behind the category, thus losing market share. **Since the rebrand GLORIOUS! market share has more than doubled from 2.6% to 5.8%.**



## Increase in penetration

One of GLORIOUS!' initial business objectives was to increase penetration to reach a 10% share of the soup market.

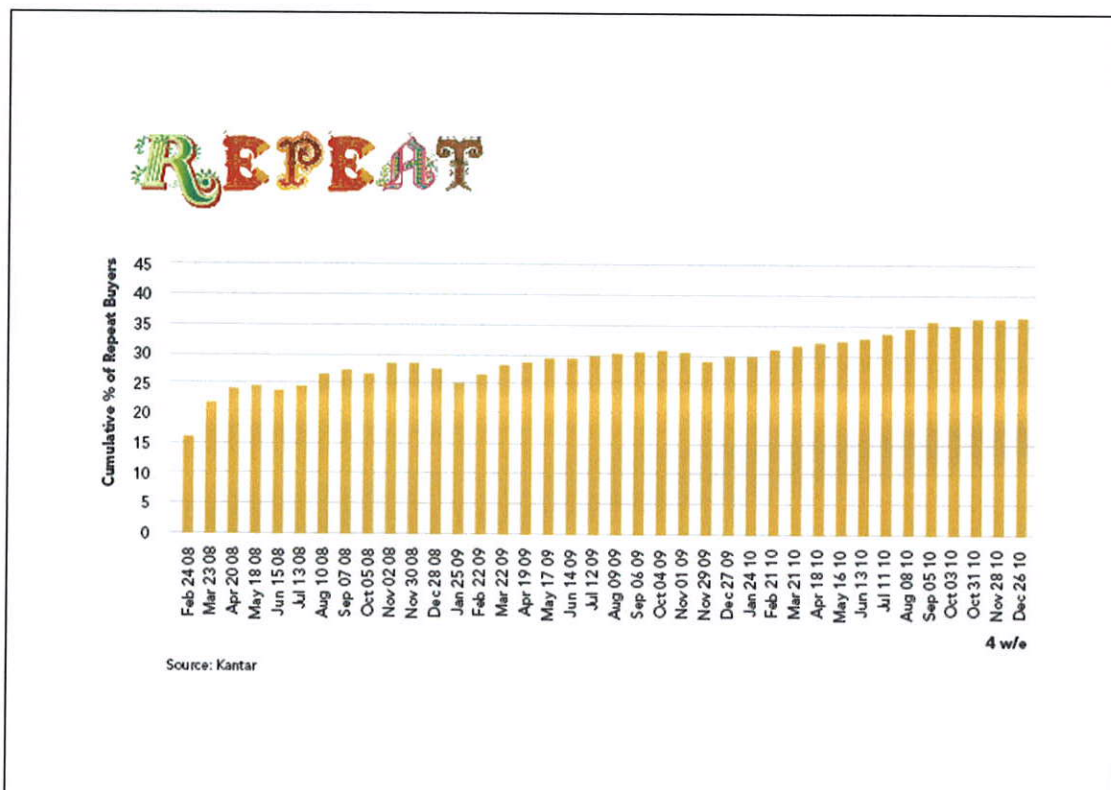
For soup, GLORIOUS! have reached a **9% share on 12 weeks, a 12% share on 4 weeks and a 6% share on 52 weeks<sup>4</sup>**

GLORIOUS! has also gained penetration into **663,255** extra households this year vs. last year which brings **£3.2 million** extra revenue to GLORIOUS! per annum.

## Change in spending patterns of target market

Consumers who buy soups notoriously switch between brands according to special offers and discounts. However, post-rebrand **GLORIOUS!** **cumulative repeat rate has experienced a consistent upward trend peaking at 35%** in the week ending December 26<sup>th</sup> 2010. As GLORIOUS! has only been around since 2008 repeats should be quite low due to the amount of new customers they are gaining over the year.

The fact that the cumulative repeat rate is so high speaks volumes, as it shows that GLORIOUS! bucks the market trend, encouraging repeat purchases and gaining elusive retained buyers in a cannibalised market.



<sup>4</sup> Kantar research

## Increases in market distribution

As mentioned previously a major retailer decided to delist GLORIOUS! prior to the rebrand.

