



# Quorn<sup>TM</sup>



**PACKING THE  
MEAT FREE CATEGORY  
FULL OF FLAVOUR**



**DESIGN AGENCY**  
Bulletproof

**CLIENT COMPANY**  
Quorn

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## EXECUTIVE SUMMARY

With an ambition to accelerate worldwide growth for the brand, we were briefed to create a new brand identity and packaging design for Quorn, reaffirming the brand's position as the leading healthy meat alternative while broadening appeal to attract new consumers.

The soul of the Quorn brand was a passion for healthy living and a belief that sustainable, meat free dishes can taste great too. We empowered this soul with a design that placed delicious food photography at its heart - a mouth-watering temptation for health-seeking consumers to try the brand, and enjoy the surprising results...

## BETTER LATE THAN NEVER!

The redesign has triggered the **fastest rate of brand growth** that it has had in the last 20 years of trading. With a **+14% growth in average sales**, and an **additional £52.5m in brand value**, it's no wonder that Quorn has been named a **UK top 10 growing food brand** since the redesign.

## ALL-ROUND VEGGIE GOODNESS

The redesign has encouraged an **additional 2 million customers** to try Quorn for the first time ever. Existing customers have noticed the new look too: the brand has seen a **7% boost in cross-purchase** since the redesign, whilst the increased demand from consumers has led to **11% increase in distribution points** of Quorn.

## CHOMPING ALL OVER THE WORLD

The redesign has been so successfully received internally that the brand has adopted Quorn UK's new look globally into **all 18 markets** and it has since been successfully launched in Asia. The new look has seen such a steep boost in sales internationally that Quorn has been crowned '**global #1 meat free brand**'.

## ALL GOOD ON THE HOME FRONT

But our favourite results are those a little closer to home: The increased consumer demand following the redesign has led the company to **hire 100 new employees** and invest **£150m in new production capacity**.



**+52.5M**  
brand value

**2 MILLION**  
new shoppers  
into the brand

**7% BOOST**  
in cross-purchase

**11% INCREASE  
IN DISTRIBUTION**

**GLOBAL #1**  
meat free brand

"Quorn needed a brand refresh to ensure it had broader appeal. Bulletproof has delivered a fresh and contemporary design, full of appetite appeal that perfectly reflects our future vision for the brand. We enjoyed double-digit growth in 2017 and 2018, very unusual for a food brand more than 30 years after its launch, and the brand redesign contributed significantly to this."

**Sam Blunt, Quorn Foods Global Marketing Operations Director**

## DESCRIPTION

Founded in 1985, Quorn has grown to be the leading meat free brand in the UK and Ireland. But the brand was being held back by consumers' unwillingness to try the brand, and prevailing view of Quorn as being dated:

To realise a £1bn brand ambition, Quorn needed to expand its appeal and step change penetration by evolving from a 'vegetarian' brand to a healthy eating brand.

"It's a bit...meh...  
I don't know... a bit dated"

"Quorn just reminds me of  
that old-school healthy eating.  
When I'm going for healthy  
eating I'd look at other stuff."

"A bog-standard meal is what  
they show. It's a bit 1980s"

## OUTLINE OF PROJECT BRIEF

We were briefed to create a contemporary new brand identity and packaging system for Quorn UK that would attract a new consumer base seeking meat free products as part of a healthy lifestyle, without alienating current core consumers.

Core to the brief were these four points:

- Bring to life the brand personality
- Convey healthy eating and great-tasting food
- Reframe Quorn in the minds of consumers as a modern food brand that is for them
- Drive consideration amongst non-vegetarian non-category users

"Looks a bit  
old-fashioned"

Before redesign

## OVERVIEW OF MARKET

The decade prior to the redesign brief had seen UK consumers of all ages becoming increasingly experimental with their food choices, with a surge in those following a vegan, vegetarian or flexitarian diet.

Research by IRI released at the time of the brief found that more than two thirds (72%) of shoppers in the UK were buying healthy. As part of that trend, more shoppers were buying vegetarian food options, an increase of 26% in the past three years, but fewer were willing to spend more for this choice.

At the time, Livio Martucci, director at IRI and analyst of the shopping survey, said: "Shoppers are more concerned with the quality, safety and healthiness of the food that they buy, have an intolerance to certain foods or just want to lose weight. With obesity becoming a key challenge for health in the UK, it is encouraging to see that one in four shoppers (25%) want to achieve weight loss."





