

DBA Design Effectiveness Award

Project	Lyons Seafoods Brand Identity and Packaging Design
Category	4.1 Packaging. Branded Food
Client	Lyons Seafoods, Fairfield House, Fairfield Road, Warminster, Wiltshire, BA12 9DA
Consultancy	Reach Limited, Hope Chapel, Battle Lane, Chew Magna, BS40 8PS

120%
SALES
INCREASE



Executive Summary

Before re-launching its brand with a new packaging design, Lyons Seafoods had a share of around 12% of a total branded seafood market worth £98.9M, where growth was slow and price promotion the norm.

The Lyons Seafoods brand held little engagement for consumers who had difficulty recalling the brand name and only connected the name with a cake and ice cream heritage.

Lyons Seafood briefed Reach to produce a credible brand that would offer consumers an alternative to more established brands and supermarket own label products with a relatively modest design budget of £35k.

The new design, which achieved ROI in less than 6 months, has created a category breaking and inspiring brand that has challenged established market leaders.

In the short space of time since re-launching its brand, Lyons Seafood has nearly doubled its market share and become an award-winning brand. It has seen a positive shift in perceptions by consumers and customers, and been voted Branded Supplier of the Year in its category in the Grocer Magazine.

In addition, the work with Reach has increased sales, promoted product innovation, and enabled the brand to become strong competition for the UK's most recognised seafood brands.

In short, the design has pushed Lyons Seafoods from being an own branded supplier to being a recognisable consumer brand

Outline of Project Brief

Background and key issues

Lyons Seafoods are the leading UK supplier of prawns & added value shellfish. The business was primarily an own label supplier and was relatively unknown within the branded arena. They were perceived (by the trade) as a top quality supplier of Seafood, and had effectively “created” the King Prawn market in the UK by setting the agenda for freshly cooked, sustainable, ethical & ecologically farmed warm water king prawns.

The chilled category has been dominated by private label and therefore most designs follow the visual codes of the retailer, while the frozen category contains a mix of strong brands (e.g. Youngs & Bird’s Eye) with some private label. To deliver standout Lyons Seafoods needed to break category norms and start building a compelling brand that would showcase their expertise as a quality seafood supplier.

Objective

To build a differentiated and credible brand that consumers found engaging and had great cut through in the supermarket fridges and freezers.

Consumer Profile/Target

To be positioned as mainstream and accessible.

- Primary grocery shoppers (80% female)
- 25-55 single or married with or without children
- Confident cooks. Experimental with food

It was vital that the brand tapped into the need states of the frozen purchaser - convenience and freshness plus simple, quick meals for the fresh purchaser.

Project launch date: October 2009

Design Budget: £35,000

Outline of Design Solution

Using our unique co-creation process (Reach works with consumers from the outset) we identified the brand communication issues at the fixture and in their homes. The key insight was that consumers view prawns as sophisticated and a versatile foodstuff that they can be creative with. Yet they found the marketplace pretty uninspiring and not tapping into their need for creativity or sophistication. From these learnings the brand proposition was developed:- 'simple and natural seafood inspirations'.

The new prawn identity device has been created to convey the 'creative flair' of a bistro and combined with photography of simple, delicious dishes communicates the easy sophistication and creativity that consumers associate with seafood.

Putting the brand name within the new prawn device conveys that this is Lyons Seafoods sole expertise and heartland, plus the gold was chosen to signal the sophisticated cues that consumers felt were missing in the marketplace.

Research also told us that there were no colours that consumers identified as a category norm, but that colours associated with the sea identified well with seafood. The rich, muted blue colour of the new Lyons Seafoods branding helps convey the sophistication consumers craved whilst providing substantial differentiation from the rest of the category (bright, light blues and white).



Summary of Results

Key Figures			
	12 months to May 2009	12 months to May 2010	% increase
Branded sales value	£9,614,447	£21,151,785	120%
Branded sales units	4,785,797	9,542,881	99.4%
Market share	12.4%	21.4%	72.5%

Increase in sales value

Since the re-design of its packaging, sales of Lyons Seafoods branded products have increased by 120% in sales value from £9,614,447 to £21,151,785. During this period, the value of the market for branded seafood has grown by 27.8% and the own label market has actually declined by 1.1%.

