

BOOTH'S

FOOD, WINE AND GROCERY

FOR PUBLICATION

CATEGORY

*Brand identity
over £100,000*

CLIENT COMPANY

*EH Booth & Co Ltd
Booths Central Office
Longridge Road
Ribbleton
Preston
PR2 5BX*

CREATIVE CONSULTANCY

*Smith &+ Village
40 Randolph Street
London
NW1 0SR*



SMITH &+VILLAGE



Executive Summary (257 words)

Growth, beating the market and the best trading day in 166 years

Very few markets are as cut-throat as supermarket retail. The story of Booths is a real David and Goliath story of how a small, regional food and drink retailer, dedicated to quality products, honest relationships with suppliers and personal service for consumers has used brand and design thinking to stay ahead of the market in one of the most vicious trading environments in living memory.

Originally briefed to refresh the corporate identity for one new store in 2011, Smith &+ Village's work with Booths, a 166 year old family firm based in the North West, has grown into a holistic identity project that has affected almost all areas of the business.

Taking the focused creative philosophy from that initial project, we have applied it to four specific strategic business objectives - the development of own label, the introduction of a loyalty card, development of new and existing stores and focussing communications on the huge Christmas trading spike. Through these streams of work, Booths has beaten its objectives to grow sales, profits and awareness, and we can truly demonstrate the power that design has to change a business for the better.

Sales

9.9%

increase in own label sales like-for-like 2011 to 2014.

3%

increase in sales since 2011.

Awareness

16.5%

sales growth at refurbished stores.

40%

adoption of the Booths loyalty card in eight months, compared to 40% adoption of My Waitrose card in 18 months

£2.7m

Busiest trading day in 166 year history: £2.7m on 22 December 2013



67%

increase like-for-like on 2012



Executive Summary

Market leading results leading to Retail Week cover story

Booths own label accounted for

75%

of sales growth during Christmas 2013

“Kurt Salmon senior manager Mark O’Hanlon says: “Cleverly, Booths launched its festive marketing campaign early by publishing a really inspiring Christmas book, which seems to have worked – encouraging their customers to order ahead of time – securing their share of the Christmas wallet.”

Retail Week, 31 January 2014



“The new branding and our approach to own-label development has distinguished us and created an emphasis on the uniqueness of the brand,” Booth says.

Retail Week, 31 January 2014



3.1 *Outline of project brief* (581 words)

Putting the brand at the heart of the organisation

In 2011, Booths engaged Smith&+Village to revitalise their corporate identity for the new store at Media City UK. As the store's location and target demographic marked a departure from their usual rural heartland, the brief for this initial stage of the project was to refresh the Booths brand in order to quickly grow awareness beyond the store's traditional markets and consequently ensure successful expansion and sales growth.

The success of the initial project showed the board the difference that creativity can make to a business and lead them to take the bold step to use branding as the catalyst to radically change the business.

Working closely together, Smith &+ Village and the top team at Booths developed a future strategy that put brand at the heart of the organisation and, in an increasingly difficult food retail market, ensured differentiation through branding and singleminded creativity.

The on-going identity project had four discrete streams of work. Together with Booths, Smith&+Village worked on their business cases and briefs to ensure that the Booths point of difference was enhanced and that they contributed to the objectives of growing sales, profits and awareness. The top line brief for each of those streams of work was as follows:

STORES

Clarify the Booths point of difference and enhance customer experience of the brand in new and existing stores

OWN LABEL

Develop a product strategy and branding that allow much greater penetration of own label within the business, grow perception of Booths product and consequently grow sales.

CHRISTMAS 2013

“Own Christmas”. Exploit Booths’s biggest seasonal trading spike to increase awareness and sales by enhancing the customer experience through new products and a unique communications approach.

LOYALTY CARD

Achieve rapid take up of the new loyalty programme by making it look and feel more private members club than club card.



3.2 Description and background

Booths is a family-owned, independently run chain of quality food, drink and grocery stores in the North West. Founded in 1847, the company now has 29 stores. It operates an annual turnover is £280m a year.

Their traditional heartland is the market towns of Lancashire, Yorkshire, Cumbria and Cheshire, where they are often the only supermarket and consequently both brand awareness and appreciation for the brand is extremely high.

The departure into urban Manchester represented a huge break from this tradition. Coinciding as it did with market pressures that demanded more clarity from retailers, it represented an unmissable opportunity for Booths to make the wide-reaching changes that this corporate identity programme has entailed.

3.3 Overview of market

Since this project began in 2011, the following have been major factors to contend with: the economic situation; the rise of the German discounters and the subsequent polarisation of the market; the ongoing march of online; changing attitudes to food and the diminution of customer loyalty. In such a market, brand is the key tool.