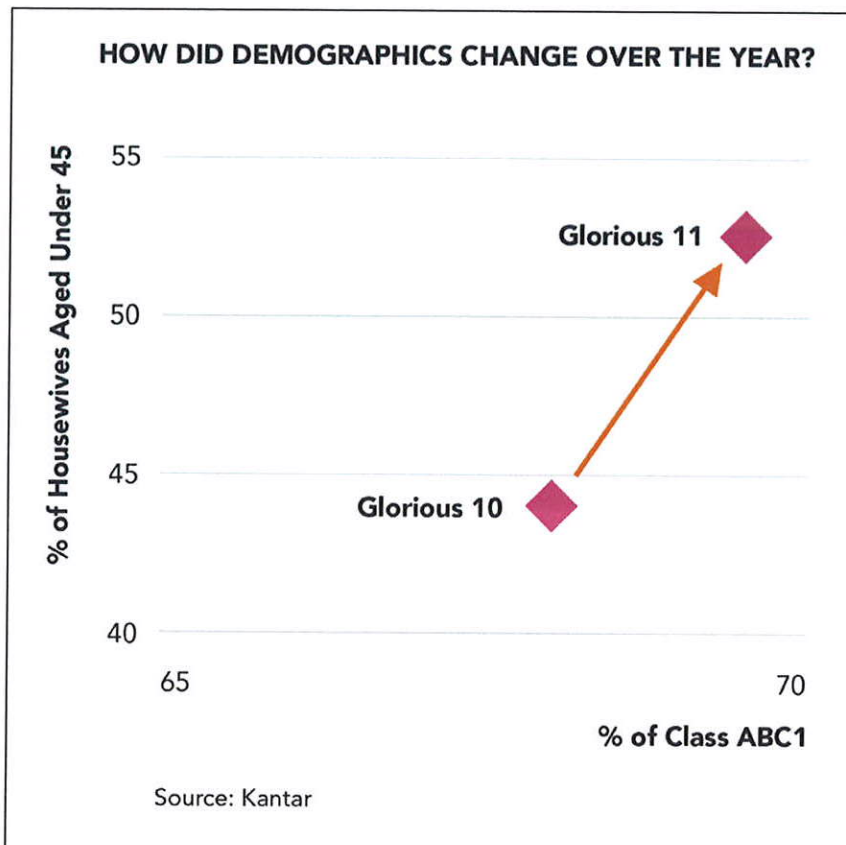
Now, GLORIOUS! soups and sauces are stocked in **Asda, Sainsbury's, Morrisons, Nisa, Budgens, Booths, Dunnes in Ireland, Goldman Sachs, David Lloyd and 3663.**

Two new retailers were added after the rebrand with more of the distributors stocking more of the range.

## Engaging a new demographic

One of GLORIOUS!' objectives prior to the rebrand was to attract a younger demographic.

Our repositioning of the brand has worked to give it a differentiated position, attracting younger affluent consumers with **66.7% of new buyers being part of class ABC1.**<sup>5</sup>

