

# KEPAK

home of:

# RUSTLERS

# TX

**BRAND FORUM**

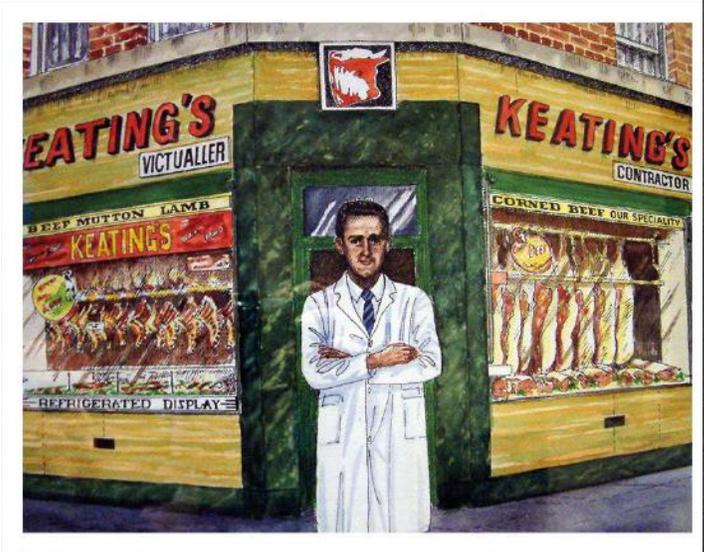
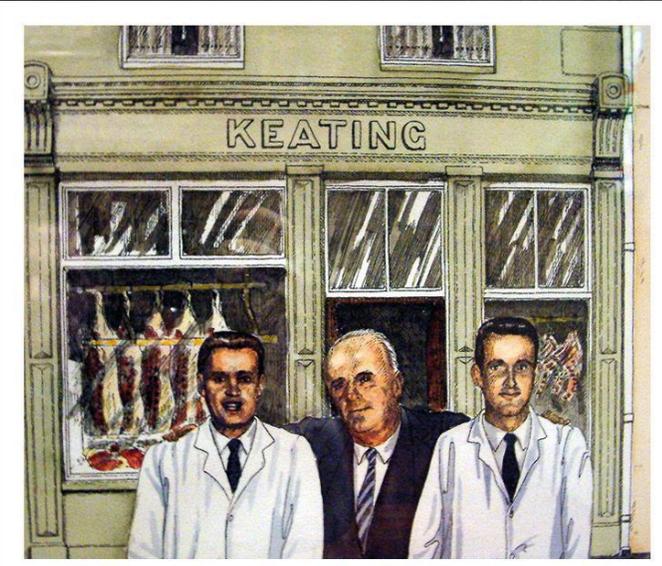
BE INSPIRED, BE INFORMED, CONNECT

BORD BIA

## The Rustlers Growth Story



# A family owned business sourcing the finest meats since 1956...



# Kepak Today

# KEPAK



We are a wholly family owned Irish company



Active in 30+ countries globally



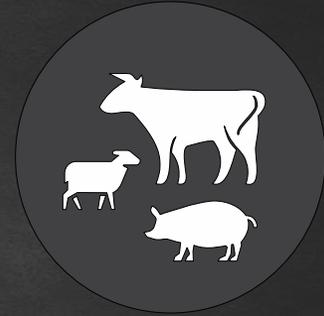
With a 2,700 multinational workforce



€900m revenue in 2016



10 manufacturing sites in IRL and the UK



3 species processed across our Irish sites



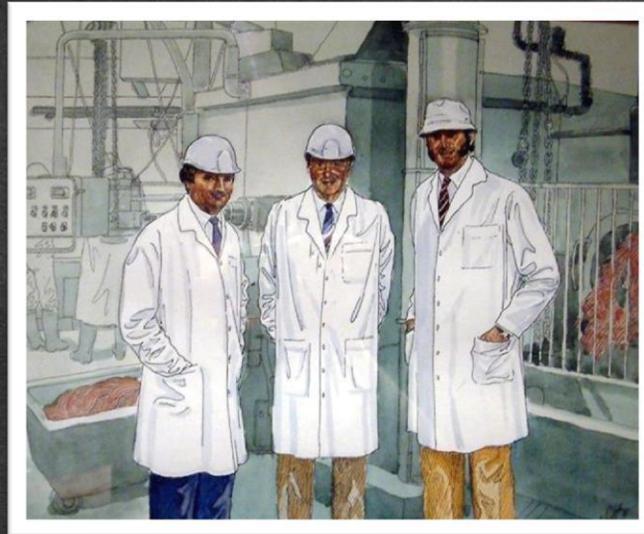
**Our Purpose**

**KEPAK**

***Meat at our heart, innovation  
our driver, nutrition our future***



# The origins of Rustlers



**RUSTLERS**

WHAT A TIME TO BE ALIVE



What does Rustlers do?

