

**WELL &<sup>TM</sup>  
TRULY  
EFFECTIVE**

**SAY GOODBYE TO SAD SNACKS**  
WELL & TRULY LTD  
DBA DESIGN EFFECTIVENESS AWARD  
FOR PUBLICATION

**B&B**

# EXECUTIVE SUMMARY

Originally launched in June 2016 as a gluten-free alternative to mainstream snacks, Well & Truly had reached a plateau after two years in the marketplace. The brand's gluten-free positioning – and its apologetic 'diet' design codes – had won it a home in the free-from aisles of Tesco as well as a variety of small independent retailers, but was now holding the brand back from any real growth among mainstream snacking consumers.

In 2018, a radical repositioning and full rebrand, incorporating everything from pack design to social media strategy, transformed Well & Truly from a dusty diet food into a gloriously tasty lifestyle brand. By bridging the gap between healthy alternative and mainstream snack, the new branding has enabled Well & Truly to find a home beyond the free-from aisle, become a real contender in the super-competitive mainstream snacking market, and grab the attention of consumers who simply want to snack better.



## HERE'S WHAT HAPPENED:

### IMMEDIATE ENTRY INTO SAINSBURY'S

front of store mainstream snacking aisle

### IMMEDIATE 104% UPLIFT IN GROSS SALES

REDACTED CONFIDENTIAL DATA year on year more than doubling the set target of 50%

### ANNUAL GROSS SALES INCREASE OF 85%

REDACTED CONFIDENTIAL DATA more than doubling the set target of 50%

### INCREASED DISTRIBUTION BY OVER 50%

in under six months  
REDACTED CONFIDENTIAL DATA

# CASE STUDY CONTEXT & OVERVIEW

## PROJECT BRIEF

### BUSINESS OBJECTIVES

- To change perceptions, gaining a listing in a mainstream supermarket aisle rather than the free-from fixture within 12 months
- Boost gross sales by 50% in the first quarter post-launch (June – September 2017)
- Achieve overall gross sales of **REDACTED CONFIDENTIAL DATA** – representing an uplift of 38%
- Increase sales of existing SKUs by 25% **REDACTED CONFIDENTIAL DATA**

### BUSINESS CHALLENGE

Well & Truly's growth depended on a change of perception among both customers and consumers. While the brand's clear and focused free-from positioning had achieved **REDACTED CONFIDENTIAL DATA** wins with supermarket free-from aisle buyers and gluten-free consumers, it had also prevented growth among everyday mainstream snackers – a bigger, but more competitive, market. Reimagining Well & Truly as a joyful lifestyle brand rather than a restrained healthy snack was the key challenge of the brief.

### SCOPE OF WORK

The Well & Truly rebrand needed to reinvent every aspect of the brand, from visual identity and packaging to social media and brand activity. A single agency undertook the entire process, including a strategic review of the brand and its opportunity, the development of a revised brand positioning and personality, and the creation of a new visual identity and graphic language for packaging design and all branded communications.

# DESCRIPTION

Well & Truly is an independent challenger brand, launched in June 2016 by sisters-in-law Sara and Maria Trechman with the original intention of providing gluten-free alternatives to mainstream snacks. The original design delivered on healthy and free-from codes, winning the brand entry to the dedicated free-from aisles in Tesco, and finding an immediate audience among gluten-intolerant consumers.

However, what the design failed to communicate was just how tasty the snacks inside were. In online reviews and at sampling events, the overwhelming response among consumers was surprise that something that looked so healthy could taste so good. It was clear that the product had potential beyond gluten-intolerant consumers, but that the design lacked any communication of taste or enjoyment.

The revised brand positioning retains Well & Truly's gluten-free benefit, but shifts the brand's focus towards joyfulness, pleasure and taste – qualities that are integral to the mainstream snacking moment. By doing so, it places Well & Truly as a true challenger to both mainstream snacking and healthy snacking as the better-made, just-as-tasty snack that lets you 'have it all' – whether you're gluten-intolerant or not.

Off-pack, colour and illustration work with aspirational lifestyle imagery to bring a whole new energy to the brand across every touchpoint, while a more joyful tone of voice reframes health as a positive, not sanctimonious, choice.

The colourful rebrand leads on taste, joy and satisfaction. Bold and unrestrained, it features a new logo that bursts out of the packaging design to suggest a bag crammed with flavour, while a black background increases quality perceptions and lets the flavour-based colour-coding leap from the shelf.

