Journal of Business Studies, Vol. XXXVIII, No. 3, December 2017

Greencore Packaging Innovation: Effective Communication, Point of Difference Creation and Driving Trial

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Abstract: *The purpose of this study is to analyse the consumers' perceptions about packaging of two supermarkets' own-label cooking sauce brands: Aldi and Sainsbury. This study is the output of both primary and secondary database research. Secondary research was conducted to understand the cooking sauce industry and its customers in the UK market where SWOT, PESTEL, Porter's five forces, and industry life cycle, segmentation, targeting and positioning were well-defined. Moreover, two expert interviews and three focus groups discussions were conducted as primary research to identify the customers' perceptions about packaging of Aldi and Sainsbury's cooking sauces. Based on the findings, the researcher recommended a change in label for Aldi and both label and packaging design for Sainsbury where six factors can be applied to trigger the brand equity. Finally, several samples of packaging label and shape have been also designed and recommended for both brands.*

Keywords: *Consumers' Perceptions, Packaging, Cooking Sauce.*

1. Introduction

The consumption of cooking sauces is becoming popular now-a-days throughout the UK, but sometimes the cooking sauces companies might fail to ensure effective communication, create point of differences and drive trial of new sauces due to lack of packaging innovation (Anon, 2017). Consequently, the world largest cooking sauces companies are faced the packaging challenges, for instance: Unilever, Greencore, Mars, etc. Thus, the cooking sauces companies are now focusing more on how to solve this problem through innovative packaging to ensure effective communication, create point of differences and drive trial of new sauces.

The purpose of this study is to analyse the consumers' perceptions about packaging of two supermarkets' own-label cooking sauce brands: Aldi and Sainsbury. To decide whether Greencore should modify its packaging design or not, this research study will

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explore the necessities for changing the packaging level or design. This study will also assess the essentialities of Greencore Packaging Innovation to ensure effective communication, creating point of difference and driving Trial.

Company Background

Ever since Greencore initiated its journey in 1991, it has been operating with 4000 different products across 20 categories in US and UK. It produces 150 million own label ready meals for supermarkets annually, leading market in cooking sauce industry in UK with 74% market share. It produces different flavours like Indian curry, pasta, oven baked, etc. sauces for different retailers like Aldi, Asda, Sainsbury and Tesco. The company is currently lacking in creating differentiation to different segments of supermarkets and facing threats from the declining cooking sauce industry in UK. There is no visible brand equity of Greencore's sauce in any super market due to lack of innovation, differentiation and communication. Even though the company thrives on offering great food, cost efficiency and business effectiveness, Greencore currently is failing in creating differentiation where packaging can play a huge role (Anon, 2017).

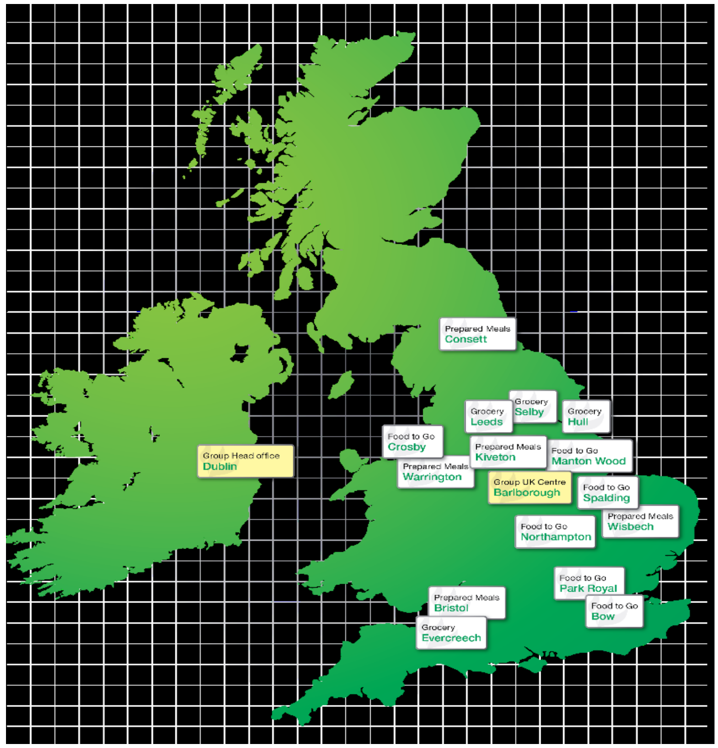

Figure 1: Greencore Private Level Cooking sauce market in UK (Hogge, 2017).

2. Literature Review

2.1 PESTEL analysis and its implications

The new regulations and laws about food products packaging in UK are delayed due to political instability. Moreover, New regulations from WHO after BREXIT are another challenged faced by the industry. New trade barriers/quota might result due to changed regulations which might affect the packaging raw materials and result in more entry of global competitors in the market. However, even after BREXIT, UK is going to follow EU food labelling and safety regulations according to Evan and hence unless something else is levied by WHO, current rules will prevail. Consequently, raw material and energy price inflation in 2013 (EY, 2013)**,** new/modified regulations from WHO after BREXIT, 2017 UK GDP growth rate is projected to be 0.6% (Trading Economic, 2016a), larger population growth in 2016 (Office of national statistics, 2017) and the rise of inflation rate in 2016 (Trading Economic, 2016b) are the economic conditions of the UK cooking sauce industry. Moreover, the changes of import laws will tremendously affect most cooking sauce company's cost of production due to their raw materials dependency, rising inflation and exchange rate fluctuation (Smithers, 2016).

UK is one of the high social progress countries because it was ranked 9th out of the 177 countries (Social Progress Imperative, 2016). Moreover, UK has high dynamic consumers' preference towards international cuisine. Hence, the rise of consumer's preference for healthy and international cuisine will provide opportunity for effective communication through innovative packaging. However, pricing will still be a prime factor for decision making for own labelled sauces, but through packaging, different brand equity can be established. Moreover, the increasing number of tech-savvy citizen, innovative labelling, and massive innovation in R&D are the technological conditions of this industry in the UK. Thus, interactive and smart packaging will connect consumers more with the brand through story-telling, for example: 2D bar-code, QR code, lenticular graphics will ensure trust and transparency and bond with the brand (Farmer, 2013).