## OVERVIEW OF MARKET CONTINUED

Furthermore, many consumers were opting for a more plant-based diet to reduce the impact of livestock on the environment, following a series of news headlines about the negative effect of the meat industry on environmental issues.

The rise in healthy eating saw a proliferation in vegetarian food choices from 'trendier' brands, both on the go, and in major multiples, with the hope of capitalising on the UK's growing appetite for meat substitutes.

Scarier still, was the fact that UK private label was starting to cash in on the trend, stealing market share from the 30-year old 'founding father of meat free products'.

Own-label meat free ranges account for 45% of the market, and are growing at a rate of 20.3% YoY. In terms of share, there are two dominant players. Sainsbury's and Tesco jointly account for over half of the meat free value sales through the supermarkets and discounters, overtrading and dwarfing other players.

However, despite the fact its main ingredient, mycoprotein is the most protein-rich meat alternative, Quorn wasn't reaping the rewards of changing eating habits. The brand team recognised that Quorn was suffering from a perception lag in the minds of healthy eaters...

It was clear that a new look was crucial to encourage consumers to re-evaluate the brand, and unlock increased sales from the rise in flexitarianism and other healthy eating trends.

## PROJECT LAUNCH DATE

March 2017

## SIZE OF DESIGN BUDGET

£130,800

## SCOPE OF WORK

- Creative platform (upfront strategic work)
- Brand identity
- Packaging design
- Photography
- Point of sale packaging

## COLLABORATIONS INVOLVED

The design agency worked with no other agencies to fulfil the brief.





## OUTLINE OF DESIGN SOLUTION

Quorn has long been the market leader within the UK meat free category. But to achieve its global ambition to offer all consumers a healthier, more sustainable alternative to meat, it needed to step change penetration and shift perceptions.

This required a brand positioning change from practical, pragmatic and imitation based to accessible, inspirational and aspirational. We decided to achieve this by putting tasty food at the heart of our redesign.

An opportunity was identified to broaden the appeal of the brand by targeting 'Healthy Discoverers' - consumers actively looking for healthy, nutritious, exciting and flavoursome meat free dishes, rather than settling for the staid and apologetic category norms

**Sumptuous, editorial style photography, with a subliminal Q formed in all shots**

Working from a creative platform of 'lighter, brighter discoveries' our design solution centres around the celebration of delicious food using sumptuous, editorial-style food photography shot top down, with the dishes presented in a natural and unstaged way. Reinforcing the brand name, a subliminal 'Q' is formed throughout the photography, either with the handle of a dish or cutlery resting on a plate.

For added shelf impact and to aid navigation within the range, we introduced a split colour system to the packs that teamed the iconic brand asset - Quorn orange - with a complementary pillar colour to identify the occasion, whether dinner, lunch or on the go. The coloured backgrounds have a rustic, imperfect feel for added authenticity and naturalness.

To complete the redesign, we crafted the brand lockup and created the new 'Proudly Meat Free' brand tag line to really drive home the confidence of Quorn.





## SALES

In a nutshell, the redesign triggered the steepest growth in UK sales that the brand has witnessed in the last 20 years.

Following the relaunch, Quorn UK sales have soared to such an extent that it is now **one of the top 10 growing food brands in the UK**, despite being around for over 30 years! In the opinion of the Quorn team, the new look played a big part in this resurgence of interest.

The impact of the new design has helped the **brand grow by £52.5m** since the new look launched.

Following the redesign, total business **grew by a huge 16%** in 2017, to £205m. And the trend continues: in the first half of 2018 Quorn enjoyed a 12% increase in sales. That's £12.25m brand growth in just 6 months. **Or £2m brand value added each month.**

Based on these results, Quorn UK looks set to become a **£230m brand by the end of 2018.**

## MARKET SHARE

Even in the mainstream chilled category, Quorn is packing a hard punch. The **brand is growing at 10 times the annual growth rate** of the overall UK Chilled Ready Meal category. That's **all** chilled food, not just meat free meals.

Within 9 months of the redesign, Quorn jumped from 6th to 4th position in the list of chilled category's top brands. The Grocer and Nielsen both record Quorn as being the **fastest growing chilled food brand** in 2017, beating the nearest competitor by a whopping 5%.