The existing Well & Truly range comprised 4 SKUs: three flavours of Crunchy Sticks in snacking sizes and a sharing size of Tortilla Chips. The relaunched range added 3 new SKUs: sharing sizes of each Crunchy Sticks flavour. Six months after relaunch a new flavour of Crunchy Sticks was added to the range across both sharing and snacking sizes.

Well & Truly snacks are under 150 calories per serving, made with all-natural ingredients, are gluten-free and lower in fat than comparative snacks.



# MARKET OVERVIEW

The UK snacking category is growing at 14% (Euromonitor), with extruded corn snacks (Well & Truly's main product format) growing at 10% (IRI Data). The healthy snacks segment (which includes dried fruit snacks and cereal bars) is growing at 33% (IRI Data), while the free-from category overall (which includes all gluten-free and dairy-free food and beverages) is growing at 37.5% (Kantar).

These are all positive statistics for Well & Truly, a gluten free snack, but don't demonstrate the challenge of transitioning from a focused free-from offer to a broader mainstream contender. The entire free-from category is worth £837m in the UK and has a dedicated shopper, while snacking is worth a whopping £3.5bn and relies on impulse purchase – it's a far bigger and more competitive pond for a tiny challenger brand like Well & Truly to attempt to compete in.

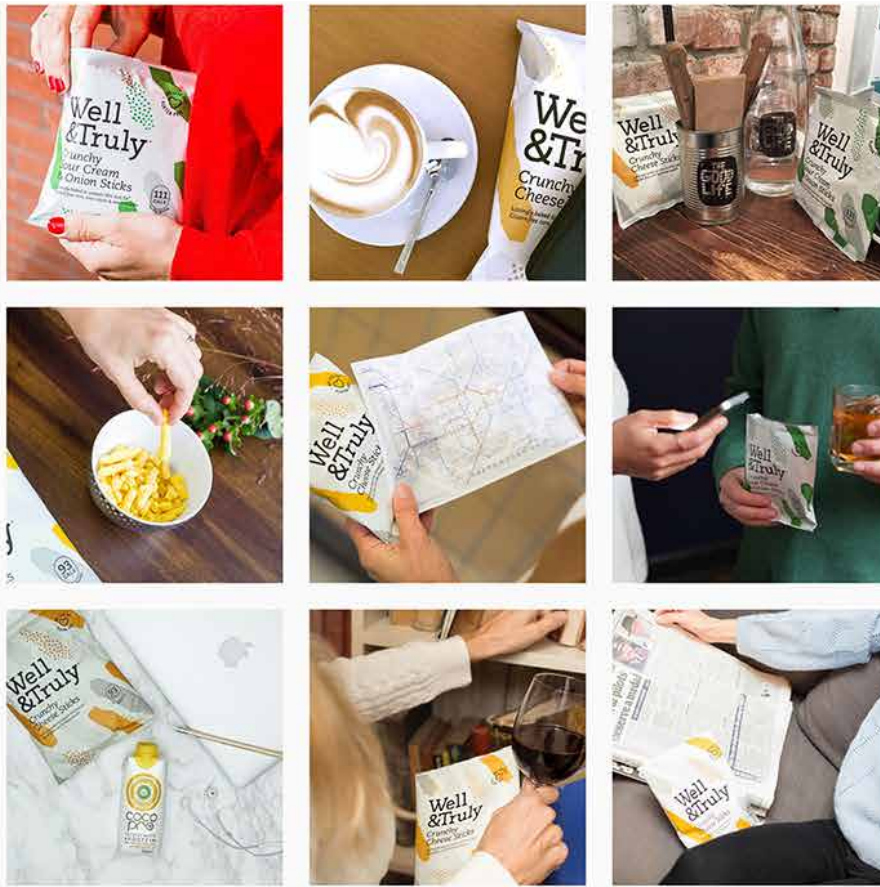
## KEY FACTS:

The new Well & Truly design was launched in April 2018. Design fees, not including production, REDACTED CONFIDENTIAL DATA