— PROPER —  
*Flame Grilled*  
**BURGERS**

that are **easy to access** and  
**quick to prepare**

# Who are our core audiences?

13-17



18-21



22-24



25-34



Shopper  
mum



**RUSTLERS**

WHAT A TIME TO BE ALIVE

We have steadily evolved the proposition through a sharp focus on insight



**RUSTLERS**

WHAT A TIME TO BE ALIVE

# Rustlers in the early years...

Add shelf photo



Microwave outdoor

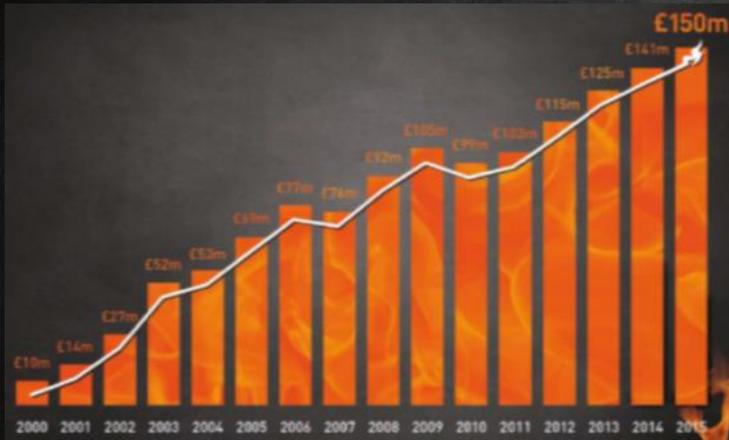


**RUSTLERS**

WHAT A TIME TO BE ALIVE

# Rustlers today

Pioneer of a standout UK  
Category Growth Story



Significant UK Scale

£108m RSV

3 packs sold  
EVERY second

111<sup>th</sup> BIGGEST  
brand 2016

12<sup>th</sup> FASTEST  
growing brand 2016

Well Developed RTM



Distribution access  
to 177m Consumers



**RUSTLERS**

WHAT A TIME TO BE ALIVE

# What does Rustlers compete with?

## RETAIL COMPETITIVE LANDSCAPE

### Chilled Convenience



### Frozen Convenience



### Ambient Convenience



## WIDER WORLD COMPETITIVE LANDSCAPE



# We are operating in an ever evolving Retail World and need to keep pace!



DO MORE  
WITH LESS

BECCA HAF.COM



**RUSTLERS**

WHAT A TIME TO BE ALIVE

# Conscious of this evolving world, we started to plan our next stage of evolution back with some core challenges in mind



How would we continue to grow?



How would we overcome perception challenges?



What was the headroom to grow through focus on our core competencies?



WHAT A TIME TO BE ALIVE

# We wanted to begin a journey that would deliver clear outputs

Review Brand Proposition

Develop New Advertising

New Packaging

New Products

Trade Proposition

**BRANDFORUM**

BE INSPIRED, BE INFORMED, CONNECT

BORD BIA

**TX**

**RUSTLERS**

WHAT A TIME TO BE ALIVE

TRANSGRESSIVE **X**

# An introduction to how TX works

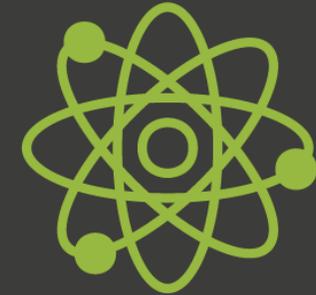
# Introduction

Nadim 1-2 slides to give a recap context of how his system works

Increase  
brand value

Powerful brand  
propositions and  
effective activation

Better Science  
and Tech



TRANSGRESSIVE **X**

# The Case History itself

# Rustlers - Time Line

October  
2014



Bord Bia  
Forum

February  
2015



Stakeholder  
Workshops

May  
2015



Category  
bXp Study

June  
2016



Activation  
Stimulus

November  
2016



Campaign  
& Regional  
Testing

April / May  
2017



Packaging,  
NPD &  
Campaign



## Explore

### Strategy Evolution

- Moving from “Expand into adjacent categories” strategy
- Moving to “Grow the Core” strategy
- Transforming a business with brands to... a branded business

### Roles Evolution

- How best to achieve organic growth?
- What organisational alignment required?
- Define the new role of Marketing?