Consequently, more preference for biodegradable and recycled product and more demand for organic and eco-friendly product consumption are environmental aspects of this industry in the UK. Thus, environmental friendly and recycled packaging will gain more popularity. New EU food labelling laws is another challenged of this industry in the UK. Thus, nutrition information, allergen declaration, legible label, and copyright should be strictly maintained as per provision of Regulation 1169/2011.

2.2 Competitor Analysis: Porter's Five-Forces Model

Porter (2008) identified five forces to analysis the competitors of a company in an industry. It can be applied to own label cooking sauce as follows:

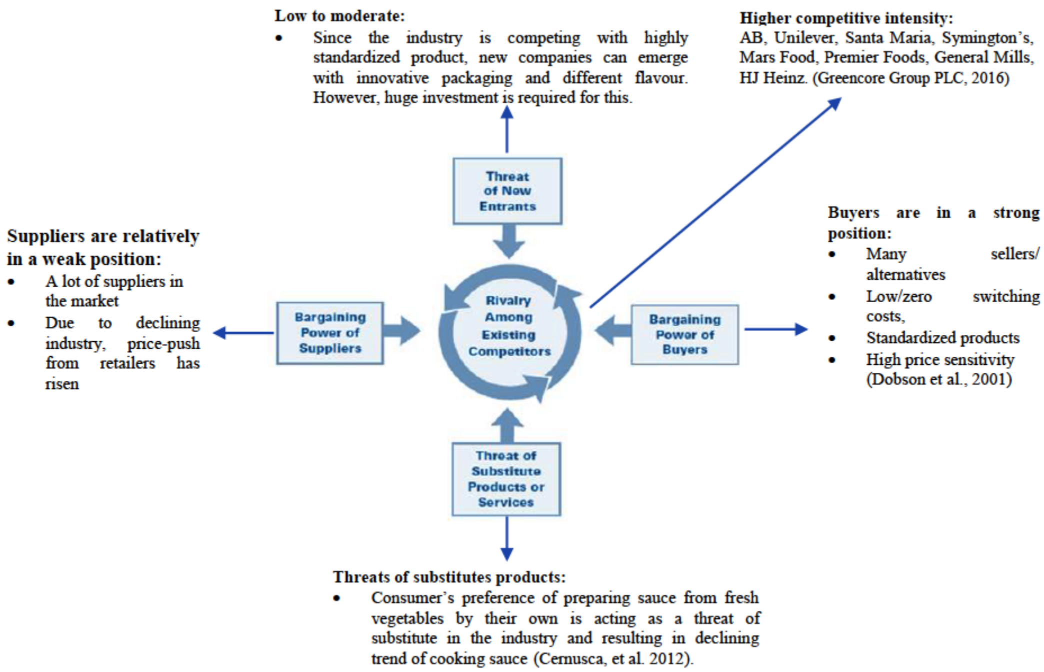

Figure 2: *The Five Forces that Shape the Cooking Sauce Industry Competition in UK*
(Source: Adapted from Porter, 2008, p.80)

Based on the above figure, Greencore can also analyse its competitors and evaluate the industry attractiveness. The implications are summarized in the following table:

Table 1: Cooking Sauce Industry Attractiveness in UK based on Porter's 5 forces model

Porter 5 forces	Implications/decisions
Rivalry among existing competitors	Higher competitive intensity in the industry.
Threat of new entrants	Low to moderate entry barriers.
Threats of substitutes products	Moderate to strong threats from substitutes.
Bargaining power of suppliers	Suppliers are relatively in weak position.
Bargaining power of buyers	Buyers are in strong position.
Overall decision	Although, it is attractive for the existing competitors, but unattractive for a new entrant (Porter, 2008). **Huge potential lies in packaging**, since there is not much differentiation in own-labelled product's packaging.

2.3 Industry life cycle of the cooking sauces industry

The industry life cycle of the cooking sauce industry will provide insights about the industry trends like: varieties, pricing and packaging of different companies.

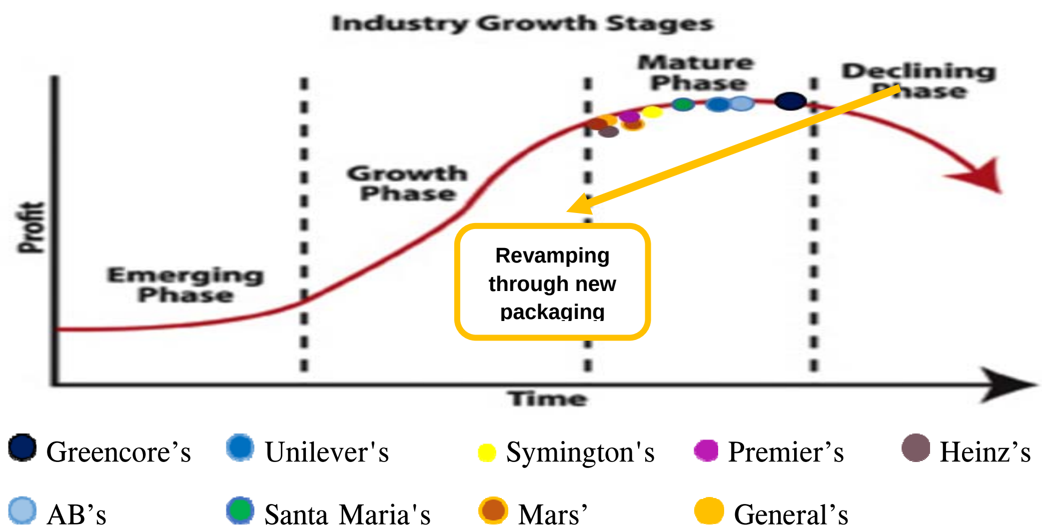

Figure 3: The Industry Life Cycle of *the Cooking Sauce industry in UK*

(Source: Adapted from Cravens and Piercy, 2009; pp. 99-103; Amazon, 2017; eBay, 2017; Sainsbury's, 2017a; Ocado, 2017)

The cooking sauces industry is in the mature stage in UK market (Department for Environment, Food and Rural Affairs, 2016) because of the following reasons:

a. Declining rate of growth and profitability for the last few years,

b. High number of competitors in the industry,

c. Buyers/customers are more powerful than suppliers because of low switching costs and availability of alternatives,

d. Demand of the cooking sauces has already reached the peak,

e. Costs/price based competition among the competitors of the cooking sauces industry.

