

Appendix

Innovation of Bertolli pasta sauces

Appendix A – Original design brief p. 2

Appendix B – Additional research p. 7

Appendix C – Style guide Bertolli p. 15

Appendix D – Focus group interviews p. 16

Sources p. 25

Appendix A – Original design brief

Personal Project Brief - IDE Master Graduation

Innovation of Bertolli pasta sauces

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date

19 - 05 - 2022

20 - 10 - 2022

end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Bertolli was founded in 1865 in Lucca Toscana Italy by a traditional Italian family. The company started with selling olive oil and soon became the first company to export olive oil from Italy. After the second world war Bertolli started to build the brand with a commercial with two characters Olivia and Maria Rosa which was kind of new for Italy back then. The introduction of the glass bottle in the fifties made Bertolli famous with the slogan: See what you buy. Before this innovation olive oil was packaged in cans. Bertolli was as well the first food company who displayed health related product information on their products.

In the nineties Bertolli was acquired by Unilever and extended to different product ranges as pasta sauces and pesto's. Unilever later sold parts of Bertolli to different companies. At the start of 2021, Enrico Food took over the European Bertolli business of pasta and pesto sauces.

Enrico Foods operates in the fast-moving consumer goods market in the Netherlands, Belgium, and Germany, focusing on Italian food products. Their product range consists of 1.pasta sauces in eight variants packaged in bags and seven variants in glass bottles, 2. Pesto sauces in two variants and, 3. Pizza sauces in two variants and pizza base. Bertolli has a stable position in the Dutch market, but there is a lot of room to grow market share.

Bertolli is well-known, but their pasta sauce assortment is limited. There is still room for new products that fit today's market. Their current product range is a little outdated in some categories as it was designed for traditional Dutch families. This limitation is also an opportunity for the brand as it can adjust those products for today's consumers. Enrico Food, however has not yet identified which consumer segment(s) represent the most potential for the Bertolli brand.

The goal of Enrico Food is to boost Bertolli by 1. relaunching and strengthening the core of the brand, 2, investing in brand communication, and 3. innovating the product lines and positioning it as an accessible, authentic Italian brand.

During my graduation project I will work in the Enrico Food organisation on one of the product line innovation projects.

From the TU Delft side, I will be mentored by Pinar Cankurtaran (chair) and Sijia Bakker-Wu both from the department of Design, Organization, and the subsection Marketing and Consumer Research.

I will also be mentored by Danique Wildschut, the brand manager of Bertolli, and Aleks Fiege, the marketing director of Enrico Food.

introduction (continued): space for images



image / figure 1:

At Enrico | Roots in Good Food we love **good and tasty food** and we believe that food is much more than simply nutrition or fuel. **We enrich the food culture** and we are proud of that. Day in, day out, we work hard to forge **sustainable relationships** and collaborations with our customers and partners since we believe we can only be successful if our partners are too.

image / figure 2:

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Bertolli aims to innovate in the segment of pasta sauces and especially the sauces in a bag. The reason they want to focus on this segment is because pasta sauces are the core products of Bertolli. Research shows that pasta recipes are top of mind of consumers when they think about Italian food, but these are mainly dishes with red pasta sauce. Bertolli's ambition is to make Italian food accessible and hence variety and inspiration by pasta sauces will help achieve that.

Currently the pasta sauce segment does not have a lot of variation: also the competitors offer almost only red sauces. The first qualitative research on pasta sauces show that the current products do not seem to match consumer needs in terms of sizing, flavours, and packaging. For example, most of their pasta sauces are for a traditional family so the size is too large for one or two persons. Research shows that single households are growing and that this could be an interesting target group.

Bertolli wants to better understand the needs of various target audiences to define which audience represents the highest potential. Furthermore, it is important to know what is essential to this target audience and how to reach them appropriately and effectively. Therefore there is need for consumer research and analysis to create a new strategy as basis for innovating the product line of pasta sauces resulting in a positive business case.