Source – IRI EPOS data for top 5 UK supermarkets - 12 months up to 1st May 2010.

Increase in unit sales

During the same period, unit sales of Lyons Seafoods branded products have increased by 99.4% significantly outperforming the branded market, which grew by 30% and the own label market, which declined by 2.4%.

Source – IRI EPOS data for top 5 UK supermarkets - 12 months up to 1st May 2010.

Increase in market share

During the twelve months up to 1st May 2009, Lyons held an approximate 12.39% share in a £77,400,500 market; this has increased to a 21.37% share in a £98,918,000 market for the twelve months ending 1st May 2010

Source – IRI EPOS data for top 5 UK supermarkets - 12 months up to 1st May 2010.

Summary of Results (continued)

Customer perceptions

Previously perceived as a private label supplier to supermarkets, Lyons is now also viewed by its customers as a credible premier branded supplier. This is proven by Lyons success in the 2010 Grocer Suppliers of the Year Survey, where supermarket buyers have judged Lyons to be the Best Branded Supplier in the Meat, Fish and Poultry category, giving them automatic entry into the competition for best overall branded supplier in the 2010 Grocer Gold Awards taking place in June 2010.

Lyons Marketing Director, Paul Vita told the Grocer Magazine, "Key innovations included a wholesale revamp of the brand with new-look packaging." Showing the significant contribution that brand design has made to the impact of the Lyons Seafoods brand. In addition, Lyons new Smoked Prawns was named a finalist in the fish category of The Grocer Food and Drink Awards 2010. Criteria for these awards include taste, content, packaging, shelf standout, brand impact, labelling and value for money.

Consumer perceptions

Research undertaken before the re-brand suggested that consumers associated the Lyons name with Ice cream and old-fashioned teashops. Since the new design was launched, qualitative consumer research conducted by Sainsbury's has placed Lyons Seafoods brand as trusted experts next to market leader Young's.

Product innovation

Re-launching its brand design and the shift in perceptions that goes with it has enabled Lyons Seafoods to innovate and introduce new products. These include Smoked Salmon which is now placed alongside well established brand John West at Sainsbury's stores; and Smoked Prawns, a completely new concept to the UK retail market which is now listed in Sainsbury's and Morrisons.

Increased PR coverage

While PR spend has not increased in the last year, Lyons Seafoods has enjoyed news coverage of its brand re-launch, awards, and new product innovations. The design itself has generated online coverage by websites with a combined total of over 180,000 unique visitors in September 2009 (appendix).

The new brand design has made a significant contribution to achieving additional coverage in several trade publications including The Grocer magazine.

Summary of Results (continued)

Increased distribution

The new packaging design has enabled an increase in distribution with more product lines being sold through key retailers; Sainsbury's and Morrisons now stock Lyons products in all stores nationally. Before the re-brand these retailers would have favoured longer established brands such as Young's.

Improved merchandising

Since launching the new design, Lyons Seafoods products have taken more prominent positions than before, and can now be seen at the end of aisles and on gondolas in Sainsbury's and Morrisons, in positions previously reserved for longer standing brands and private label products.

Other Influencing Factors

Price promotion

With 80% of sales in the seafood category coming from price promotion, it's inevitable that Lyons Seafoods has been price promoted. However this is the same for all brands and own label. Also the amount and type of price promotion has not changed from pre to post the re-branding.

Advertising

No advertising activity has taken place either before or after the re-design.

PR

The size of the PR budget has remained unchanged.

Research Resources

Lyons Seafoods EPOS data for Tesco, Asda, Sainsbury's, Morrisons and Waitrose - 12 months ending 1st May 2010

Grocer Magazine Supplier of the Year survey 2010

Grocer Magazine Food and Drink Awards

Sainsbury's qualitative consumer research

Web coverage reporting provided by William Murray Communications

Appendix

sample PR coverage of brand identity launch

