

4.1.7



**Project Title:**  
Amy's Kitchen

**Category:**  
Packaging

**Sub Category:**  
4.1 Branded Food

**Client:**  
Amy's Kitchen

**Design**  
**Consultancy:** Honey

**Date:**  
July 2012

The word "honey" is written in a lowercase, serif font on a piece of yellow, textured paper with a torn edge. A small "TM" trademark symbol is located at the top right of the letter "y".

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## Executive summary

Amy's Kitchen is a family owned business, the largest Natural frozen food brand/manufacture in the US, turning over \$325 million, employing 2,000 people. Their products are vegetarian, using natural and organic ingredients and still sold as a mass-market brand in the US.

In the UK, however, Amy's Kitchen had for 10 years been a niche brand sold in Independents and health food stores with a small presence in the Supermarkets (Waitrose and Sainsbury's).

In 2009 they were delisted from Sainsbury's despite having great products in a growing category (Free From in the frozen category had grown by 17.7% year on year - Kantar March 2011). Asda loved Amy's Kitchen products, but did not list them, as the US packaging did not resonate with UK consumers or buyers.

### Amy's Kitchen ambitions were:

-  To bring the Amy's Kitchen brand and all natural vegetarian products (some free from) to a wider audience in the UK
-  To re-establish the supply chain through the supermarkets
-  To expand the product range in the UK
-  To expand distribution into Europe



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**The new design solution has been successful against all of these ambitions:**

Before the re-design, the brand had an underlying growth of 35% y-o-y. In the two quarters after launch (Q3/11 and Q4/11) that increased to 153% y-o-y growth, from an average of £110,000 per quarter to an average £278,000 per quarter.

The share of sales at major multiples increased from **56.7%** to **74.6%** of total business, from **£260,000** out of **£459,000** in 2010 to **£658,000** out of **£882,000** in 2011.

With increased demand since launch, the frozen range (new packaging) has expanded from 3 to 10 and now includes standard products, gluten free products and Light and Lean products.

Honey is currently working on translating the packaging for launch into the French and German markets.

**“Honey made the transition to the new design from a design we were really attached to really easy. It has been a pleasure working with Honey and the results are excellent”**

Andy Berliner - Owner and founder  
of Amy's Kitchen and Amy's dad

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## Project overview





### Outline of the project brief

To re-brand Amy's Kitchen products for the UK market in such a way that it would appeal to the UK mass consumer and retailers.

3 frozen products were to be sold in at launch.

Gluten Free Vegetable Lasagne  
 Gluten Free Cheddar Rice and Bean Burrito  
 Gluten Free Rice Mac and Cheese

### Key Objectives

-  Re-launch in the UK and grow a brand in a fragmented market, bringing what had been a speciality into the mass market in the mainstream supermarkets
-  Evolve the brand and packaging to stand out in the UK market whilst retaining Amy's Kitchen heritage and key differentiators
-  Achieve re-listing and deep distribution through the major multiples
-  Support a premium price point over other mainstream brands



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## Description

Amy's Kitchen is a family owned business, the largest Natural frozen food brand/ manufacturer in the US, turning over \$325 million, employing 2,000 people. Their products are vegetarian, using natural and organic ingredients yet sold as a mass-market brand in the US.

In the UK, however, Amy's Kitchen had for 10 years been a niche brand sold in Whole Foods, independents, Holland & Barrett and with a small presence in the Supermarkets (Waitrose and Sainsbury's).

In 2009 they were delisted from Sainsbury's despite having great products in a growing category (Free From in the frozen category had grown by 17.7% year on year - Kantar March 2011). Asda loved the Amy's Kitchen products, but did not list them as the US packaging just did not resonate with UK consumers or category buyers.

With the desire to grow their brand in the UK, Amy's Kitchen approached Honey, recognising the need for a UK design agency that understood both the UK retail scene and their desire not lose integrity in the brand.

## Old US Design



## Overview of the market

Frozen food is a tough market to enter and from the consumer perspective the freezer aisle at a supermarket is not a desirable place to be. In fact, people often avoid it. Last year saw a modest growth of only 1% in Value (Frozen Food, Kantar Worldpanel March 2011).