Scope

## Rustlers Stakeholder Outcomes

A multidisciplinary team of senior KCF management analysed the brand, category and trade dynamics, utilising the TX brand framework  
**Sales, Finance, Supply Chain, Operations, Marketing**

1. **Clearer Brand Proposition** needed
2. **Greater Consistency** in execution essential
3. Need to move from an operational 'Push' strategy to a **brand-equity based 'Pull' strategy**



## **bXp - Consumer Insights**

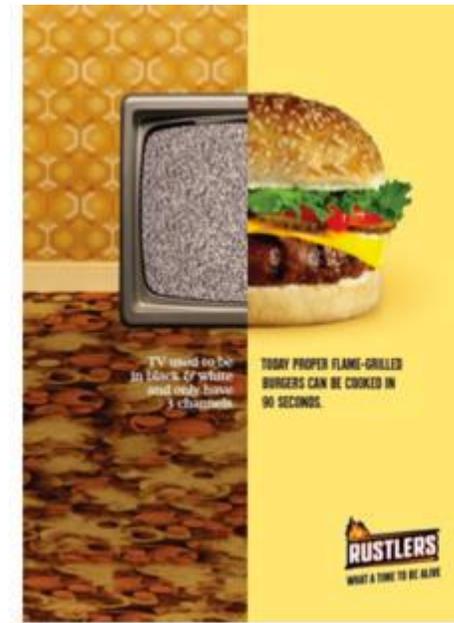
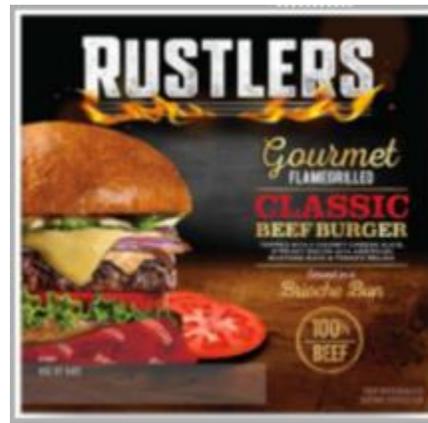
### **Summary of TransgressiveX Guidance**

1. Strengthen Brand Purpose
2. Focus on Consumer Acquisition
3. “Great Taste, Great Beef, Always”

Develop

# New Brand Proposition





## Activate the Proposition Optimise Concept and Execution

1. Packaging
  - Flame Grilled Branding
2. Communication
  - What a Time to be Alive
3. Product Innovation
  - Premiumised Portfolio
4. Media Planning
  - Core and Gatekeeper

‘Great Taste,  
Great Beef,  
Always’