Based on above, it can be said that in this mature industry where the products are standardized and prices are the only way to compete; **innovative packaging** can be a good way to communicate the brand equity and restore the position in the growth stage to the target market.

2.4 Perceptual Map of the cooking sauces industry

In the market visit at ALDI and Sainsbury the consumers purchasing behaviour of cooking sauces was observed and based on that the following perceptual map was developed to identify and compare competitors positioning in the industry.

Figure 4: The perceptual map of the industry based on the packaging attributes in UK (Authors constructed by market visit observance)

As the figure shows, currently in this industry, there is not much differentiation in terms of packaging design. The brands are mostly focusing on flavour and authenticity. In terms of labelling, the front of the pack looks almost similar for all the brands with image of the ingredients, brand and flavour name. The shape and lead of the jar also lacks differentiation, especially for the own labelled brands. Few players like DOLMIO, Knorr and Sainsbury are focusing on health on label, catering to the health-conscious people. But there is a clear gap in this industry in terms of fun, environmental friendly and personal touch packaging. Also, even though there is a demand of authentic, healthy and environmental friendly packaging, majorly the brands are being packaged and labelled on the shelf in undifferentiated ways. So, it is evident that for own labelled cooking sauce, there are following areas of improvement for labelling and packaging to enhance perceived value and subsequently consumer loyalty-

a. Shape and lead of the jar

b. Front of the pack visual and presentation

c. Lack of communication innovation on packaging

d. Poor focus on environmental friendly aspect.

2.5 STP and Potential cooking sauce's consumer profile of ALDI and Sainsbury

The implications of potential customers of ALDI and Sainsbury Cooking sauces based on their STP and key considerations of brand value are summarized below:

Table 2: STP and Potential customer of ALDI and Sainsbury Cooking sauces

	ALDI	Sainsbury
Segmentation	**Demographic:** Income **Socio economic group** **Psychographic** **Behavioural:** Benefit sought	**Demographic:** Income **Socio economic group** **Psychographic** **Behavioural:** Benefit sought
Targeting	**Lower income** **C1** (25.5%)**, C2** (25.1%)**, D** (14.7), **E** (8.8%) along with rising **AB** (25.8%) **(World panel, 2016)** Not concerned with product range and in-store services **Benefit sought:** Low price	Tend to be more affluent Largely **AB** (32.7%) **C1** (29.2%)**, C2** (18.6%)**, D** (11.3%) and **E** (8.2%) **(World panel, 2016)** Less time but more budget to spend **Benefit sought:** quality conscious and driven by hedonic attributes
Market Positioning	**Best total cost** More than 90% owned brands and excellent operational efficiency lead to the best total cost, so that Aldi can offer lower prices to their consumers.	**Best total solution** Building a high added value brand by well-designed stores, efficient marketing communication, and customized services.
Key consideration of brand values	**Environmental initiative:** Donation from plastic bags sold; encouragement to reuse the plastic bag, and free battery recycling program. **New rules implementation:** Introduced traffic light nutrition labelling in FOP in 2012 **Strong own labelled 'like brands, only cheaper' strategy:** Aldi has a wide range of cloned products like bestselling brands, but offering them at a cheaper price. **Commitment of supporting local producers:** A great number of fresh products is British	**Living healthier lives:** Significant investment on own-brand food programme to improve nutrition quality. **Meet different demands:** Various product ranges such as premium range "Taste the difference". **Importance on corporate social responsibility:** Clear labelling of salt, sugar and fat of food. Emphasizes on less food wastage, sourcing with integrity and employee satisfaction
Implication of potential customers	Price sensitive students and new professionals who live alone. People who concerned about the environment and prefer locally-produced products.	Health consciousness people. People who pursue a premium lifestyle. Fresh graduates/ newly joined workforce who live alone.

(Source: Adapted from Wood and Pierson, 2006; Hayward, 2012; Lutz, 2015; Aldi, 2017**;** Ritson, 2012; Russell, 2012); Sainsbury's, 2017b; Sainsbury's, 2016)

2.6 SWOT Analysis of Greencore

Strength

- Market leader
- Operational efficiency
- Strong heritage and brand image

Weakness

- No perceived differentiation
- Shrinking profit margin due to push from retailers

Threats

- Falling sterling poses a threat for importing packaging raw materials (Askew, 2016)
- Increased health awareness is leading to negativity about canned/preserved food (Wood, 2008)

Opportunities

- Glass packaging is associated with perceived premium quality (Wood, 2008)
- Rising popularity of freshness, recyclable/re-sealable, QR code and storage instructions through packaging (Emery, 2013)
- Growing trend of young consumers, prefer fun packaged products (Emery, 2013)

Figure 5: SWOT analysis of Greencore

Implications

Based on above, to survive in the declining industry, Greencore should utilize its brand value to differentiate itself in the industry. Packaging can be a very useful media as such, by offering consumers with interactive, environmental friendly and value-added packaging based on industry trend and its opportunities. This will also help to cater to the increased health conscious consumers and overcome the negativity about canned food. Subsequently, Greencore will avoid the threat of declining industry by transforming its weakness into strength.

3. Management decision problem, research problem, and objectives:

3.1 Management decision problem

Based on the literature review, the management decision problem is "**Should Greencore innovate packaging design to ensure effective communication, create point of difference and drive trial?**"

3.2 Research problem

To investigate consumers' insight and attitude towards packaging of cooking sauces in the UK.

3.3 Research objectives

The broad objective of this study is to innovate Greencore packaging design to ensure effective communication by creating point of difference and driving trial, however, more specifically the objectives are:

a. identifying the packaging trends of UK cooking sauce industry.

b. analysing the key players on packaging format and design of UK cooking sauce industry.

c. identifying the influence of packaging on customer's purchasing behaviour and decision for supermarket's own-label cooking sauce brand.

d. making recommendations about how to use packaging format and design, to effectively communicate its points of difference among different private level cooking sauce brands and drive trial.

