



STRONG & NORTHERN

HOW A 135 YEAR OLD REGIONAL BRAND BECAME NATIONAL

DBA DESIGN EFFECTIVENESS AWARDS - NOVEMBER 2020
FOR PUBLICATION

SPRINGETTS

EXECUTIVE SUMMARY

The sauce that goes on everything.
An institution that's native to the City of Sheffield. A delicious sauce and you'd be pushed to find a Sheffielder without a bottle at hand.

Affectionately known as "Hendo's" it had a **BIG** objective to grow from a small regional South Yorkshire brand to a national brand. But uncertainty on what it was, was holding it back,

A Worcestershire Sauce?

A cheap Lea & Perrins?

A "value" brand?

A relish?

A table sauce?

And how do I use it?

Only those in the know, knew!

Our design gave Henderson's Relish a meaningful difference.

A premium quality, spicy table sauce.

Strong & Northern.
Splash it on.



RESULTS HAVE BEEN EXCEPTIONAL FOLLOWING THE NOVEMBER 2019 LAUNCH:

- Henderson's Relish has achieved 42% volume growth since launch, outperforming category growth of 10.9%. Total retail sales growth nationally - increase of approximately REDACTED CONFIDENTIAL DATA over 12 months (from REDACTED CONFIDENTIAL DATA to REDACTED CONFIDENTIAL DATA).
- Through the new design solution, Henderson's Relish achieved its objectives by disrupting the Table Sauce and Condiments category in order to achieve its sales ambition – they were able to reinvigorate and revive a sleepy sub-category and bring in new people to the brand.
- Henderson's Relish achieved over 1000 new national distribution points in multiple grocers following the redesign, including in Morrisons and Sainsbury's.
- Henderson's didn't just break the boundaries of Sheffield, they broke the boundaries of the North expanding far beyond. The redesign was received so well that it convinced retailer buyers to provide national distribution from the get go, achieving new national listings a year earlier than anticipated.
- The new design was exceptionally well received by retailers and consumers - fans in the North remained fans, whilst new consumers were created nationally.



CONTEXT & OVERVIEW

BUSINESS OBJECTIVES

With a longer-term objective of growing to a national brand, in 2020 Henderson's aimed:

01

TO GROW SALES
VOLUMES BY 10%

02

TO INCREASE RETAIL LISTINGS
OUTSIDE OF THE SOUTH
YORKSHIRE HEARTLAND
AND BE IN NATIONAL
RETAIL (BY 2021)

03

TO RETAIN HENDERSON'S
LOYAL CONSUMERS
IN SOUTH YORKSHIRE

ESTABLISHED 1885

Henderson's Relish began life in 19th Century Sheffield when Victorian entrepreneur Henry Henderson concocted his first batch. Made in the city since 1885, Henderson's is a small family run business and has been in uninterrupted production within a short distance of the site from which the first bottle was filled.

In Sheffield, Henderson's Relish is an iconic and much loved table sauce and ingredient.

There is much debate about the mix of its secret recipe, known to only three family members. Never promoted outside of Sheffield, for more than 100 years it has been known as Yorkshire's best kept secret.

It is used in two different ways. Most commonly it is splashed on to food, to add its unique spicy flavour to pies, stews, chips, cheese on toast, Bolognese, chilli... anything really. Henderson's is also used as an ingredient, as home cooks may use a Worcester type sauce.



THE BUSINESS CHALLENGE

Henderson's Relish have always had an orange label making it easily confused with Heinz-owned Lea & Perrins, who define and dominate The Worcester Sauce category in the UK. All the major UK grocers have also launched an own label Worcester Sauce alternative in recent years, and the number of Lea & Perrins SKUs on the fixture has declined as a result of retailer-led 'range rationalisation'. Consequently, the Worcester Sauce category has experienced negligible volume or value growth in recent years. Worcester Sauce is primarily used as an ingredient in recipes, and frequency of purchase is lower than the wider table sauce category.



While known and accepted in Sheffield, new entrants to the brand were confused what Henderson's Relish was, and how it should be used. Most new entrants believed it looked cheap, and concluded it was most like a discounter own-brand copy of Lea & Perrins, similar to Aldi's Bramwells.

