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TAYBURN
Brands & Reputation

10.0.2

CROSSE & BLACKWELL

A Great British brand
back by popular demand



Executive summary

(273 words)

There is little more challenging in the world of brands than re-launching a forgotten and under-invested brand into a mature market dominated by one of the strongest food brands in the world.

But that's exactly what Princes did with Crosse & Blackwell. Acquired by Princes Food and Drink Group in 2011, a once well-loved and famous food brand, Crosse & Blackwell had suffered from years of under-investment and as a result had become left at the back of the cupboard and lost on the supermarket shelf.

A very mature market with two serious players and a very low price point were also crippling the brand, which had been in decline for a number of years.

Princes turned to Tayburn to create an integrated campaign from pack design to advertising that communicated an appealing and relevant offering and that resulted in a major re-appraisal in the mind of the shopper.

Tayburn went right back to the roots of the brand to unearth what the brand stood for and, more importantly, could stand for again – to unlock the potential of the brand. Tayburn then translated this into a modern interpretation – all of the heritage but fit for a modern world – that worked through the line.

After the first quarter of trading Crosse & Blackwell had sold 4.5 million cans and 1.86 million households had bought Crosse & Blackwell soup. This translated to value sales worth over £3 million.

The re-design allowed the price point to move from an average of 50p a can to 79p a can off promotion – a 58% increase. And Crosse & Blackwell became the number two soup brand in Morrisons.

After the first quarter of trading following the rebrand, Crosse & Blackwell had sold 4.5 million cans which translated to value sales worth over £3 million.

Project overview

Outline of project brief

Princes' vision for Crosse & Blackwell was to take a tired and declining brand and reinvigorate every aspect from product quality, to new packaging and serious promotional and ATL investment. It involved launching products into a number of categories including soup, cooking sauces, vegetables, condiments and children's pasta. But the first phase was soup where Crosse & Blackwell had the most traction and awareness amongst shoppers.

Within soup, Princes didn't just want to reinvigorate the Crosse & Blackwell brand, making it a relevant and credible challenger to Heinz and Baxters but aimed to really stir up the soup category, driving value and growth with the re-establishment of a great British brand – ultimately with a view to becoming the number two brand in the market.

There were several critical marketing objectives to the re-launch strategy:

1. Ensuring the product out-performed the competition in taste tests
2. Creating new identity and packaging
3. Developing relevant new range extensions
4. A consistent communications platform to raise awareness of the re-launched brand and new ranges

Tayburn had been tasked with developing a strong proposition to work across a core range of soups and encapsulate the entire Crosse & Blackwell portfolio.

The project brief to Tayburn was to create iconic packaging to stand out against the red wall of Heinz and then take the proposition into ATL communication to drive awareness and communicate all the heritage and values of the Crosse & Blackwell brand.

Loyalty is underpinned by saliency¹. To encourage brand loyalty a brand must stand out so that buyers can easily, and without confusion, identify it. This is never more so than in the chaotic environment of a supermarket shelf. It was therefore vital that Crosse & Blackwell had packaging that clearly distinguished it from the competition and advertising that would stand-out.

This challenge was made even harder by the fact that the brand had not been particularly consistent across categories in more recent years, with little attempt at conveying a brand message.

This was further borne out in focus groups, where whilst 95% of people had heard of Crosse & Blackwell 0% recognised any current pack design or had seen any communication from the brand.

¹How Brands Grow, Byron Sharp.

Project overview

(continued)

Description

Princes originally began trading solely in canned fish before moving into food manufacturing in 1946. Since being acquired by Mitsubishi Corporation in 1989, Princes Food and Drink Group has made 21 portfolio acquisitions in 23 years. This and organic growth has led to a hugely diversified and successful business that is today one of Europe's leading grocery suppliers with a portfolio of famous food brands including Branston, Flora, Napolina and of course Princes.

In 2011 Princes Food and Drink Group acquired Crosse & Blackwell.

The Crosse & Blackwell brand traces its heritage back to 1706 and traded under various names for 100 years. It became Crosse & Blackwell after being purchased in 1830 by Edmund Crosse and Thomas Blackwell, entrepreneurs known at the time for their respective ingredient and recipe development expertise.