3. Methodology

Firstly, secondary research was conducted to understand the cooking sauce industry and its customers in UK market. The situation analysis was done by using both internal and external analysis tools: SWOT, PESTEL, Porter's five Forces, and Industry Life Cycle. It was designed to recognise the current situation of the industry, strengths and weakness of Greencore, and the differentiating strategies of its competitors. Government, company, superstores websites and Keynote study were used to collect the data about the competitors, prices, and packaging. Several industry analysis tools were used from journals, business magazines and books to analyse the cooking sauce industry. *Then*, two types of qualitative research were carried out as primary research, including focus group discussions and in-depth interviews (Freeman, 2006). Focus group discussions provide a wide variety of ideas and offers an opportunity for the group members to interact with each other. In-depth interviews with the experts provide researchers a better understanding of people considerations in the process of buying cooking sauce.

3.1 Focus Group Discussions

Focus group discussions are relatively suitable for consumer analysis because it provides researchers a chance to know not only individual behaviours, attitudes and interactions between each other as well (Doyle, 2011). Researcher organized three focus group discussion with the students, households and restaurant workers where each group consists of 5 members. The discussions were about half an hour, during which participants expressed personal ideas freely and communicate with each other. This gives researcher an overall understanding towards packaging in cooking sauce.

3.2 In-depth Interviews

In-depth interviews with different people help researcher to gain much deeper and more specific ideas (Stokes and Bergin, 2006). Nutrition and packaging experts were chosen to participate in in-depth interviews. Interviewing different experts makes researchers depth knowledge about different aspects of packaging cooking sauces in the UK. Each interview lasted about 20-30 minutes.

3.3 Ethical Issues

Researcher pays attention to ethical issues throughout the whole research process. For focus group discussions, which was carried out in the university, researcher asked for permission whether the discussions can be recorded for later use. All the participants have also signed in the consent forms. For in-depth expert interviews that are arranged by the university, consent forms are not required. Researcher stated research purpose clearly at the beginning of the focus group discussions and all the personal information during the research process was kept confidential and will not be used for other purpose.

4. Analysis and Key findings of qualitative studies

4.1 Analysis and Findings of expert interview

The team is conducted two expert interviews. The profiles of the experts are as follows:

Table 3: Respondents profile (experts)

Respondents (Experts)	Name	Expertise	Designation	Organization
1	Charlotte Evans	Nutrition	Lecturer in Nutritional Epidemiology	Faculty of Food Science and Nutrition, University of Leeds
2	Marion Sposito	Packaging	Sales and Marketing Administrator	Puffin Packaging

Subsequently, the essential data are transcribed, coded and categorized into a meaningful way. The findings of the experts' interviews based on transcripts are included the following: information must be declared on the label, relationship between packaging and nutritional benefits, guideline for maintaining nutritional benefits of cooking sauce jar, recent trend/ development of nutritional component declaration in packaging of cooking sauce jar, effective way of labelling on cooking sauce jar and functionality of cooking sauce jar.

Information must be declared on the label of cooking sauce jar

Charlotte Evans, the nutritionist mentioned that there are four things must be considered on the label of cooking sauce jar: allergic information, nutritional information, labelling rules and country of origin information. Marion Sposito, the packaging expert also emphasized more on the labelling rules of the government and certification from the proper authorities. Both experts also mentioned that the labelling must be: clear and easy to read, permanent, easy to understand, easily visible, not misleading, address certain warning and visual indication like: traffic lights (e.g. green means low salt; Scarborough et al., 2015).

Table 4: Declaration on the labelling of the cooking sauces jar

Respondents (Experts)	**Coding**			
Charlotte Evans	Allergic information	Nutritional information	Labelling rules: ▪ Clear ▪ Easy to understand ▪ Visual indication	Country of origin
Marion Sposito			Labelling rules: ▪ Clear and easy to read ▪ Permanent ▪ Easy to understand, ▪ Easily visible, ▪ Not misleading, ▪ Address certain warning	

Table 4 can be summarized in a meaningful way in the following figure:

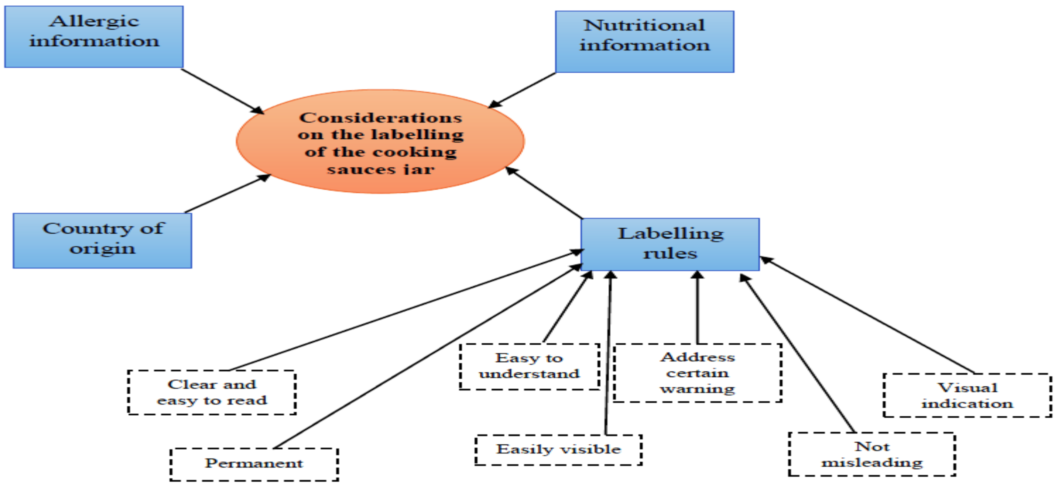

Figure 6: Considerations on the labelling of the cooking sauces jar
(Expert perceptions; Volkova and Mhurchu, 2015)

Relationship between packaging and nutritional details on healthy cooking sauce jar

There is a relationship between packaging and nutritional benefits of cooking sauce because one of the expert said that "some packages are small, so there is a minimum font size that you have to use".