# Some learnings... as well as setting the direction, thorough research kept some basics front & centre

The Microwave is a core benefit



Don't alienate core consumer base



Keep copy to a minimum



Use consumer language



**RUSTLERS**

WHAT A TIME TO BE ALIVE

# New Advertising

Challenge: Make People  
**THINK** Great Taste



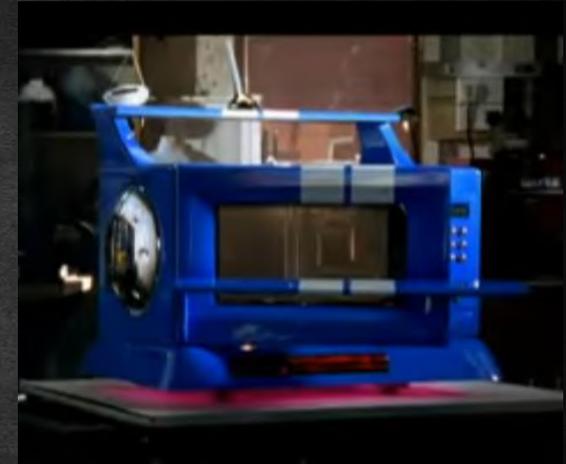
Give great taste a  
context



Capture attention &  
provoke conversation



Entertain / retain a  
sense of humour



... and we wanted the campaign to give us a  
Point of View on the world

**RUSTLERS**

WHAT A TIME TO BE ALIVE

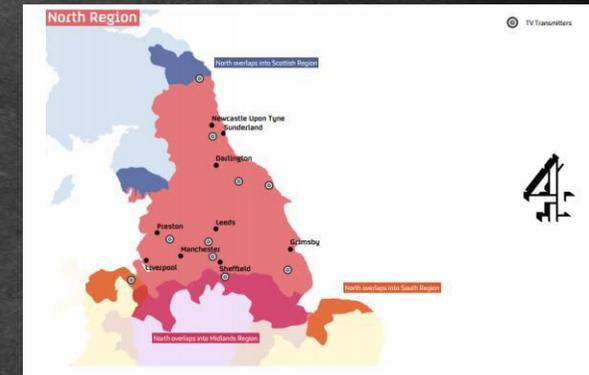
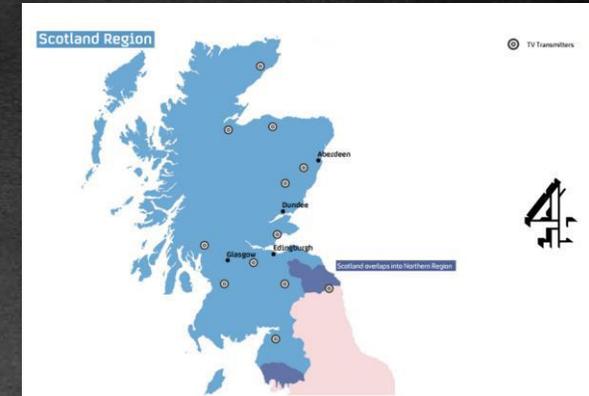
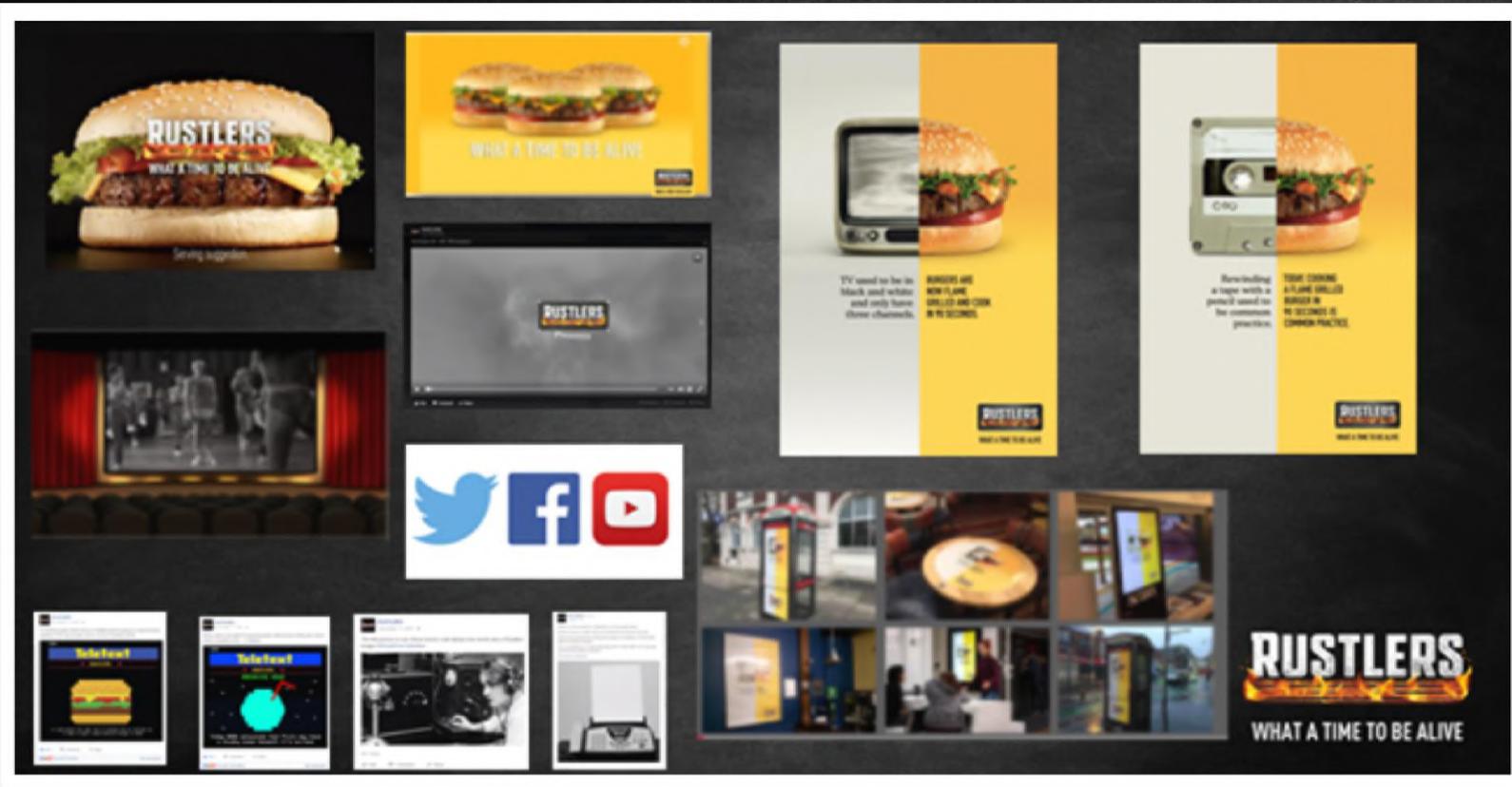
# What A Time To Be Alive