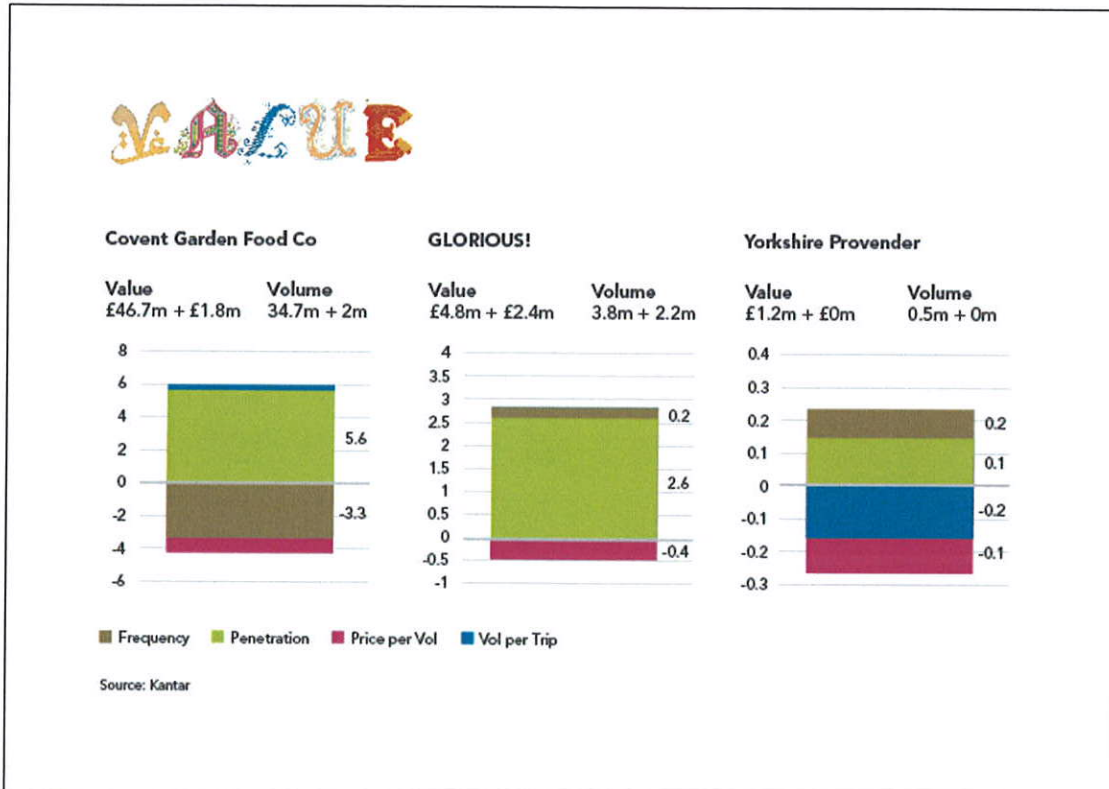


<sup>5</sup> Kantar Research



## Increase in Value

Since the rebrand **GLORIOUS!** has grown in value by **£2.4 million**, £1.6 million more than Covent Garden Food Co. and £2.4 million more than Yorkshire Provender who experienced no increase in value at all.



## Other benefits

- **Local Community**

The growth of the brand has led to significant expansion of the factory's capacity. **An investment of over £2m** was made into the factory with the installation of an additional cooking and packing line, the building of a new state of the art development kitchen as well as an additional 160 square metres of office and meeting space.

This expansion has led to the creation of **an additional 50 permanent full time positions across all levels of the business with 100% retention.**

**GLORIOUS!** regularly invests in local initiatives such as sponsoring the **Cash for Kids Halloween special event** in 2010. They are also sponsoring sporting events such as **The Beast** which is a horse cross country course run by humans and the **Viking Challenge** which is a 50k mountain bike ride in aid of helping deaf people and their families.

- **Further afield**

It's not only TSC Foods' local region of Scunthorpe, which has been helped by GLORIOUS! soups and sauces' continuing success as GLORIOUS! also joined forces with the charity **Cool Earth** to help "save the rainforest with soup".

In 2010, a competition was launched for food bloggers to create a rainforest inspired soup.

The final 5 contestants took part in a cook off where the soups were judged by Lee Bennett, Head Chef at the Pont de la Tour, Karen D'souza, a food writer and dedicated GLORIOUS! fan, broadcaster and photographer Tim Hayward and Matthew Owen from Cool Earth.

The winning soup will become part of the GLORIOUS range of soups with all proceeds going towards helping to save the rainforest with Cool Earth

- **Bolstering the sector itself**

The GLORIOUS! relaunch has also helped bolster the soup market as a whole as **GLORIOUS! has added "the most incremental value to the market compared to any other brand or private label brand"**<sup>6</sup>

#### **Other influencing factors**

- **Was it the advertising?**

GLORIOUS! did increase their advertising spend after the rebrand but after conducting an awareness study analysing awareness pre and post rebrand they found that the advertising had little effect.

- **Was it the PR?**

To help support the rebrand GLORIOUS! engaged the PR agency ING Media and there is no doubt that they have raised GLORIOUS!' profile with a well executed PR campaign. However, our newly designed packaging was consistently and predominantly used as hero imagery to support the PR stories released. It appeared in many different forms of press in many different formats so it was quite a disparate but far-reaching PR campaign.

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<sup>6</sup> Kantar research

- **Was it the sampling?**

Sampling works well for GLORIOUS! because of their great tasting products and 147,000 samples were given out over a three month period. However, even if all of these samples resulted in a direct sale they would still only account for 22.1% of the 663,255 extra households GLORIOUS! has penetrated over the past year. There is also no evidence that sampling was responsible for spikes in sales as it was obviously very localized.

- **Was it sales promotions?**

Sales promotions inevitably boost sales but since their last sales promotion in January 2011 GLORIOUS! has maintained an upward sales trend in comparison with the same time last year peaking at £500,000 in the week ending 17<sup>th</sup> of April 2011.

### **Research resources**

- Kantar