Table 5: Relationship between packaging and nutritional details on healthy cooking sauce jar

	Coding	
Jar size	Small jar	Large jar
Font size	Minimum	Maximum
Nutritional details	▪ Energy, ▪ Salt, ▪ Total fat, ▪ Total sugar.	▪ Energy, ▪ Salt, ▪ Fat, ▪ Saturated fat, ▪ Sugar, ▪ Added sugar.

Guideline for maintaining nutritional benefits of cooking sauce once opened the jar

Certain things can be ensured to maintain the nutritional benefits of cooking sauce. These things are: storing them in the fridge, using them in 2/3 days, using few salt and olives to keep it for longer. It can be summarized in a meaningful way in the following figure:

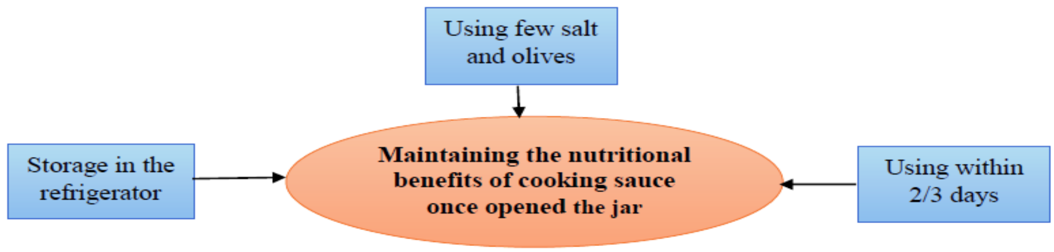

Figure 7: Considerations Maintaining the nutritional benefits of cooking sauce once opened the jar (Expert perceptions)

Recent trend/ development of nutritional component declaration in packaging of cooking sauce jar

Charlotte Evans, the nutritionist mentioned that "so what happens when we are out of the EU, we still are going to be under the EU law for food whether we have the Brexit or not" (Appendix: F). The packaging of cooking sauce jar must ensure all the packaging rules and regulations of EU-2014 (Volkova et al., 2014).

Functionality of packaging on cooking sauce jar

Marion Sposito, the packaging expert highlighted more on packaging functionality. She identified that "packaging is made to protect your product". It can be coded and summarized in a meaningful way in the following table:

Table 6: Functionality of packaging on cooking sauce jar

Statements	**Coding**
"It should be compliant to FSA rules".	Health and safety
"To avoid your product being damaged during transportation".	Safely transport
"It should be easy enough to handled, so it is not damaged".	Safe Handling
"The packaging should endure time once it is on display".	Shelf-life

4.2 Analysis and Findings of focus groups discussions

As mentioned earlier, the team is conducted three focus groups. The profiles of the participants of the focus groups discussions are as follows:

Table 7: Participants profile (focus groups)

Focus Group	Name	Gender	Age	Cultural identity	Occupation	Average spending on cooking sauce (monthly)
1	LS	Female	23	Chinese	Student	Less than £3
1	YH	Female	23	Chinese	Student	Less than £4
1	FSH	Female	25	Kenyan	Student	£2-5
1	LD	Female	23	Chinese	Student	Less than £5
1	PC	Female	23	Thailand	Student	Less than £3
2	RL	Female	24	Chinese	Self-business	£5-£10
2	ZHS	Male	39	Bangladeshi	Self-business	£10 and above
2	RS	Male	36	British	Self-business	£10-£15
2	SK	Female	35	Bangladeshi	Self-business	Less than £15
2	SJ	Female	29	British	Service-holders	£5-£10
3	EH	Male	30	British Bangladeshi	Restaurant workers	£10-14
3	JI	Male	38	British	Restaurant workers	£15 and above
3	KM	Male	36	British Bangladeshi	Restaurant workers	£20 and above
3	HVC	Male	27	British Indian	Restaurant workers	£15 and above
3	AN	Female	28	British	Restaurant workers	£15 and above

The following table highlight the coding of the focus groups participants' perception about cooking sauce and its packaging jar:

Table 8: Participants perception about cooking sauce & its packaging jar (focus groups)

Research area	Perception of the participants (Coding)		
	Students	Household users	Restaurants workers
Perceived reasons of using cooking sauces	a. Taste (Delicious) b. Convenient	a. Taste/quality b. Flavour c. Price d. Jar (Convenient)	a. Convenient b. Taste c. Flavour
Preferred brands of cooking sauces	a. Morison b. Marks & Spencer c. Tesco d. Chinese supermarket	a. Sainsbury b. Aldi c. Tesco	a. Sainsbury b. Tesco c. Asda
Buying preferences: personal or household consumption or others	Personal consumption	Household consumption	Business purpose
Desired quantity of cooking sauce	a. Large: 500 gm (Using long time) b. Small: 100 gm (Quality concerned)	350-500 gm (1-3 jars per month)	500 gm (10-20 jars per month)
Most influencing packaging attribute to purchase the cooking sauce	a. Health b. Authenticity c. Fun d. Environment	a. Health b. Environment friendly c. Authenticity d. Fun	a. Health b. Authenticity
Perceived preference of glass or plastic jar and why	Glass ▪ Looks heathier ▪ Clean	Glass ▪ Storage ▪ Reuse ▪ Healthy/hygienic	Glass ▪ Convenient: Use and storage
Preferred colour (Healthy cooking sauce packaging)	Green	Ingredients colour ▪ Chili: **Green** ▪ Tomato: **Red**	Does not matter
Preferred information on the labelling of cooking sauce jar	a. Calories b. Ingredients c. Country of origin	a. Nutritional information b. Storage information c. Expiry date	a. Ingredients b. Storage information
Perception about freshness for a long time	Depends on: ▪ Expiry date	Depends on: ▪ Valid expiry date ▪ Proper usage (jar tightly closed with lead)	Depends on: ▪ Valid expiry date ▪ Proper storage
Perception about the improvement of packaging	a. More convenient: ▪ Open the jar b. Introduce an app	No response.	a. More convenient: ▪ Usage ▪ Quantity measurement
Attitude towards reusable/recycled cooking sauce jars	No response.	Good for the environment	No response.

Based on the above table the key findings are summarized under:

Perceived reasons of using cooking sauces

Majority of the students and households' participants are using cooking sauce because of taste, while most of the restaurants' participants are using cooking sauce because of convenient.