By the 1950's Crosse & Blackwell had become a staple in most British households and a whole generation had grown up loving the taste and traditional recipes. But over the years Crosse & Blackwell had suffered from a lack of investment and brands such as American owned Heinz and Campbell's had benefited from extensive and consistent investment to the further detriment of Crosse & Blackwell.

Crosse & Blackwell products before the rebrand.



Project overview

(continued)

Overview of the market

The total wet ambient soup category is worth £358.4m and has grown by £36m in the past year, driven primarily by price inflation, although shoppers are also buying more frequently. In the UK there are 19.8 million households buying tinned soup though it is a fairly low involvement/low interest category.

Promotional activity has also played a strong part in driving volume growth with the dominant player in the market, Heinz, increasing promotional activity by 49% in 2012. At a time when many categories are shifting away from multi-buys, over half of all deals in the category have been bogofs or x-for-y.

Wet ambient soup is a mature market with two big players (Heinz and Baxters), new product development and new pack formats have been slow to materialise, though Heinz have recently refocused on more meaningful out-of-home consumption formats. ATL spends and aggressive all-year-round price promotions make it a very tough category to trade in.

From today's consumer perspective, ambient soup has to many been the less desirable cousin of chilled, with negative freshness perceptions. However in recent years the breadth of flavours and recipes and brand-led pack innovations have seen consumers returning to the market. The continued economic uncertainty has also likely to have fuelled some of this interest with soup offering a healthy, often low fat, meal solution that is quick and simple to prepare without costing the price of a fresh ready-meal.

Princes had spotted this opportunity to stir up the category by launching Crosse & Blackwell as a credible challenger to Heinz and Baxters and to actually drive value and further growth in the category.

Project launch date

Crosse & Blackwell's three ranges of Core, Premium and Best of British were launched across the key multiple retailers (with the exception of Sainsbury's) and through the wholesale and independent grocer trade in time for the start of the soup season – September 2012. Advertising activity also kicked off in September and ran to beginning of December. For once we all prayed for a long, cold winter.

Size of design budget

Initial concepts, design concepts for research, and development of chosen route:

£30,000, excluding photography.

Outline of design solution

(462 words)

Tayburn needed to identify a strong starting point. We needed to reinforce consumer memory structures from a previously more successful time whilst ensuring a stronger and fresher look that linked the distinctive elements to the brand name and thereby facilitating purchasing.

Shopper research conducted by Princes² revealed strong awareness and positive attitudes towards the Crosse & Blackwell brand despite its lack of visibility on the retailers' shelves.

Recall of the brand was very strong – particularly when it came to soup. And encouragingly consumers put Crosse & Blackwell into a 'shopping basket' that included some great traditional brands such as Hovis, Bisto and Colman's. Brands that have played to their strengths of 'trust' and 'part of our history'. Crosse & Blackwell had these too, but where it failed was in its loss of relevancy.

² Through the online YouGov Omnibus Survey (3-5 October 2011) representing 2,056 nationally represented adults and backed up with focus group research amongst a core soup buying audience.

“We’ve all grown up with C&B.”

“I don’t remember Heinz when I was growing up, it was always Crosse & Blackwell soup.”

“It’s a good quality product that you can rely on time and time again.”

Outline of design solution

(continued)

Developing a proposition

Focus groups identified that British-ness needed to play a role and Tayburn believed this British brand character, natural ingredient based assets and taste appeal Crosse & Blackwell could be set apart from key competitors.

The brand archives delivered key identity, history and personality attributes that resonated with consumer groups. Proposition testing identified the following proposition to be the strongest:

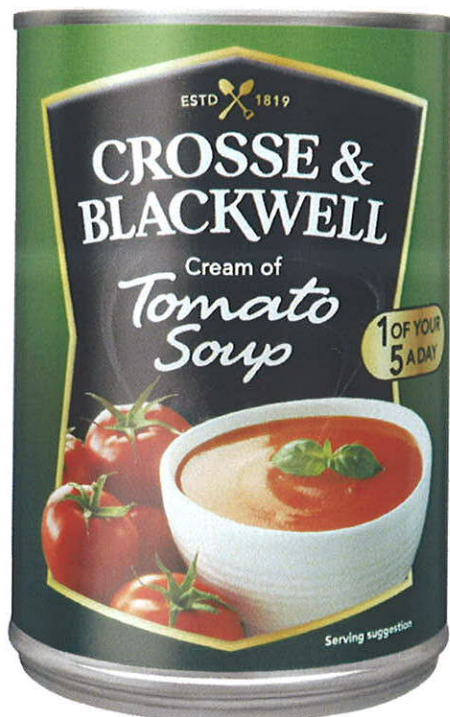
“Finest ingredients in –
great tasting recipes out”

The proposition allowed us to focus on the truth of where the brand came from.