A lot of big brands (Birdseye, Quorn) have struggled to communicate their health benefits as frozen food continues to be seen as less appetising and less healthy than fresh in the eyes of many consumers, sometimes despite facts to the contrary. This adds to the overall perception of frozen being less premium than fresh. The narrowing price gap between fresh food and frozen food has not helped the cause to make consumers buy frozen over fresh.

With perceptions of frozen foods being less premium, Amy's Kitchen had a difficult task in defining its premium price points in the frozen aisle. Prices of Amy's Kitchen products are considerably more than the equivalent branded or own brand products.

Product	Weight	Price	Price per gram
Amy's Kitchen Lasagne	269g	£2.99	0.011p
Linda McCartney Lasagne	360g	£2	0.005p
Findus Lasagne	360g	£1	0.002p
Weight Watchers Lasagne	300g	£1.65	0.005p
Dietary Specials Lasagne	300g	£2.99	0.009p
Tesco Lasagne	400g	£1	0.002p
Sainsbury's Free From Lasagne	400g	£3	0.007p

In the frozen sector, supermarkets usually do not have a specific Free From section, meaning Amy's Kitchen would have to fight for attention amongst the major brands.

## Project Launch date

April 2011

## Size of design budget

£57,800



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## Outline of design solution

At the first meeting, Honey took the Amy's team around key supermarket outlets and discussed the environment and challenges they were facing. The work remained on this practical basis right through the project.

Honey was flown out to California to spend time with the Berliner family and marketing team, tour the factories and meet the farmers that provide the ingredients. From these two steps, the strategy and agreement on what had to change quickly evolved.

Firstly, to really drive home the unique style of this brand, the final design tells the story of the Amy's Kitchen family and quality, natural products in a way that connects with the UK consumer.

The brand was enhanced on pack to ensure standout when shopping the aisle. We also decided to emphasise the full original name by adding the "Kitchen" back into "Amy's Kitchen". As well as giving more power to a relatively unknown brand, this emphasises the hand made nature of the products – all burritos, for example, are still assembled by hand.

Secondly it was important for the design to stand out in the freezer aisle, a sector where packaging uses bright and vibrant background colours, which vary by category.

## New UK Design



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## Outline of design solution cont.

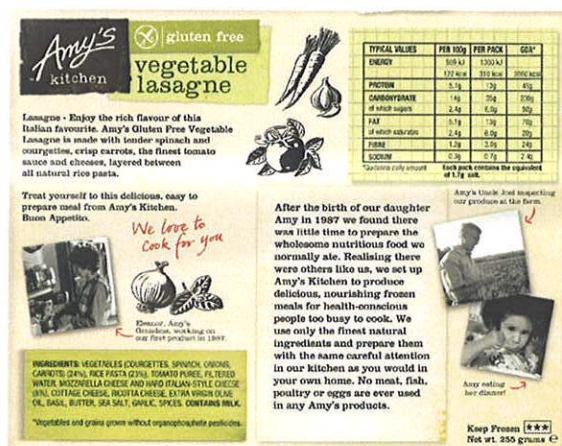
The design also uses design cues more readily used in the fresh food sector to give it a unique and premium feel amongst its competitors e.g. natural product shots, images of fresh ingredients and hand written typography.

Thirdly, to really appeal to the consumer, we needed to tell the brand story. We wanted to communicate the passion and love that goes into the products, from sourcing natural, quality ingredients to personally perfecting each recipe in the family kitchen and then finally making all the products in small hand made batches.

The design uses a collage of images and notebook pages with handwritten font to show how the family like to express their new product ideas.

On the back of pack the family and individual product stories are brought to life with illustrations and family pictures - each pack enabling you to learn a little bit more about the family behind the products. The use of health claims, anecdotes and personal recommendations create interest and novelty and premium credibility.

The story on pack encourages off pack brand engagement e.g. fans regularly follow what Amy is up to on Facebook.