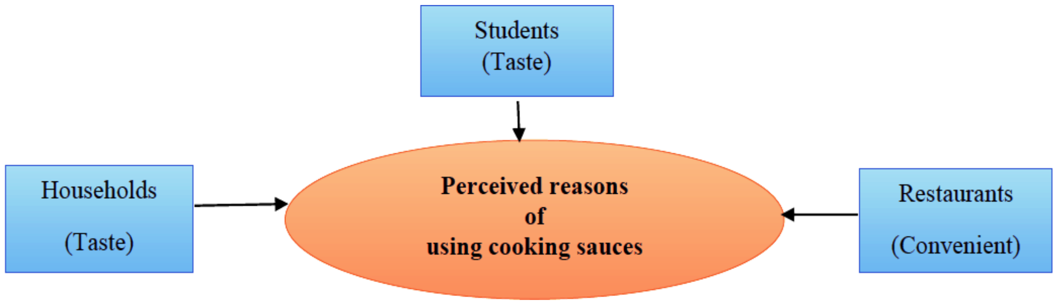

Figure 8: Main reason of using cooking sauces (Focus group perceptions)

Preferred brands of cooking sauces

Majority of the students, households' and restaurants' participants preferred brands of cooking sauce are respectively Morison, Sainsbury and Tesco.

Buying preferences: personal or household consumption or others

Students households' and restaurants' participants are buying cooking sauces for their own, household and business purposes respectively.

Desired quantity of cooking sauce

Some of the students are preferred 500 gm cooking sauces because of using long time, while others are preferred 100 gm because of quality concerned.

'I prefer the big can, so it can use for long, like 500g' YH

'I usually buy the small quantity' LS

Consequently, household members are preferred 350-500 gm, but restaurants are preferred 500 gm cooking sauces jar.

'For me one jar of 500 gm works for the whole month. I sometime also buy 350 gm if I want to buy two or more flavours'. SK

Most influencing packaging attribute to purchase the cooking sauce and why

Most influencing packaging attribute for students and restaurants are health and authenticity because of concerned about the health of own (students) and taste and quality of foods (restaurants).

'We are just concerned about the health and authenticity because both are closely related with each other' KM

In contrast, health and environmental friendliness are the most influencing packaging attribute for the household members because of concerned about the health of members of the family and society.

'For me besides health, environmental friendliness is also important for packaging' RS

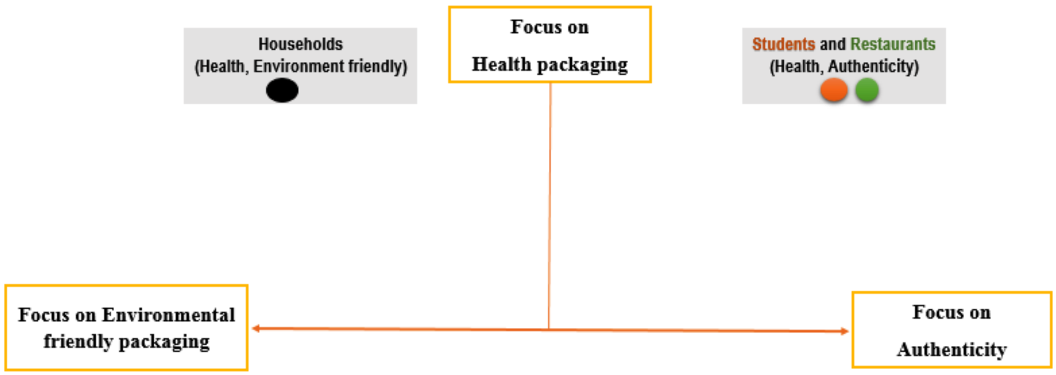

Figure 9: Perceptual map of cooking sauces packaging

Perceived preference of glass or plastic jar and why

All the participants are preferred the glass jars. Some of them said that:

'It looks heathier and cleaner' PC

'It makes me feel that it is of greater quality. Also for storing purpose it's easier and safer to store' RL

'Glass jars is preferable rather than plastic because of freshness and convenient' AN

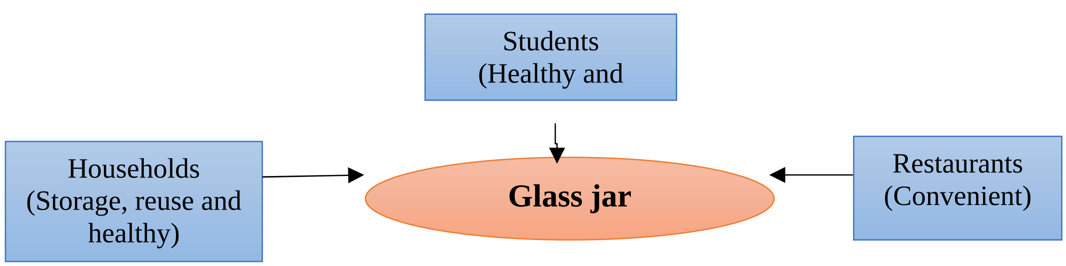

Figure 10: Perceived preference of glass jar for cooking sauces

Preferred colour of healthy cooking sauce packaging

The preferred colour of healthy cooking sauce packaging is green for the students, while household members preferred ingredient colour. In contrast, colour does not matter for the restaurants.

Preferred information on the labelling of cooking sauce jar

Calories is the most important information for students, while nutrition for households and ingredients for the restaurants on the labelling of cooking sauce jar.

Perception about freshness of cooking sauce for a long time

Expiry date is the common perception of all participants about freshness of cooking sauce for a long time, while household members also consider proper usage and restaurants also consider proper storage.

'The cooking sauce has their own expired day, so you can keep it for a long time' LD

Perception about the improvement of packaging

Convenient is common perceptions of both students and restaurants. One of the student said that; '*most cans have a problem when you open it, you need a knife to open it*' *LS*. Moreover, the students also recommended to introduce an app to scan the code and see how the whole process of cooking sauce.