The challenge for any retailer is to have total clarity of proposition to try to gain and keep mercurial customer loyalty. Booths's recognition of this has placed brand and design thinking at the heart of their business and has allowed them to highlight their difference considerably and achieve stability and consolidation in a very volatile market.

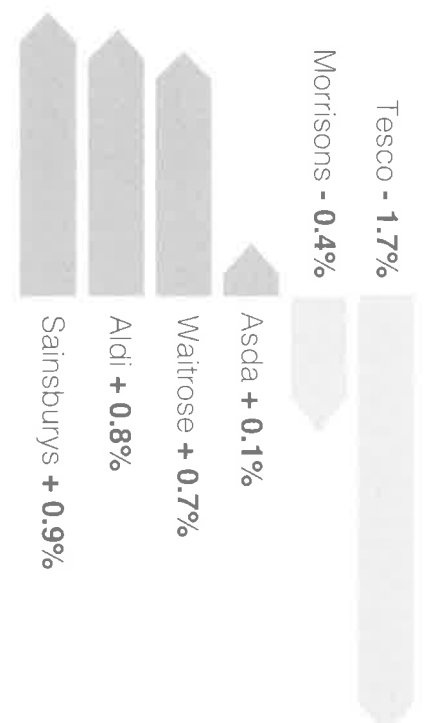
3.4 Launch Date

From Sept 2011 to date

3.5 Budget

over £100,000

Change in market share 2011-2014



Source: Kaplan



4 Outline of design solution (510 words)

In order to put the brand at the heart of Booths, Smith & Village developed a creative strategy whose principles were to:

Celebrate food - act as a backdrop to the richness of products and product stories that Booths has.

Celebrate Booths's heritage of quality - make overt reference to the implicit quality of traditional independent food retail.

Celebrate Booths's uniqueness - enhance the corporate strategy "to stay special" with a more intimate approach, far from the corporate look and feel of their larger competitors.



Before



After





4 Outline of design solution

The corporate identity which was expressed in the usual corporate applications and in stores (website and social media, external and internal signage applications, in-store communications, external communications, stationery and collateral) was built from the following basic elements:

- a corporate colour of warm grey, based on local slate and white, influenced by cues from traditional butchers and delis
- a colour palette of neutral, earthy tones to add warmth & depth
- a typographic scheme based on Gill Sans, representing classic British heritage and authority, and Secret Service, a font based on a 1940s typewriter, used for quotes or a first person tone of voice.
- a photographic style that balances the less is more approach of the rest of the identity with a sensory blitz of food qualities that is more cookbook or food blog than is typical in the sector. Booths has invested in a large image library that reflects their philosophy about food; home-made, generous, authentic and delicious. The photographic style has become a key element in the brand tool box.