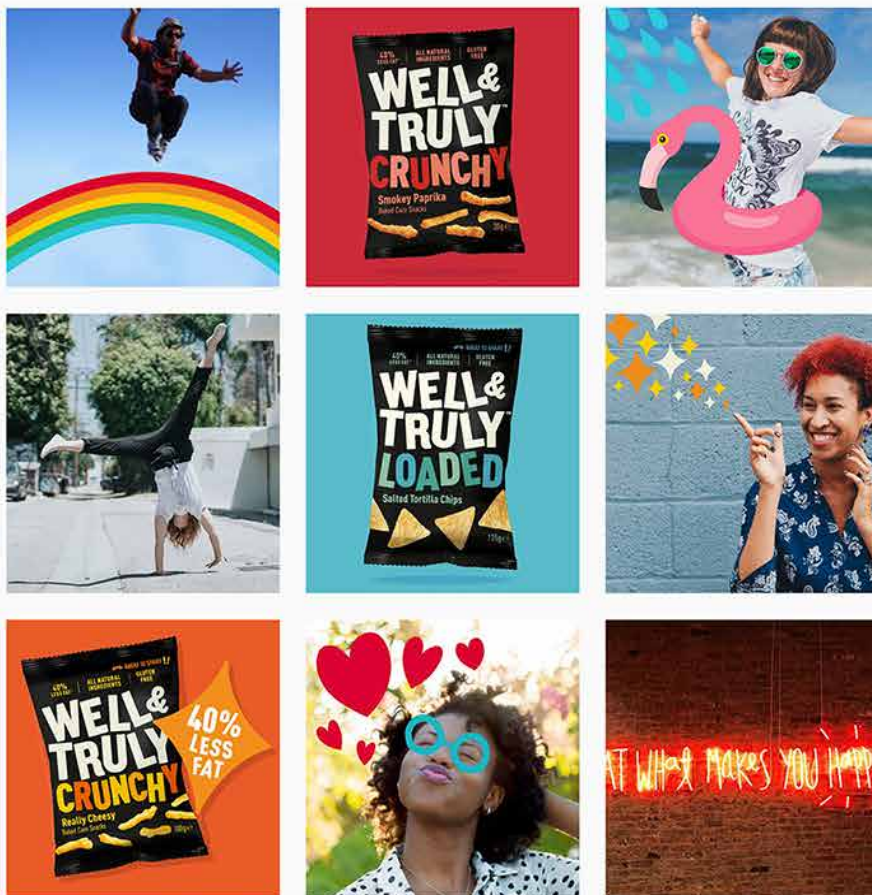


# SOCIAL MEDIA VISUAL BRAND ASSETS

BEFORE:



AFTER:



# RESULTS

## BOOSTING SALES

### IMMEDIATE 104% UPLIFT IN GROSS SALES

Following the redesign – and with no advertising support – Well & Truly experienced a 104% uplift in gross sales REDACTED CONFIDENTIAL DATA. This figure includes sales of the two new sharing size SKUs and one new single serve SKU, but nevertheless more than doubles the brand’s 50% growth target REDACTED CONFIDENTIAL DATA.

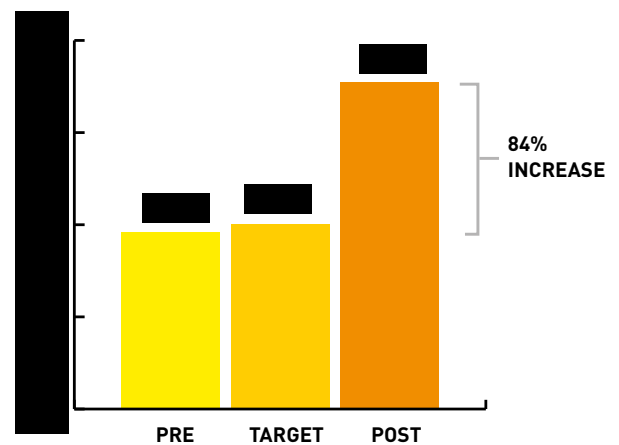
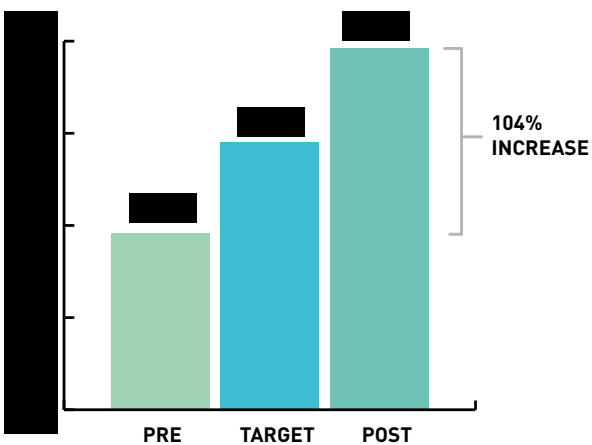
### ANNUAL 85% UPLIFT IN GROSS SALES