In this business case I will outline the percentage of people in the target audience who are expected to buy the product and with which frequency. Also the cost of goods will be defined based on the cost for manufacturing, ingredients and packaging, as well as an estimate for the go to market cost with a launch plan. This will determine the consumer price. The aim is then to design a positive business case where the projected sales volume and the consumer price deliver a profit for Bertolli.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

Design and validate a new product line for pasta sauces with multiple variants that Bertolli can launch in the Dutch market in 2023. Based on validated quantitative and qualitative research I will develop recommendations and actions for the packaging, product formulation, pricing and a launch plan of these sauces that enable a profitable business case.

I aim to develop a brief for a new product line of pasta sauces throughout my graduation, including concepts for a product, culinary elaboration of the variants, packaging and recommendations and actions for a launch plan. To assess the viability of the concepts, I will develop a business case also based on the validation of the concept by the consumers who will eventually buy the pasta sauce products.

This includes setting a new target audience and innovating the product line based on consumer research findings. The graduation project will deliver a clear briefing for the packaging, flavoring, sizing, positioning and launch plan. This will translate to a business case which will outline the expected consumption of the target audience. Also the cost of goods will be defined based on the cost for manufacturing, ingredients and packaging, as well as an estimate for the go to market cost. This will determine the consumer price and the estimated profit for Bertolli.

Personal Project Brief - IDE Master Graduation

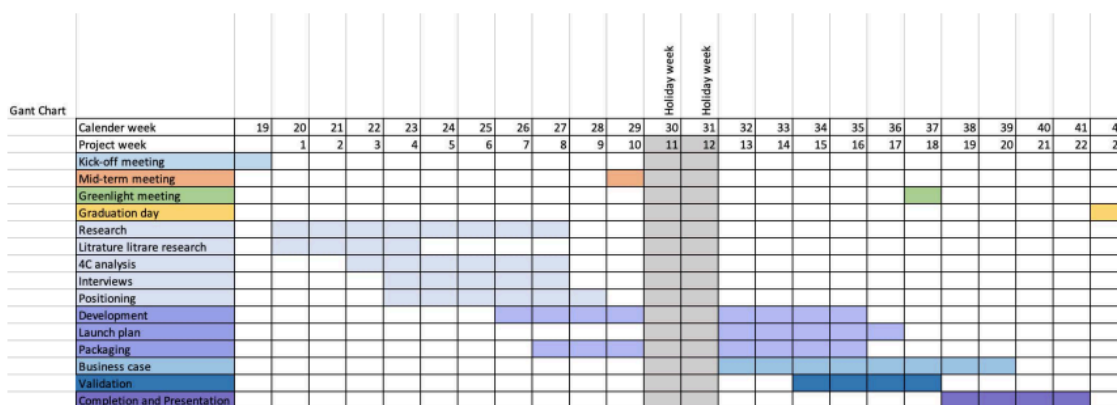
PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 19 - 5 - 2022

20 - 10 - 2022

end date



This Gantt chart gives an overview of the planning.
The kick-off meeting will take place on the 9th of may.

(Project week 1) My project will start with literature research, analysing the current portfolio and situation using a 4C analysis approach. I will also do interviews with potential target groups.

(Project week 6-7) After literature research and analysis the target group I will start developing the positioning, and the design of the packaging based on the outcome of my analysis and interviews.

(Project week 10) The Mid-term meeting will take place in the 10th project week

(Project week 11) In week 11 I will start with developing the business case which consists out the cost of goods, cost for manufacturing, ingredients and packaging, as well as an estimate for the go to market cost.

(Project week 12) From week 12 to 13 I will have a summer break.

(Project week 15) As of week 15 I will conduct meetings with consumers to validate the concept.

(Project week 18) The greenlight meeting will take place in week 18. The The graduation presentation will take place in project week 22 or 23, approximately 4 weeks after the greenlight meeting.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

Marketing has always been inspiring because through good marketing it is possible to find solutions for people that really improve their lives. This can be equally relevant for solutions for day-to-day issues as well as more fundamental ones. It requires vision, analytical thinking, and creativity.

Bertolli wants to grow by innovating its products and in a way reinvent itself. These challenges are interesting for me as a Strategic designer as I can use my analytical and design skills to develop creative solutions and create a strong product.