Attitude towards reusable or recycled cooking sauce jars

Only the household members are concerned about the environmental friendly cooking sauce jars because they believe that healthy environment is essential prerequisite for every human in the society. '*We are much more environmentally conscious now' RL*

5. Recommendations

Based on secondary research and qualitative data analysis, it was opined that extrinsic attributes of packaging influence consumer's perceived notion of quality and preference. When the core product is undifferentiated, the extrinsic cues like pack photography and sensory descriptor words that appeal to consumer's sense predominantly shape consumer's purchasing decision. In fact, one of the research suggest that consumers prefer packaging that make "their stomach rumble and mouth water" through photograph and description of the food (Wells et al., 2007). Consequently, it was found out that colour combination, font size, product information and description, picture on packaging and shape of packaging influence attention, memorability, positive attitude and purchasing outcome for brands (Vyas, 2015). Moreover, since cooking sauce is a low involvement product, consumers do not search information beforehand about it. As such loyalty to the brand often remains shaky and own labelled brands can gain from this by designing packages with lucrative visual and detailed information (Silayoi and Speece, 2004). All these sums up to effective communication of packaging and can eventually result in favourable brand image and market performance for own labelled cooking sauce.

Based on the analysis, the following model has been constructed by highlighting the key four attributes that result in favourable purchase intention of cooking sauce on consumer's mind (Appendix A). The four attributes have been seen to play equally important role for both ALDI and Sainsbury consumers, but for ALDI to serve the price sensitive and utility seeking consumers, a generic change in label can provide positive outcome. On the other hand, for the hedonic attributes seeker and less price sensitive consumers of Sainsbury the attributes can be portrayed to consumers through changing both label and shape of packaging. Thus, the researcher proposed a change in label for ALDI, and both label and packaging design change for Sainsbury as per the following discussion and sample design.

Thus, to trigger favourable purchasing decisions of consumers, the following six factors can be utilized in the new packaging for creating brand equity for own labelled cooking sauce (Appendix B).

5.1 Customer Appeal: Own label sauce packaging must be eye catching in the shelf to evoke consumer's purchasing intention. Research suggests that greater surface area for images, eye-catchy appearance and unique shape can create instant successful appeal to consumers (Jiménez-Guerrero et al., 2015). Additionally, research shows that very small font and dense writing creates confusion and result in poor readability (Silayoi and Speece, 2004). Hence, for the front of the pack, by approaching minimalistic visual and readable font size, maximum attention can be ensured as the figure shows. Also, the hexagonal shape of the jar will stand out in the shelf from the other similar looking competitor's jars, attaining attention and enhancing perceived premium-ness in consumer's mind (Appendix C).

5.2 Ease of Use: Packaging should focus on the ease of opening and closing, portability and convenient of usage. To do so our research suggests that usage of double lid in packaging will help to measure the required portion of sauce, and to open and store easily (Appendix D).

5.3 Freshness: It was also found out that larger window to view the product and improved sealing and re-sealing functionality will build trust of consumers about the freshness of the sauce, when kept for a certain period. Hence, double lid of the packaging will ensure zero contamination of air, water or other components and thus enhance the reliability and perishability of taste and flavour, even after repeated usage (Appendix E).

5.4 Mobile Device Integration: The integration of technology in packaging through QR code can provide consumers to engage with the own labelled brands. The smart QR code integrated in packaging will allow consumers to scan and get directed to a website where they can view the production process of the sauce and explore various recipes for that flavour. Thus, by utilizing the benefits of advanced technology, perceived quality will again be ensured by gaining consumer's trust and a strong bond (Appendix F).

5.5 Green packaging: More and more consumers are becoming environmental conscious; Recycling and eco-friendly packaging will benefit the own labelled brands by attaining positive attention because of respondent's preference towards green packaging (Appendix G).

5.6 User friendly communication: Visual representation of ingredients will increase the ease of understanding and effective communication by avoiding the hassle of reading the small fonts of the pack. Also, communication can be aligned with ongoing popular campaign like 'one of your 5-A-Day' of 'NHS choice', as many consumers actively follow NHS advices and this will result in more consumer need centric communication (Appendix H). Thus, considering all the above-mentioned factors, the proposed new label and packaging for ALDI and Sainsbury is suggested in Appendix I.

6. Conclusion

This study has been summarized the packaging trends of the key players of cooking sauce industry in UK. Consequently, this study has been also analysed and identified the influencing factors of packaging on customer's purchasing behaviour and decision for two supermarkets' own-label cooking sauce brands: Aldi and Sainsbury. Based on the findings of the analysis, this study has been recommended a change in label for ALDI and both label and packaging design for Sainsbury where six factors can be utilized to create the brand equity. Moreover, several samples of packaging label and shape have been also designed for both brands.

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Appendices

Appendix A:

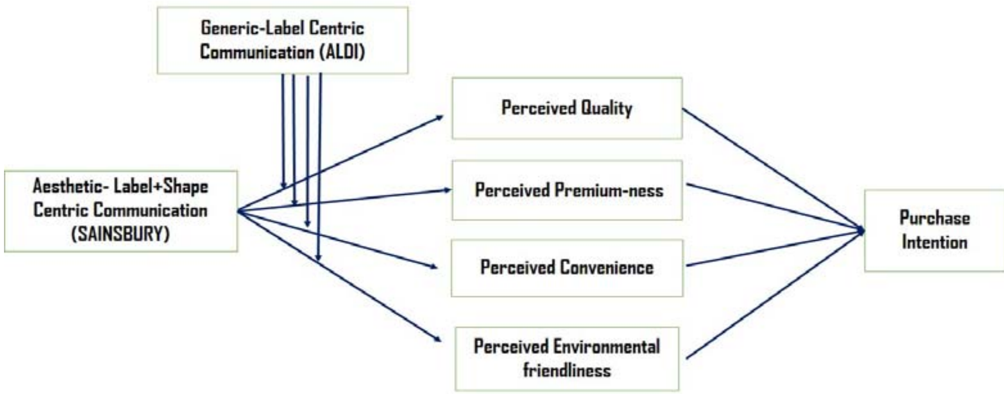

Figure 11: *Proposed model for the cooking sauce packaging of ALDI and Sainsbury*

Appendix B:

Figure 12: *Six triggering factors to design new packaging* for creating brand equity for own labelled cooking sauce (Source: Adapted from Monnot et al., 2015)