**RUSTLERS**

WHAT A TIME TO BE ALIVE

# Market Test November 2016



Testing media mixes & weights  
Testing sales impact



# New campaign is building brand equity and driving commercial performance

The logo for TX, featuring the letters 'T' and 'X' in a bold, sans-serif font. The 'T' is white and the 'X' is a vibrant lime green.

Brand Equity  
Score +22%



Test region sales growth more than **DOUBLE** control region.

The logo for RUSTLERS, featuring the word 'RUSTLERS' in a bold, white, sans-serif font with a fiery, orange and yellow glow underneath.

WHAT A TIME TO BE ALIVE

So where are we now?

**RUSTLERS**

*Flame Grilled*  
**QUARTER  
POUNDER**  
WITH CHEESE & OUR SIGNATURE SAUCE

**FULLY TRACEABLE  
TO THE FARM OF ORIGIN**

214899



KEEP REFRIGERATED  
SERVING SUGGESTION



Just  
launched

**RUSTLERS**

WHAT A TIME TO BE ALIVE

# So where are we now?



Just  
launched



WHAT A TIME TO BE ALIVE

# Some key learnings from our journey



Building a brand takes commitment and time but the prize can be significant

Insight is key to accurately unlocking the opportunities for your brand

Packaging is the most important marketing tool!

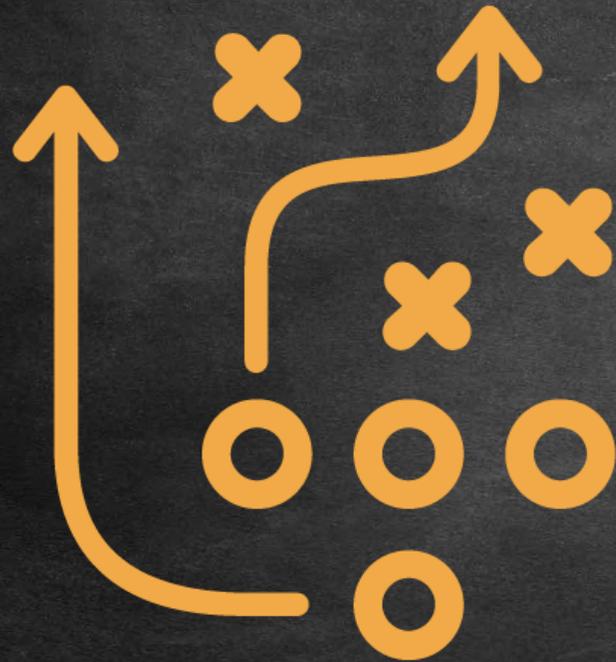
Alignment with the trade is fundamental for brand success

There is a world of opportunity beyond our borders!



WHAT A TIME TO BE ALIVE

.... and finally



Don't leave the  
brand to just the  
marketers!



WHAT A TIME TO BE ALIVE

**Thank you!**