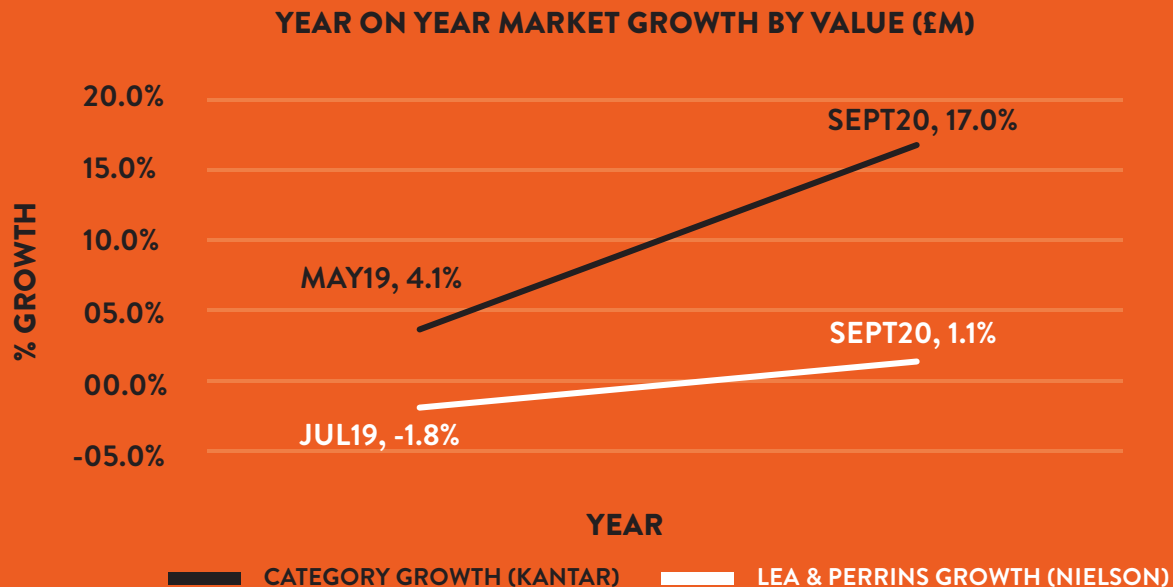
Henderson's needed to convince retailers it was relevant and could entice consumers to buy it, try it and put it on their tables nationwide. It was a heady business challenge to expand upon Henderson's existing regional appeal, by welcoming new consumers from both Worcester Sauce and the wider table sauce categories.



MARKET OVERVIEW

Sauces and Condiments are a staple cupboard essential and sales value is growing year on year: 4.1% (Kantar, May 2019) and 17% in (Kantar, September 2020).

A rise in home cooking saw consumers seeking new flavours to add variety. Lea & Perrins achieved 1.1% growth in broadly the same period.



SCOPE OF WORK

The scope of work was to:

- Differentiate as a genuine alternative in the Worcester Sauce and Table Sauce categories, by adding quality and on-shelf stand out to the label.
- Make Henderson's Relish a stronger version of itself - give it a more iconic, contemporary heritage and premium feel.
- Strengthen the relationship with fans, but appeal to new people and their families who have been missing this great treat for generations.
- Become a credible competitor to Lea & Perrins outside of its heartland, raising awareness and trial of Henderson's Relish's primary use as a spicy table sauce, delivering increased purchase.



Strategic thinking from the outset uncovered a need for more than just distinctiveness and visibility. The brand required a contemporary and consumer insight-led brand positioning. We uncovered the heart and soul of the brand to “bring a taste of the North to every table”.

Henderson’s Relish belongs on the table, not to be tucked away in the kitchen cupboard like Lea & Perrins. This story needed telling in the grounded, straight and honest tone of voice that Henderson’s was known for.

DESIGN SOLUTION

The owners only parameters were that the label must remain orange, and the brand remain Henderson’s Relish.

The descriptor ‘Relish’ was key to Henderson’s differentiation. Its name since inception, Relish means a piquant sauce or pickle eaten with plain food to add flavour. It also means ‘great enjoyment’ something you get when you eat food with Henderson’s on it! What we did do, however, is integrate ‘Relish’ with Henderson’s rather than have ‘Relish’ as the most dominant thing on the bottle.