Three pack designs were then developed. Based on the proposition they were inspired by the Crosse & Blackwell's 1950s pack. It was imperative that the brand elements would stand out amongst the sea of Heinz red. The final designed can for the core range used an updated version of the pack's 50's green taking it to a very British racing green. It also benefited from a strong black holding device, which again took its influence from the 50s pack – but with a modern face-lift.

A small icon was also incorporated into the brand assets; a garden spade (ingredients) and spoon (recipes) crossed was a reference to the founding partners' history.

The layout of the new
Crosse & Blackwell soup can.

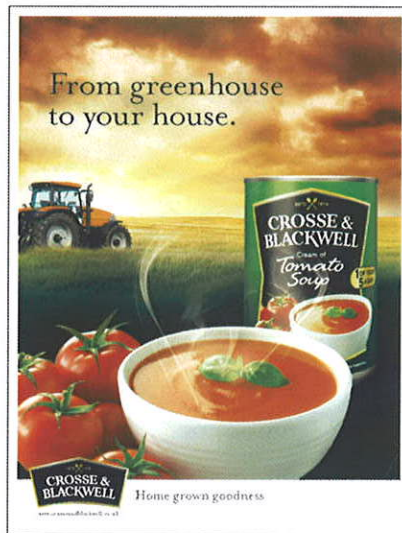
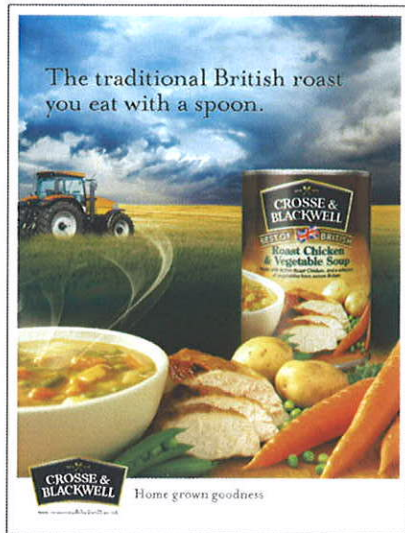


Outline of design solution (continued)

The advertising drew on imagery that evoked a sense of quality British farming and of green and pleasant lands. Mixed with a sense of autumn and winter approaching and the need for warm, comfort food, the ads conveyed the traditions of growing the best vegetables and a sense of 'goodness' and 'freshness'. The strapline 'Home grown goodness' referencing a sense of British-ness without becoming overtly 'flag waving'. The new pack was bold and prominent.

We didn't have a TV budget so the media buyers MEC put the budget into a Great British Platform – the quality weekend colour supplements. A 6-sheet outdoor campaign ran across Morrison's stores and a partnership with The Daily Telegraph provided editorial around 'Home grown' and sponsorship of the weather section as well as a microsite to host competitions and further information.

Above-the-line press adverts and The Daily Telegraph microsite screen shots.



Summary of results

After years of more or less continual decline, Crosse & Blackwell has made a dramatic return to the supermarket shelf. In key accounts such as Morrisons, where the support was really embraced by the category buyer the sales lift was phenomenal.

From the 18th of February a 6-sheet campaign ran across 180 Morrison's stores. There were two executions; Pea & Ham and Tomato. Stores carrying the tomato 6 sheet delivered 7.2% greater revenue uplift in sales of Tomato soup than the control group. The same stores also delivered a 66.1% greater uplift in sales of Pea & Ham Soup. Post campaign these same stores delivered additional uplift over the control group of 4.8% for Tomato and 14.9% Pea & Ham.