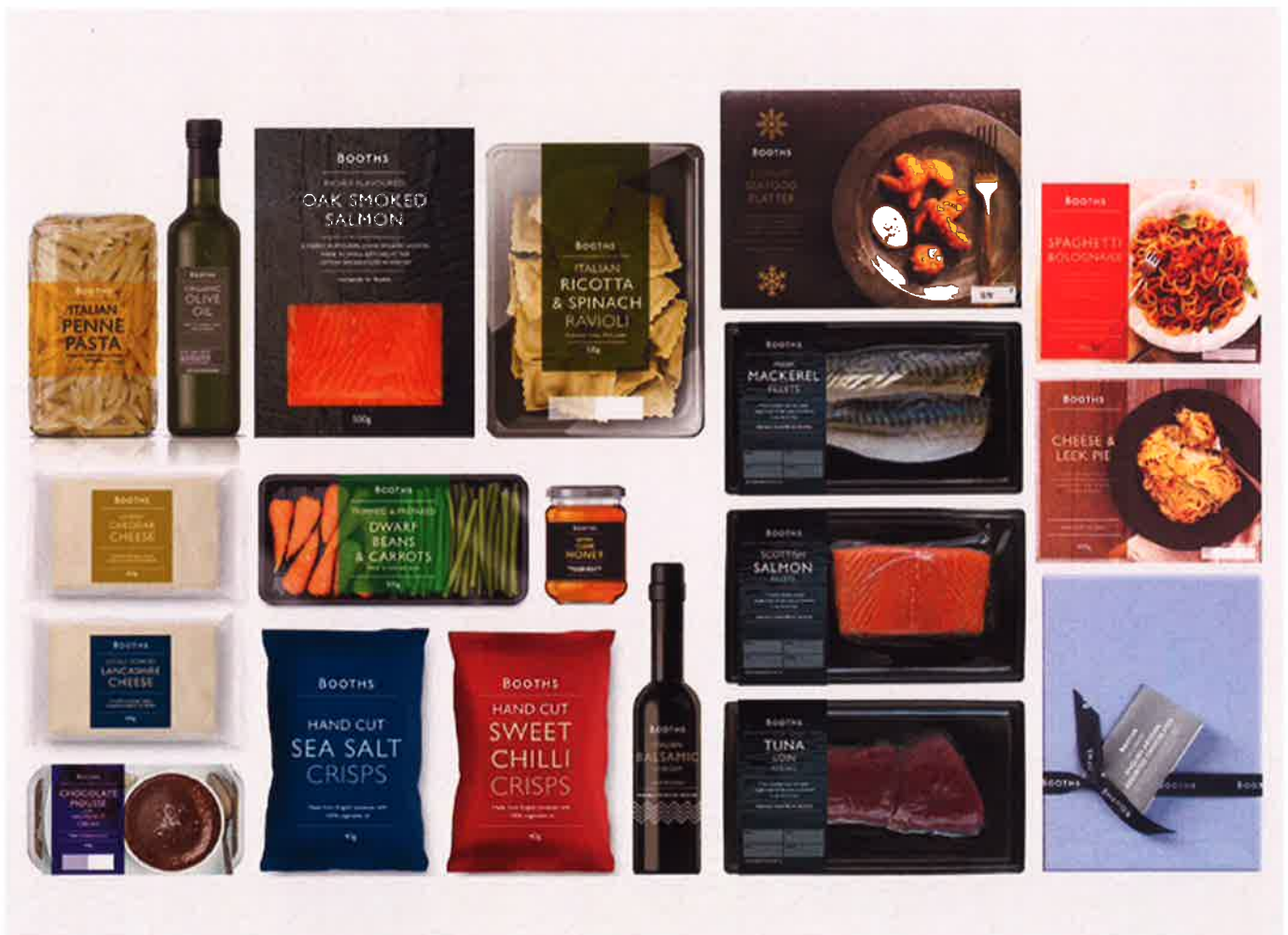


4 Outline of design solution

The principles acted as the foundation for the creative direction of the other discrete streams of work:

Own label:

Smith &+ Village's solution flew in the face of current practice. Instead of developing a system based on tiering (basics to premium) or discounter-style pseudo brands, they developed a monolithic system that overtly linked the food values for which the Booths stores were known to their own label products. The design solution applied the same philosophy as the corporate identity; strip the packaging back so that the products do the talking but at the same time look rich and authoritative.





4 Outline of design solution

Christmas 2013:

Christmas represents the biggest trading spike in Booths's year. In 2013, Booths and Smith & Village made the strategic decision to exploit this and 'own' Christmas with an outstanding range of products and with a compelling customer marketing drive. To this end, they developed several ranges of products that were entirely unique to Booths and packaged them using a Christmas expression of the own label principles. Concurrently, they reinvented the format of the traditional supermarket Christmas brochure by creating a 180 page book, rich in photography, product stories and recipe ideas that was distributed to 800,000 homes in the North West.





4 Outline of design solution

Loyalty card:

Until 2013, Booths had no a loyalty card. To ensure rapid adoption and to align the loyalty scheme and its benefits closely with the brand values, the design for the card, with its authoritative colour palette and use of the Booths crest, feels much more private members club than supermarket club card.





5 Summary of results

The four streams of work that have contributed to the Booths corporate identity project have achieved the company's primary objectives of growing sales, growing profits and growing awareness. All this has been achieved at a time when the general trend in the sector has been the opposite.

Headline results

*Busiest trading day
in 166 year history
on 22 December 2013:
traded*

£2.7 million

up

67.7%

like-for-like on previous year

3.02%

increase in sales since 2011.

July 2011 - June 2012: £266.7m
July 2013 - June 2014: £274.7m

“Chairman Edwin Booth said launching its seasonal marketing campaign early with a 180-page ‘Christmas Book’ containing Christmas lines had inspired customers to plan ahead and order early, resulting in a pre-order sales increase of 23 per cent. The Christmas Book followed the introduction of the Booths Card last summer which had resulted in 60 per cent of pre-orders coming from card holders. Online orders increased by a third over 2012.

Chris Holland, Business Reporter
Telegraph and Argus
6th January 2014

“He [Booth] attributes the festive success to the luxurious 180-page brochure the retailer produced that allowed shoppers to reserve online and collect in stores.”

Retail Week 31 January 2014

Unless otherwise stated,
all results are sourced from
Booths's internal data.