Honouring the memory of historic bottles from earlier years, ‘Henderson’s Relish’ is embossed in the glass above the label and ‘Henderson’s Sheffield’ stamped proudly on the base. Inspiration was taken from the base of the bottle which evolved into the new roundel on the label.

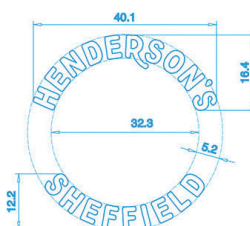
The strong brand identity retained the orange colour as a distinctive brand asset. Variations of orange were tested; opting for something bolder, brighter and modern to stand out on shelf and attract new consumers.

A high-build gloss badge was used for the brand name and ‘Strong and Northern’ slogan, giving a premium feel and maximising shelf stand out against the matt varnish orange label. The premium look and feel of the label increased the perceived brand value and brand quality at point of sale and mitigated the risk of being considered a “value” brand. This enabled Henderson’s Relish to be taken seriously as a national competitor to an established category leader.

KEY FACTS

LAUNCH DATE:
NOVEMBER 2019

FEES:
£35,000



ABCDEFGHIJKLMNOPQRSTUVWXYZ

Henderson's Relish was given a meaningful difference – a premium, spicy table sauce. In recent years the phrase 'Strong and Northern' has been coined by Sheffield people to describe their love for Henderson's Relish. It is seen on T-shirts worn by fans across the city. It speaks of a city's pride in their Relish and serves as a useful differentiator between Henderson's and the Southern, formal, traditional Lea & Perrins. 'Made in Sheffield' further strengthened differentiation and 'Established 1885' communicates its longevity versus any recent copy brand.

Overall the brand personality was designed to be accessible, informal, and right for me. The iconic, simple look was designed to appeal nationally as well as to Sheffield fans, using a bespoke typeface inspired by the original logo.

Social media research told us existing users refer to a 'splash' of Henderson's and so inspired the front of pack descriptor 'SPLASH IT ON'. The significance of the word 'on' over 'in' was noticed in social media research and use of the vernacular.

Relish is primarily a table sauce to be used ON food, as opposed to Lea & Perrins that is typically used IN food. 'SPLASH IT ON' resolved the previous unclear messaging on usage instruction and uncertainty of what Henderson's Relish was, as well as differentiating from Lea & Perrins by enabling it to stand out as its own distinct proposition.



RESULTS

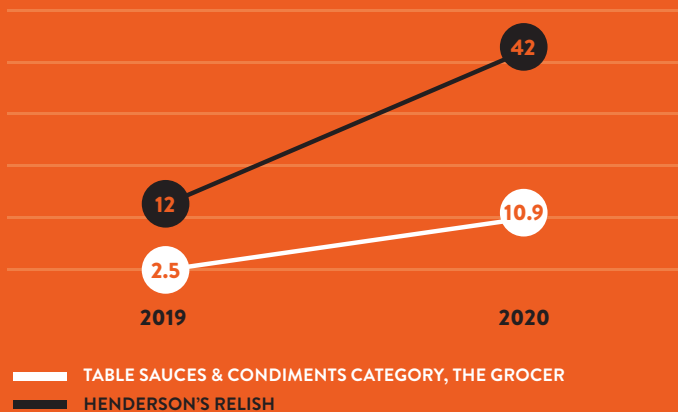
01 TO GROW SALES VOLUMES BY 10%

Through the new design solution, Henderson's Relish achieved its business challenge of reinvigorating and reviving a sleepy Worcester Sauce category and adding excitement and impact to the Table Sauce category. This enabled Henderson's Relish to exceed its sales ambition through increased penetration and frequency of purchase.