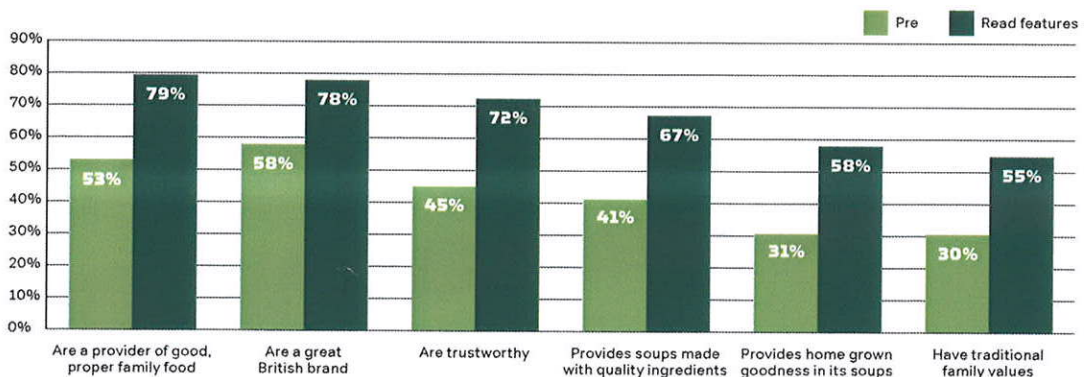
The campaign helped to raise awareness not only of the variant featured on the ad but of the brand and range. The sales

uplift also continued after the campaign had finished.

The Daily Telegraph campaign was analysed from an online stats perspective. The campaign over delivered against the KPI by over 3,000 unique users – a 20% increase on what the Telegraph had predicted prior to the campaign starting. With an impressive dwell time of 2 minutes 47 seconds. This was over a minute higher than the Telegraph would normally expect for a campaign of this type and shows online users were engaging with the content.

The Telegraph also ran pre and post tracking through their online reader panel. The Crosse & Blackwell activity performed particularly well, consideration of the brand increased by 20% and all salient brand appreciation measures increased by upwards of 30%.

An uplift in the post wave across all Crosse & Blackwell brand statements. The number one statement being: "Are a provider of good proper family food", followed by "Are a great British brand". Trust and quality are also associated with the brand.



Summary of results

(continued)

The following results come from data for the first three months of trading (mid September – mid December 2012).

By mid December, Crosse & Blackwell had 61.5% distribution across key multiple retailers and achieved 5.6% volume share of branded soups by the week ending 8 December³.

With unit sales of 4.5 million cans⁴, 7% (1.86 million) households had bought Crosse & Blackwell soup over the previous 20 weeks⁵ and 380,000 UK households tried Crosse & Blackwell soups for the first time in the last 4 weeks⁶.

A high proportion of the growth of Crosse & Blackwell (57%) has been incremental to the soup category⁷ suggesting that the brand, through stand-out branding, great taste and relevant ranges is adding value and encouraging interest in a mature market.

In terms of adding value to the brand, the re-design allowed the price point to move from an average of 50p a can

to 79p a can off promotion – a 58% increase. And Crosse & Blackwell became the number two soup brand in Morrisons.

And in terms of what really matters, value sales are currently worth £3 million⁸.

All this has been achieved in the first quarter of trading and the start of the soup season. We are continuing to see distribution gains within the multiple retailers and given a good cold wind in the right direction, Crosse & Blackwell soup will continue to be a great British success story.

³ IRI, 52 w/e 5 Jan, 13

⁴ IRI, 52 w/e 5th Jan, 13

⁵ Kantar WorldPanel, 24 w/e 23 Dec, 12

⁶ As at end Jan 2013

⁷ Kantar WorldPanel

⁸ IRI, 52 w/e 5 Jan 13

Other influencing factors

A story about David and Goliath

Whilst Crosse & Blackwell is a brand that has been around for a long time, given how low sales had become, it can in effect be seen as a new product launch. And most new product launches need some in-store promotion and advertising. Crosse & Blackwell were no exception.

However, the marketing spend for the launch period did not come close to the amount of money Heinz and Baxters spent. Crosse & Blackwell spent in the region of £600,000 rate card. In the same soup season Baxters, the number two brand spent £1.6m and the number one brand, Heinz spent £2.8m

We also just need to look at the wall of red Heinz cans to know that Heinz dominate the category in a massive way and on shelf, for every Crosse & Blackwell can, there were 20 or more Heinz cans.

As previously mentioned, promotions play a key role in brand purchase within the soup category. In 2012 Heinz had increased its promotional activity by 49% and for every time Crosse & Blackwell went on promotion, Heinz and Baxters followed.