5 Summary of results

Stores

16.5%

sales growth in refurbished stores, Based on Knutsford and Longridge store data for two months trading after re-opening.

Own Label

9.9%

growth in own label sales 2012-2014

Own label accounted for 75% of sales growth during Christmas 2013 v 2012



Christmas

23%

increase in sales on order volume during Christmas

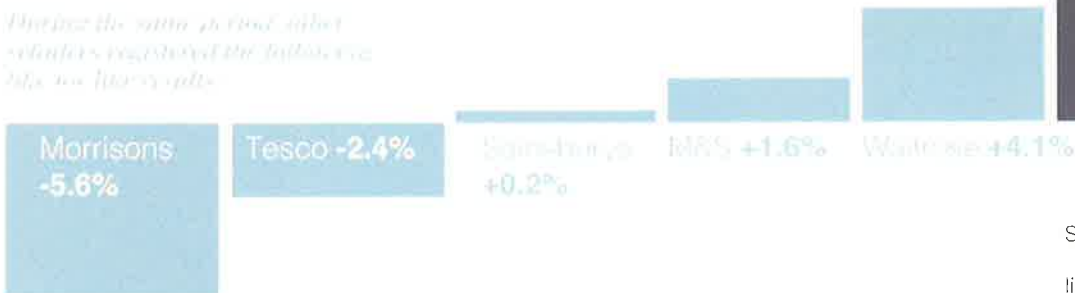
5.2%

like-for-like growth for Christmas 2013 v 2012

20 Dec - 24 Dec 2012: £8.2m
20 Dec - 24 Dec 2013: £8.6m



During the same period other retailers registered the following like for like growth:



Source: Kaplan

like for like growth
Christmas 2013 v 2012

Loyalty Card

40%

adoption of Booths loyalty card in eight months (40% adoption of Waitrose loyalty card took 18 months)





Testimonials and growing awareness

From the board:

“The work that Smith&+Village has done for us has been a step-change for Booths. Investing in brand and creativity as fundamental elements of our business strategy has clarified our position in the market, given us strong differentiation and allowed us to do what we do best, celebrate proper food.”

Chris Dee, COO, E H Booth & Co Ltd

From the shop floor:

“The clean cut look and feel of our store in the new brand has put the pleasure back into shopping for our customers. Rebranding is not just about altering people’s perception, it’s about changing what we promise to deliver.”

*Carl Hogan,
Assistant Store Manager, Lytham*

From the marketing team:

For me, the rebranding has done two important things: firstly it has given customers a much clearer idea of what we stand for - fantastic quality food and secondly, it has allowed us to speak to a completely different, younger audience.

Julie Mills, Head of Marketing, EH Booth & Co Ltd

From the broadsheets:

“Well known for its stores in solid market towns such as Clitheroe and Settle, it continues to open new branches and has recently expanded into urban Greater Manchester with an outpost at the new Media-city development being colonised by the BBC in Salford. And yet it has done this while declaring a commitment to producers, paying far more than lip service to local produce and even by investing in the production of classic British ingredients which are at risk of being forgotten. Booths may well be the respectable face of British supermarkets.”

*Jay Rayner, The Observer
13th November 2011*

From social media:

The branding work was a catalyst for Booths’s engagement with social media. Full use of Twitter coincided with the launch of the Media City UK store in September 2011. @boothscountry now has 11,200 followers.



Other influencing factors - *your questions answered*

Hasn't growth just come about because you've opened new stores?

Only three new stores have been opened since September 2011; MediaCity in September 2011, Penrith in November 2011 and Milnthorpe in November 2012. The success that we have had with the new branding has given Booths a confident platform for growth and next year sees an ambitious expansion programme, with six new stores opening between November 2014 and December 2015.

How has price promotional activity contributed to sales?

Until January 2014, Booths ran regular product-specific promotions but, unlike other supermarkets, had no overarching price matching mechanism. Price Match on branded products was launched in that month and its introduction contributed to the fact that Booths were able to maintain the like-for-like growth they experienced over the Christmas 2013 spike during January. Smith & Village worked closely with the marketing team on the mechanism of the Price Match scheme and created the in store presentation and communications for the scheme, which all follow the design strategy of the corporate identity.

How many new own label lines have you introduced?

Own label development since 2012 has to a very large extent been about repackaging existing lines. About 75% of new products that have been introduced were already in store as a branded offer, but now have been converted to own label.

What about above the line and other communications? Surely they helped?

Booths has no above the line advertising activity. Its primary marketing spend is in the Christmas campaign, the figures for which form a discrete part of this entry. Booths does use tactical activity at a local level and all this communication follows the style, look and feel of the corporate identity.