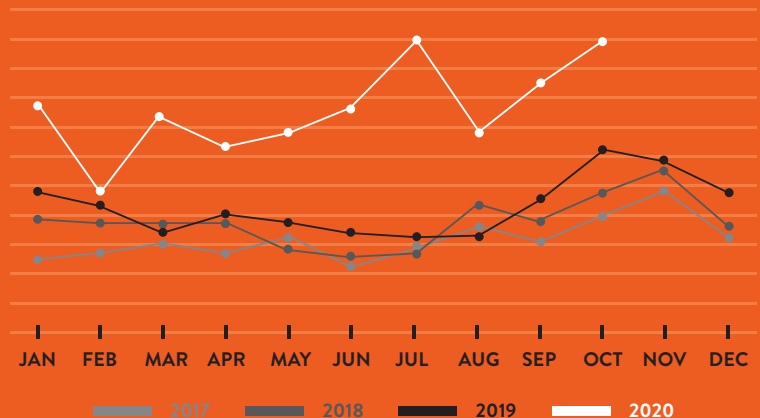
- Henderson's Relish has achieved 42% volume growth since launch, compared to 12% the previous year, and outperforming category growth of 10.9% (Nielson 5 September 2020). Total retail sales growth nationally increased approximately REDACTED CONFIDENTIAL DATA over 12 months from REDACTED CONFIDENTIAL DATA to REDACTED CONFIDENTIAL DATA.

- With no increased distribution in Tesco, sales increased by 24% meaning the sales increase cannot be only attributable to distribution gains.
- With no increased distribution in ASDA, sales increased 30% meaning sales increase cannot be only attributable to distribution gains. Because ASDA buyers understood what the product was, and its role, Henderson's Relish was moved from gravy/ingredients to the condiments shelf where it belonged.
- One new person has been hired at the Sheffield factory to operate a new filling machine with additional bottling capacity that has been installed to increase production.

TOTAL RETAIL SALES VOLUMES % GROWTH



SALES REVENUE (MONTHLY)



02 TO INCREASE RETAIL LISTINGS OUTSIDE OF THE SOUTH YORKSHIRE HEARTLAND AND BE IN NATIONAL RETAIL BY 2021

Henderson's didn't just break the boundaries of Sheffield, they broke the boundaries of the North expanding far beyond. The redesign was received so well that it convinced retailer buyers to provide national distribution from the get go, achieving new national listings a year earlier than anticipated.

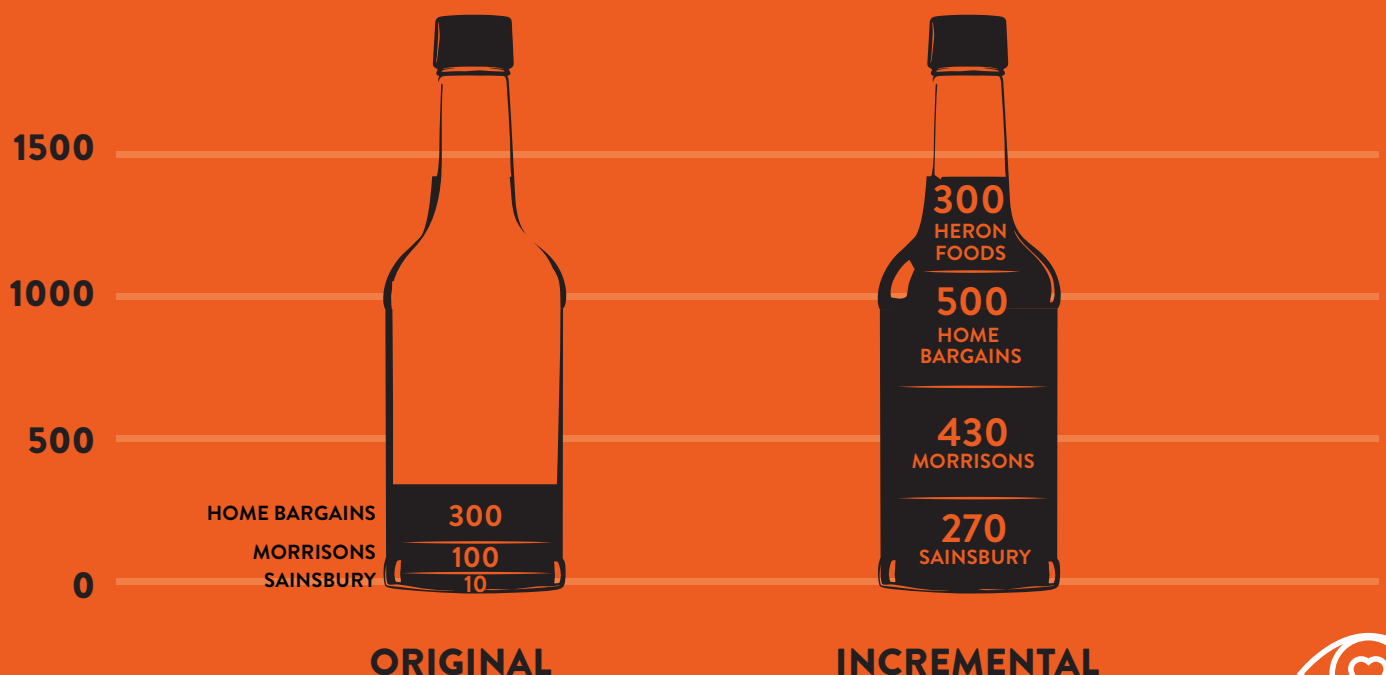
Henderson's Relish achieved over 1000 new national listings following the redesign, including growth in Morrisons and Sainsbury's nationwide.