## NEW CUSTOMERS

One of the biggest ambitions for the redesign was to drive consideration amongst new customers, and bring new shoppers into the brand. In 2017 Quorn **attracted over 2 million new UK shoppers** into both the brand, and the category.

This illustrates that the repositioning of Quorn has enabled a shift in attitudes towards meat substitutes that has not only boosted the brand, but also the wider market.

**6,145,481** UK shoppers now buy Quorn, that's a huge **9.3% of the population.**

Particularly impressive when we consider that, at the last count, only 3.25% of the population are vegan or vegetarian. So ultimately, **Quorn's new look has encouraged over 4 million meat-eaters to consider non-animal based proteins.**

Confirming this, Quorn have seen a **+14.8% increase in spend** from their non-vegetarian shoppers since the new design launched.

## MARKET DISTRIBUTION

In 2017 in UK Quorn **added over 14,100 more points of distribution** across major retailers in the UK.

That's a huge **+11% increase in distribution.**

In addition, Quorn secured listings for a significant range of chilled products in the UK's fastest growing retailer, Aldi, where previously only the brand's frozen range was on sale. This marks a huge triumph in terms of reaching **valuable new consumer segments.**

## ENVIRONMENTAL IMPACT

An unexpected but wonderful impact of the redesign is the carbon footprint reduction of the consumer switch from meat to Quorn.

The 2 million new customers who bought Quorn as an alternative to beef mince following the relaunch has **saved 17,000 tonnes of carbon dioxide** from entering the atmosphere. That's in the UK alone!

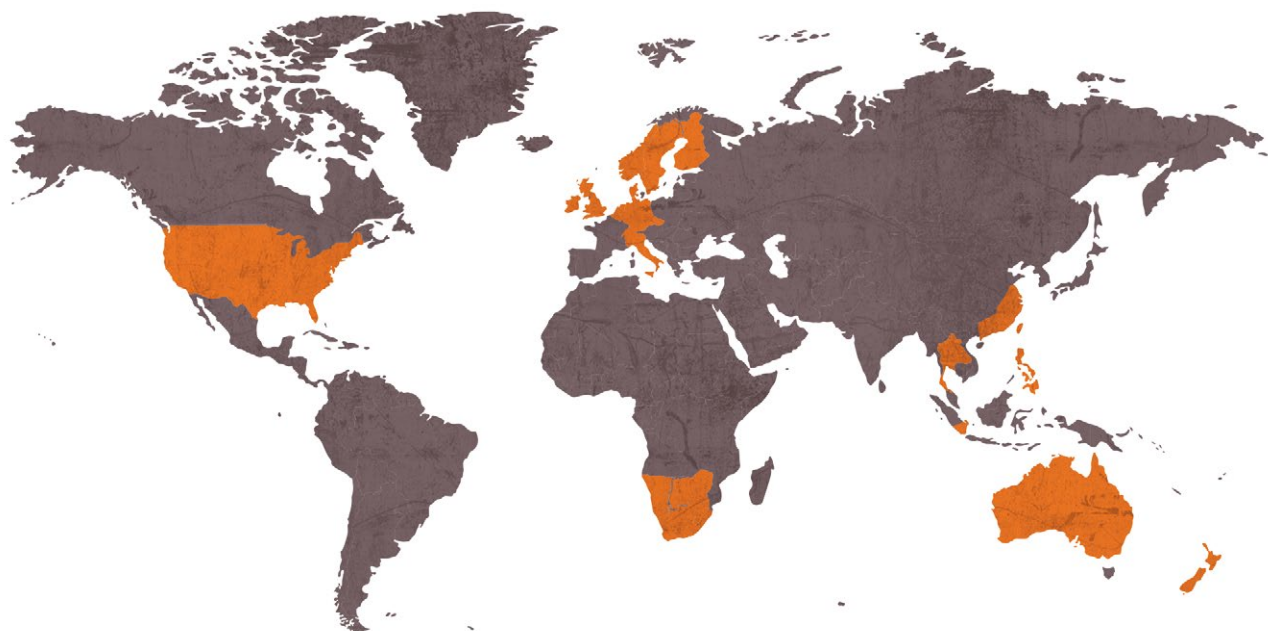
## EXPORT GROWTH

Perhaps the most striking aspect of the Quorn redesign has been its success globally. Following the redesign Quorn is now the **global #1 meat free brand**.