Over the year post-rebrand, annual sales were boosted by 85% REDACTED CONFIDENTIAL DATA, again more than doubling the sales target set at 38% REDACTED CONFIDENTIAL DATA

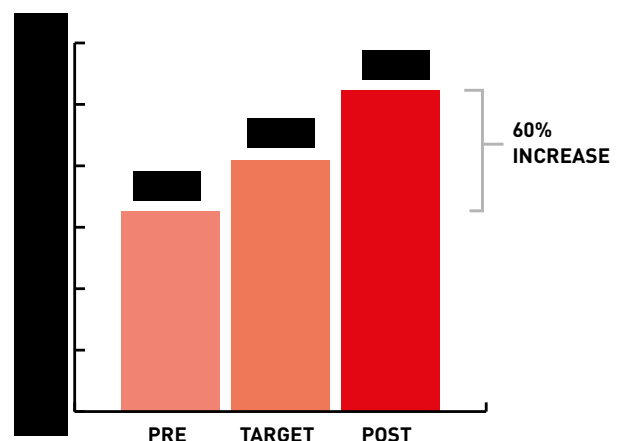
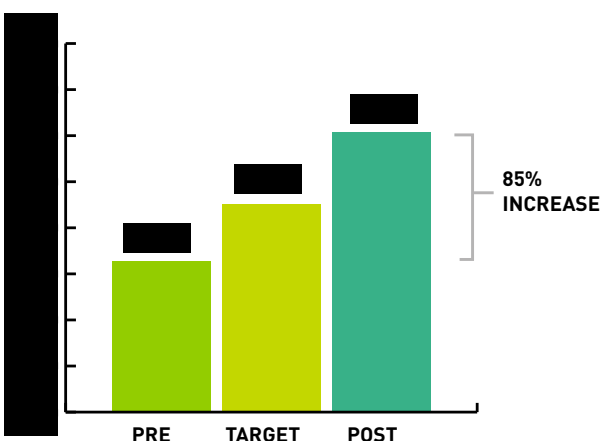
### 60% UPLIFT LIKE FOR LIKE

Sales of the existing SKUs over the same time period increased by 60% REDACTED CONFIDENTIAL DATA – smashing the sales objective of 25%. REDACTED CONFIDENTIAL DATA

### IMMEDIATE SALES INCREASE



### ANNUAL SALES INCREASE



## TRIUMPH IN TESCO

In Tesco alone, like-for-like sales of Well & Truly Crunchy Cheese were up 56% in the year post-rebrand compared to the year prior, with just a 7% increase in distribution.

REDACTED CONFIDENTIAL DATA

## SUCCESS AT SOURCED MARKET

Over at Sourced Market, like-for-like sales leapt by 72%. REDACTED CONFIDENTIAL DATA

## EXCITEMENT AT EPICURIUM

Meanwhile, at wholesaler Epicurium, the rebrand sparked an incredible 300% uplift in sales of the 2 existing SKUs listed.

## CHANGING PERCEPTIONS

### STRAIGHT INTO SAINSBURY'S

Well & Truly had been trying to win listings in Sainsbury's since 2016 with no success. The strength of the rebrand changed the buyer's mind about the brand and it was placed in mainstream impulse snacking at the front of the store. The brand's key business objective for the year REDACTED CONFIDENTIAL DATA – was met in a matter of weeks.

Well & Truly is now in the mainstream aisle in Booths. REDACTED CONFIDENTIAL DATA





# STEALING MAINSTREAM SHARE

## WINNING SPEND FROM WALKERS

According to Kantar data in the year leading up to the rebrand, Well & Truly was achieving incremental growth for the crisps and corn snacks category – as expected for a targeted free-from product – but losing spend to the mainstream snack brand Walkers REDACTED CONFIDENTIAL DATA. In the year post-rebrand, Well & Truly is now winning spend from Walkers REDACTED CONFIDENTIAL DATA, with the reimagined brand clearly encouraging switching among mainstream snackers.

## SUSTAINED SALES PERFORMANCE

Sixteen months on, and the impact of Well & Truly's redesign hasn't waned. The brand's monthly rate of sale in Tesco for the first four months of 2019 is on average 100% above 2018 figures – and this excludes a sales spike in May 2019, when the brand was given a feature space outside the free-from aisle. Rate of sale jumped REDACTED CONFIDENTIAL DATA during this period, equalling the same ROS as global mainstream brand Popchips and growing Well & Truly's ability to succeed in mainstream snacking.

Sales in Sainsbury's have continued to grow too, achieving a steady and sustained increase week after week.