All were convinced that Henderson's Relish would appeal to consumers and add excitement to the category. The design also helped buyers understand what the product was and its role in peoples' lives.

- Morrisons 100 northern region stores to 430 national stores.
- Sainsbury's 10 northern region superstores to 270 national superstores.
- Home Bargains 300 northern region stores to 500 national stores; it now sells more in the South than the North with total of 4000 units/week.
- Heron Foods listed Henderson's Relish in 300 stores.

In addition, 1.5m units per year included in Gousto recipe boxes, and where consumers have a lower propensity towards supermarket shopping.

OVER 1000 NEW LISTINGS



03 TO RETAIN HENDERSON'S LOYAL CONSUMERS IN SOUTH YORKSHIRE

- The new design was exceptionally well received by retailers and consumers - fans in the North remained fans, whilst new consumers were created nationally.
- There is no evidence of any dissatisfaction from Henderson's loyal consumers, and on the contrary they are excited by the new design.
- Eleven reviews on Sainsbury's online demonstrated a significant increase indicative of brand standout, given that prior to launch, Henderson's Relish had only four reviews, and Lea & Perrins just six (2 in 2020, and 4 others pre-2018).

There were positive conversations on other social media too.

LinkedIn:

'Great stuff and great stuff. I bought this on the back of the design didn't realise it was one of yours!' 'Nice work [Business] and team. Hard to miss this.'

Morrisons buyer:

'A credible alternative to Worcestershire Sauce.'

Facebook:

'Classy', 'Pretty', 'Love the new label' 'Love it', 'Like it', 'I LOVE IT!!!!!!'

Instagram:

'A thing of beauty',
'Noticed in this week's shop'.



'You will know this if you're from Yorkshire. It's not an imitation it's a relish in its own right. Perfect on bacon sandwiches, meat and potato pie, shepherds pie etc... you could only buy from up North. It's the best! Worcestershire sauce is good in its own right, they're not alike at all.'

THE PROOF OF EFFECT AND ANY INFLUENCING FACTORS

Design is rarely the only influencing factor in a project's commercial success, but promotion was limited to social media and PR which although effective were small scale. There was no paid for advertising traditional or digital.

PR/Social:

- Book launch 'Pinch of Nom, Everyday Light' – 25 out of 100 recipes mention Henderson's Relish (December 2019)
- BBC2 TV 'Back in Time in the Corner Shop' (Spring 2020)
- Radio 4 'The Food Programme' (May 2020)
- Facebook – 40,000 followers (broadly flat)
- Instagram – 6,000 followers (growing)

Clearly distribution was key, and the design played a massive role in securing those all-important distribution points. And whilst distribution gets you there, it doesn't get you bought. It was the design that stood out and captured consumer attention.

Pricing too will have an effect, and Henderson's Relish is competitively priced to Lea & Perrins at £1.60 for 284ml, versus Lea & Perrins at £2.80 for 290ml. Despite this, Henderson's still had to persuade and look convincing in the Worcester Sauce category which is so defined and dominated by Heinz-owned Lea & Perrins.

“The re-design has been a significant part of the transformation of the scale of the business in 2020”

Matt Davies, General Manager, Henderson's Relish