The relaunch has allowed Quorn to greatly expand European presence with increased distribution in market leading retailers such as **Carrefour, Esselunga, Auchan and Edeka**.

Further afield, the relaunch has also **enabled the brand to launch into Asia**, where the Philippines, Thailand and Singapore are the first to try Quorn.

The strong packaging design architecture, and the success of the redesign in the UK home market, has led to the **new look also being adopted by all 18 countries that Quorn retails in globally**, allowing further efficiencies on the initial investment in design.



## CHANGES IN SPENDING PATTERNS

After the redesign hit the shelves, Quorn saw a huge **+7% boost in cross-purchase** across the range.

The average Quorn shopper now buys 5.1 different packs of Quorn each year, **up by 8.5%** since the redesign.

This highlights that the new look has made range navigation faster at the point of purchase, making it easier for consumers to spot the range at a glance in the busy, inhospitable frozen and chilled supermarket aisles.

Praise indeed, considering that Kroger is the United States' largest supermarket chain by revenue, the second-largest general retailer and the seventeenth largest company in the United States.

"I've received some positive anecdotal feedback from some of our key buyers on meetings I've been on (Kroger, WalMart, Wegmans, Hannaford, Whole Foods, Publix, etc.) — every buyer agrees the new packaging is a major improvement from where we were previously."

**Bart Butler, Vice President Sales, Quorn Foods USA**

## BUYER TESTIMONIALS

The new design has launched to buyer acclaim in retailers globally. The nationwide buying team at Kroger in the US has this to say about the new look:

*"It modernises the brand"*

*"It makes the brand look very premium"*

*"The old packaging looks old and tired versus the new, fresh and inviting packaging"*



This image shows just what a point of difference the new design offers, in comparison to the U.S. competition in the chilled aisle.



## CHANGES IN CONSUMER ATTITUDES AND BEHAVIOUR

Two of the four objectives of the brief were about subtle shifts in consumer perception of the brand:

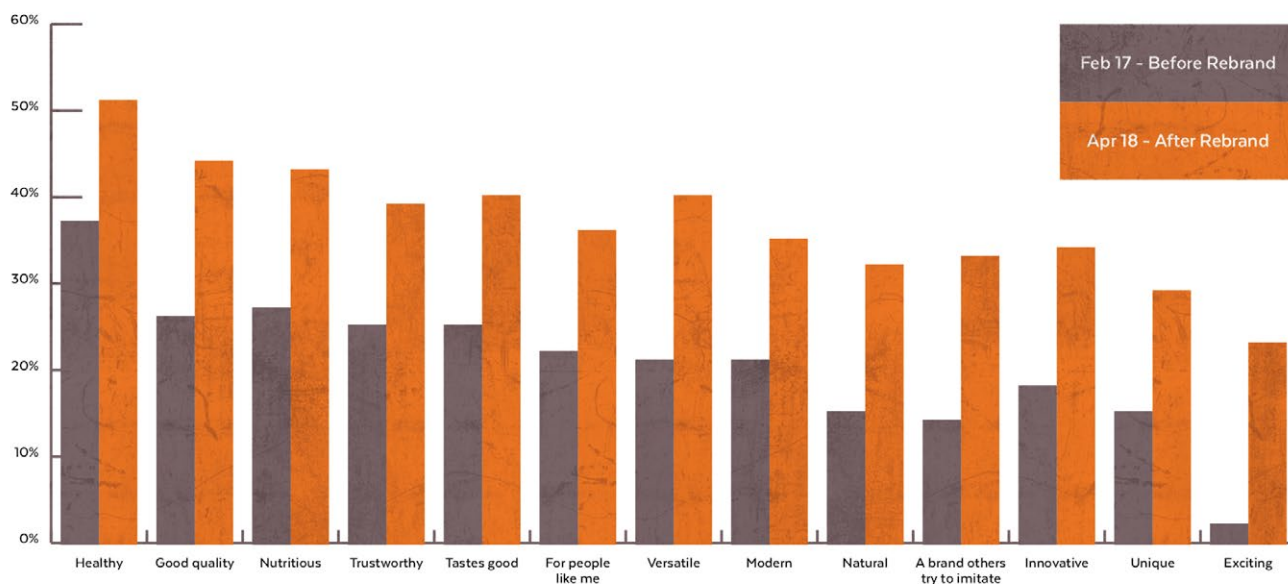
**Objective: Reframe Quorn in the minds of consumers as a modern food brand that is for them.**

In research, **the new packaging performed twice as well** as the previous pack design.