## Summary of results

With the re-launch in April 2011,  
overall sales turnover increased by

**92%**

year on year from 2010-2011, from  
**£459,000-£882,000.**

**That is £423,000 return  
on £57,800 investment.**

Amy's Kitchen products were re-listed in Sainsbury's and listed in Asda and, In April 2012 in Tesco.

Sales through major retailers increased from **56.7%** to **74.6%** of total business 2011/2010, an increase in sales from £260,000 per year to **£658,000.**

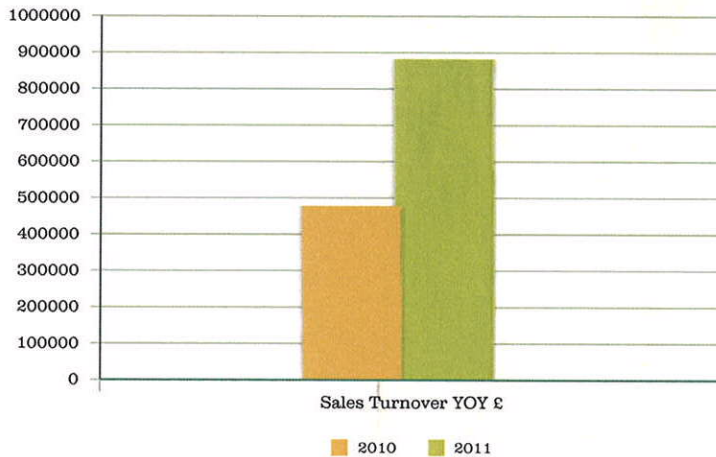
Number of frozen skus in the new design increased from 3 at launch to **10** in 2012 across Vegetarian, Light and Lean and Gluten Free products.

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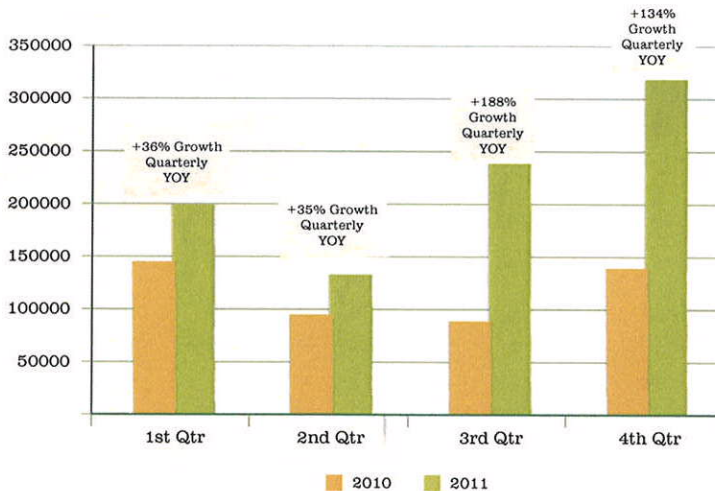
Since the introduction of Amy's Kitchen, the Frozen Free From category is driving much-needed innovation in the frozen sector and has sparked a growth in both own brand and other brands entering the market.

The whole Frozen Free From category has grown 50.6% since Amy's Kitchen launch. (LMG Gain/ Loss Report FF 27.09.2011/ Kantar Worldpanel)

Amy's Kitchen Sales Turnover  
+92% Growth YOY



Amy's Kitchen Quarterly Sales  
Turnover +92% Growth YOY



## Distribution results by major retailer

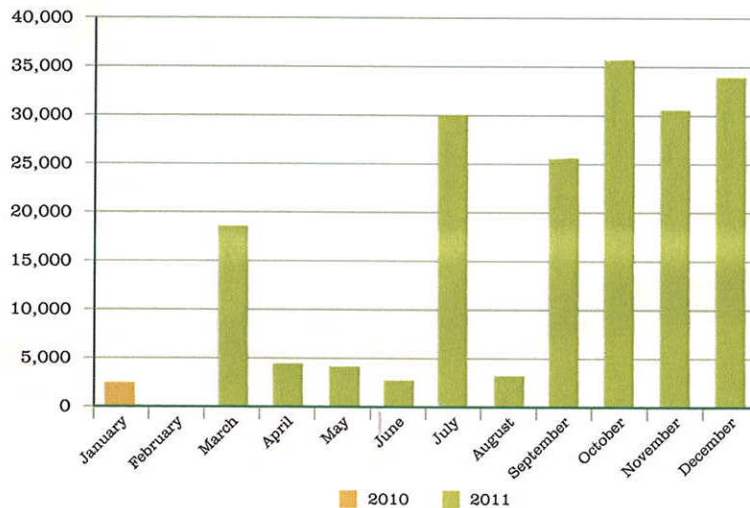
### Sainsbury's:

Re-listing in Sainsbury's stores, first time in 3 years with total sales increase of 9 times in store

April 2011- 2 Frozen items were listed in 100 stores (Gluten Free Vegetable Lasagne and Gluten Free Bean and Cheese Burrito)  
Both items are now performing at number 3 and number 4 in the Branded Vegetarian category.

Based on rate of sales performance 2 new items (Gluten Free Country Vegetables & Pasta and Gluten Free Rice Mac and Cheese) were listed in October 2011.

Amy's Kitchen Monthly Sales  
Turnover in Sainsbury's +8937%  
Growth YOY

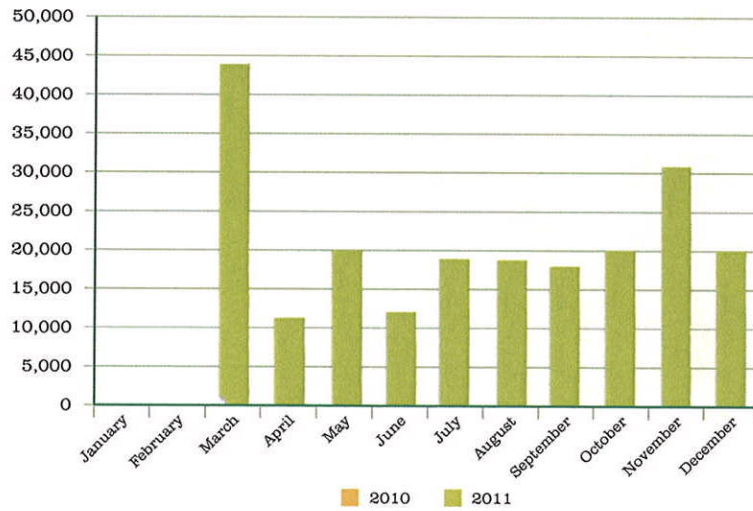


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**Asda:**

In April 2011 2 Frozen items were listed in 301 stores (Gluten Free Rice Mac and Cheese and Gluten Free Burrito)

Amy's Kitchen Monthly Sales Turnover in Asda



## Tesco:

Since these results Tesco has listed 6 Amy's Kitchen products.

In April 2012 Tesco listed the frozen product Rice Mac & Cheese  
 In May 2012 they listed the frozen Light & Lean Range - Light and Lean Black Bean and Cheese Enchilada and Light and Lean Spaghetti Italiano and Mushroom Risotto.

In June the frozen Gluten Free Vegetable Lasagne and Gluten Free Cheddar Rice and Bean Burrito were also listed.  
 Results to date are pending.



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### Since launch Honey have been asked to create:

-  All the new products for the UK market as well as translations for the French and German Markets
-  A new UK focused / branded website
-  Design of their trade stand
-  The US sales conference presentation

Amy's Kitchen is not only a success in store but it has also become a brand worth talking about:

Amy's Kitchen receive 15 personal fan letters every month, has 1,700 followers on facebook and has generated lots of PR in titles including: The Sun, The Daily Mail, Mail online, Red, The Grocer, Eat In and Zest magazine since launch.

It also featured in Ramblings of a suburban mummy blogger twice.

### Other influencing factors

During this period Sainsbury's had one promotion (33% off in November 2011)

There were two promotions in Asda - 25% off in May in store and 25% in-store and online in October.

All promotions were a repeat of a similar event in the previous year.



### Research Resources

Clients own data and the Grocer.



### Amy's original design



### Amy's new design