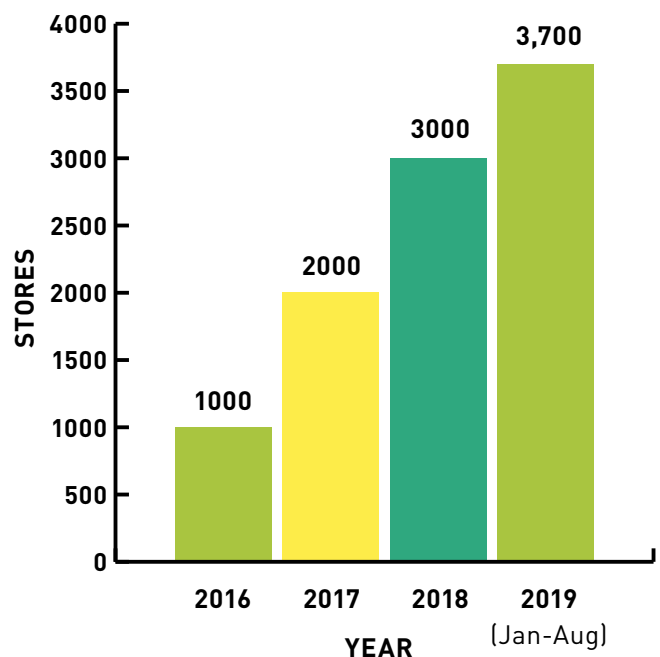
## INCREASE IN DISTRIBUTION

### SPREADING ACROSS THE COUNTRY

In addition to winning the Sainsbury's account, Well & Truly garnered eight new customers across grocery and food service in just six months, including: Sodexo, AMT Coffee, WHSmith High Street, Applegreen and Budgens.

Its distribution increased by more than 50% – from 2,000 to over 3,000 distribution points.

By comparison, the original design had taken two years to win those 2,000 points.



## SPREADING ACROSS THE SHELF

Existing retailers have also increased their Well & Truly range as a direct result of the redesign and its greater on-shelf presence. Cotswold Fayre has gone from 2 SKUs to now stocking the entire range of 7 SKUs, while Whole Foods Market has increased from 1 SKU to 4 SKUs. Ocado has gone from 3 SKUs to 6 SKUs and Booths has gone from 3 SKUs to 6 SKUs.

## MAKING ITS MARK

The strength of the new rebrand has also enabled Well & Truly to win approval to build in-store displays, as well as taking its branded tuk tuk up to the 4th floor of Google HQ and into John Lewis, which would never have been possible before. The John Lewis activation was stated as best in class by the buyer. Out of a 13-week period, 15% of the total forecasted sales were achieved within three days because of the activation.



“You couldn’t miss the Tuk Tuk an absolute gold standard of Marketing, which I’m now holding everyone to!”

John Lewis  
Food Hall Buyer

## RETURN ON INVESTMENT

The costs of the redesign were recouped through additional sales in just ten weeks.

## WINNING NEW CONSUMERS

The new design has increased appeal among male consumers, with the brand’s online audience shifting from 80% female to 60% female, suggesting a successful repositioning from restrictive health to mainstream tasty snack, and helping to differentiate the brand from female-focused healthy snacks  
REDACTED CONFIDENTIAL DATA.

## HELPING SNACKERS BE HEALTHIER

Made with all-natural ingredients and no added sugar, Well & Truly is helping snackers eat more healthily. REDACTED CONFIDENTIAL DATA..

# OTHER INFLUENCING FACTORS

As previously mentioned, as a gluten-free snacking brand Well & Truly could potentially benefit from the current growth seen in both sectors. However, because of their growth, both snacking and free-from are categories that are experiencing new brand launches and innovations from established brands week after week. It's a highly competitive marketplace, and Well & Truly's ability to succeed as a small brand in those sectors demonstrates the design's success in communicating mainstream taste without burying the gluten free message.

As an independent start-up, Well & Truly operates on a tight marketing budget and relies on its packaging and brand identity to communicate with consumers – a branded blogger box showcasing the new design and created as part of the brief was the main launch tool.

A 3-month PR campaign announcing the redesign reached trade titles and small online titles such as That's Life (70K) and What Evie did (10K). No national coverage was achieved.

For the launch, Well & Truly also increased its in-store sampling campaign in Whole Foods Market, comprising one sampling session per week for 8 weeks. Whole Foods is a great environment to sample, acting as a shop window for other buyers and showcasing the brand for social media content. **REDACTED CONFIDENTIAL DATA.**