**Objective: Convey healthy eating and great-tasting food**

Since February 2017 perceptions have increased significantly across all positive measures: Consumer perceptions of **taste grew by 16%** with the new design, **healthiness by 15%**, **nutrition by 16%**, **versatility by 20%**, **suitability for families by 41%**, **good quality by 18%** and **perceptions of Quorn as an exciting brand grew by 16%** with the new design.

Since February 2017 perceptions have increased significantly across all positive measures...





## CHANGES IN CONSUMER ATTITUDES AND BEHAVIOUR CONTINUED



"The actual food looks better, the old package doesn't look like something I want to eat"

"This looks better on the shelf. It's not all brown"

"Food looks appealing, the inside of the chicken, looks like there is chicken"

"I like the richer colour the old one looks more like junk food with the bright orange"

"Looks more modern, other one looks 90s TV dinner to me"

## PAYBACK PERIOD

*Incredibly, the fee paid to the agency was recouped in 1.7 days of sales following the launch of the new design.*

## BUSINESS GROWTH

The business has had to ramp up production significantly to meet the increase in demand.

Quorn are making a whopping **£150m investment** in new production capacity **to meet long-term growth in sales** that the relaunch has enabled.

But crucially, the increased demand has led the company **to hire 100 new employees**, bringing much needed jobs to the local communities of Norfolk and North Yorkshire where Quorn is based in the UK.

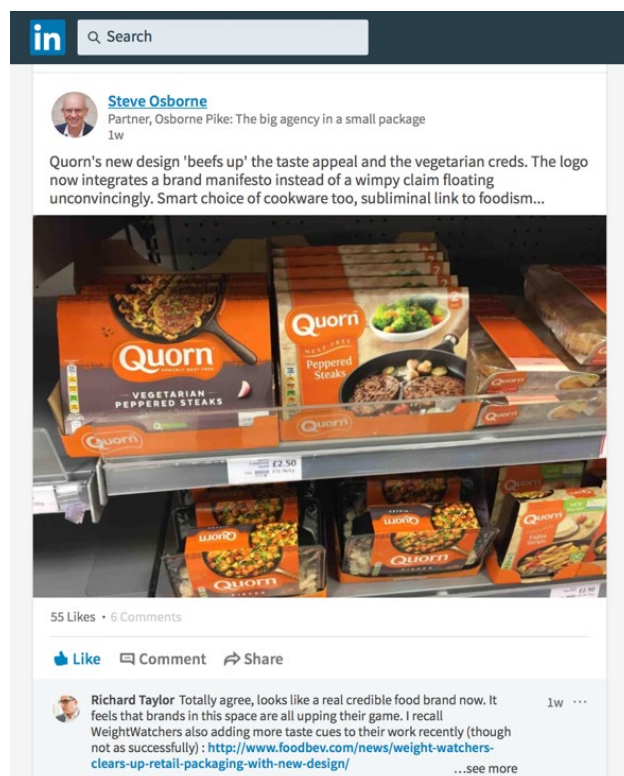
The success of the redesign has also afforded Quorn the confidence to push forward with new product development, with **18 new products joining the Quorn family** since the redesign hit the shelves.

This has contributed **over £8.5m in additional revenue** to the brand.

## MEDIA IMPACT AND REACH

It went down a storm on The Drum with **1017 social shares**, the highest number of shares for any of the agency's PR launches. In fact, the average for most redesign articles across the board at that time was 200 shares.

And it got people talking about Quorn on LinkedIn too. How often do you get a competitor complimenting your design work on social media?!



## OTHER INFLUENCING FACTORS

Strikingly, in the words of the client himself, the launch of the Quorn redesign received "nothing over and above normal marketing investment" that the brand regularly spends.

## SOURCES

- Kantar Worldpanel 12 w/e 7th Oct 2018
- Kantar Worldpanel 12 w/e 13th Oct 2018
- The Grocer Focus On Plant-Based 2018
- Talking Retail
- The Guardian
- The Independent
- <https://www.ipsos.com/ipsos-mori/en-uk/vegan-society-poll>