Appendix C:

Figure 13: Proposed visual for 'Front of the Pack' communication for Customer appeal

Appendix D:

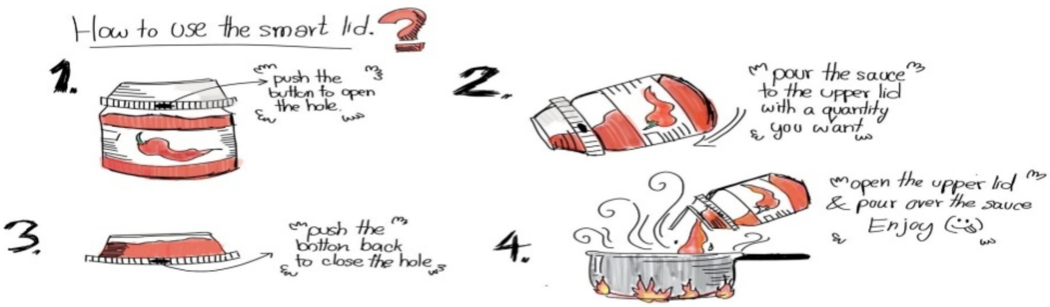

Figure 14: Proposed visual of lead for 'Ease of Use and Freshness' attribute

Appendix E:

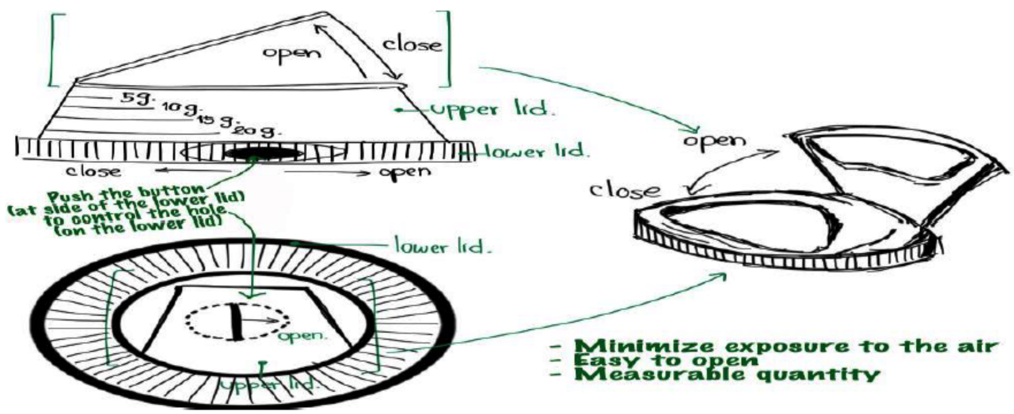

Figure 15: Proposed visual for lead opening instructions

Appendix F:

Figure 16: Proposed visual for 'Mobile Device Integration' communication

Appendix G:

Figure 17: Proposed visual for 'Green Packaging' communication

Appendix H:

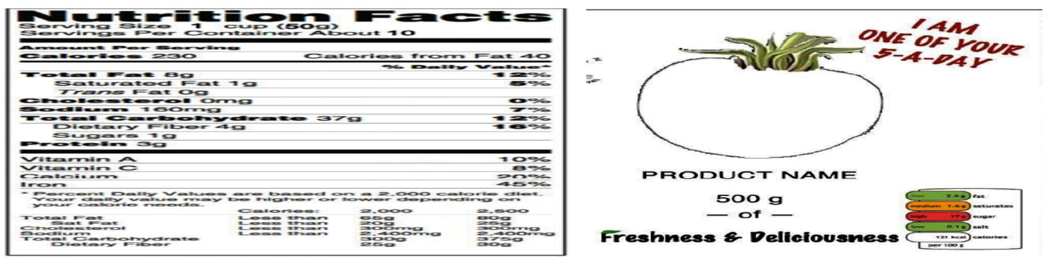

Figure 18: Proposed visual for 'User friendly' communication

Appendix I:

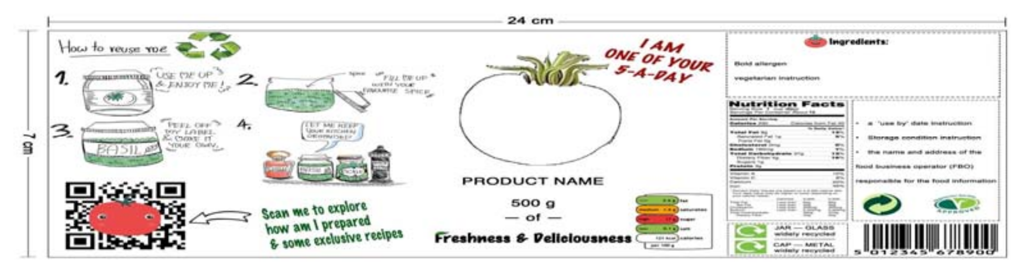

Figure 19: Proposed new label for ALDI

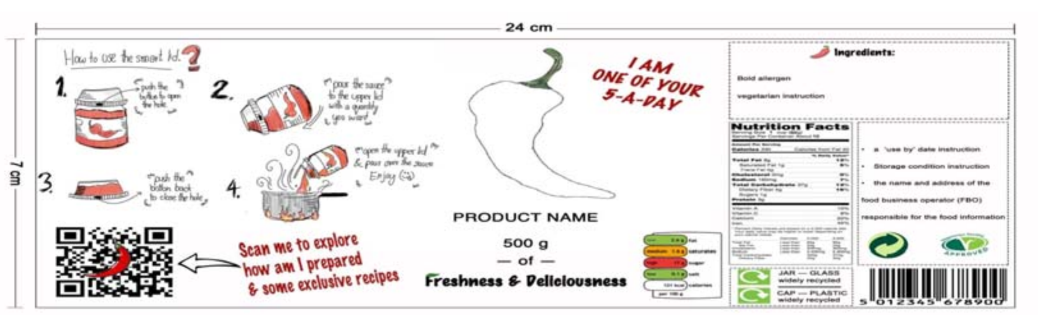

Figure 20: Proposed new label for Sainsbury