I already gained some experience in the fast-moving consumer goods business during an internship with Unilever. During this time, I got to work on only one part of the business, which were the online propositions. It was a great assignment, but I did not get the whole experience of the entire business. Therefore I now want to work in a smaller company where I can learn about all the steps in the process of developing and launching the product.

I believe that Enrico Food is the right company for me to learn more about marketing and consumer behavior in the business of fast-moving consumer goods.

I want to explore how I can use my gained knowledge in day-to-day business. Mainly I want to exploit competencies like consumer research techniques, design thinking, communication and visualization, and product economics.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

Appendix B – Additional research

Historical development eating and cooking

- a. Why do people cook?
- b. Since when do people cook?

Eating and cooking – the historical development

Cooking food, instead of eating raw, is being done by humans since pre-historic times, although scientists argue about the moment this started. Hypotheses vary from 250.000 years ago to 1,8 million years (Wobber et al., 2008) Cooking raw ingredients enables humans to better digest the food and absorb more nutrients, thus contributing to stronger development of e.g. brain tissue and red blood cells. It would explain why people have so much larger brains than animals. (Hardy et al., 2015)

Where cooking recipes have been handed over orally through generations, the first known cooking book dates from the Mesopotamian culture (5th Century BC) (The Oldest Cuisine in the World: Cooking In Mesopotamia by Bottero, Jean (2004).

Since then, cooking recipes have been a source of inspiration for the preparation of food. But as is the case today, recipes are not always followed by the letter, and often deviated from. This can be caused both by absence of needed ingredients as well as the need of cooks to express themselves with their cooking. (Hondelink, 2014)

Historical development in the Netherlands

Until the 20th century, most Dutch people had two 'bread meals' per day and one hot meal which primarily consisted of potatoes and vegetables and if affordable also included meat. Both in rich and poor families, this didn't change much over the years. Regional dishes varied based on availability of local ingredients. Despite the fact that the Dutch since the 17th century had colonies in Indonesia and Surinam, it appears from cooking books until 1930 that these kitchens had not penetrated in Dutch eating habits. This changed in the 1930's when the first Chinese immigrants opened Chinese restaurants, which introduced Asian tastes and dishes to Dutch families. After WW II and the arrival of large numbers of (Dutch) Indonesian immigrants, this trend continued and Chinese Indonesian recipes were integrated in Dutch cooking books (Salzman, 1975)

Context

The Mediterranean kitchen covers a lot of different countries and product categories. The Italian kitchen is by far the largest (17% of all meals), with Spanish (1% of meals) and Turkish (1% of meals) at a great distance at number 2 and 3 positions. Consumption of other cuisines (Greek, Egyptian, Lebanese) is marginal and not reflected in this study.



Countries: Spain, France, Monaco, Italy, Slovenia, Croatia, Bosnia, Herzegovina, Montenegro, Albania, Greece, Turkey, Syria, Lebanon, Israel, Egypt, Libya, Tunisia.

Categories: dipping, pesto, olives, toast, durum, antipasti (vegetables), Turkish pizza, pasta, harissa, pizza bottom, pitta bread, piadinas, humus, canned tomatoes, oil / vinegar, pasta sauces, dressings.

Company

History

Bertolli was founded in 1865 by Francesco and Caterina Bertolli in Lucca (Tuscany). They started selling olive oil from their house. Then, in 1875 Francesco Bertolli founded "Banco e Cambio Bertolli" a bank which provided loans to Italians who moved to the United States. Many Italians were missing Italian olive oil, and Francesco started exporting olive oil to the U.S. Bertolli was Italy's first exporter of olive oil. Around 1890 Bertolli sold their product in New York, Philadelphia and Chicago. Because of the success Bertolli expanded to new markets as Canada and Australia.



Olivella & Maria Rosa

From 1945, the Bertolli company became a trendsetter by advertising Bertolli as a brand. The commercials were very popular because of the animated characters “Olivella” and “Maria Rosa” which was new for Italy at that time.

In the 50s, Bertolli changed the packaging of olive oil from a can to a glass bottle with the slogan ‘See what you buy.’ They were also the first food company to communicate health-related product information on their packaging.

Unilever bought Bertolli in 1994 and started to expand the business. The number of export countries grew from 23 to more than 40 and they entered new product categories: pasta sauces, margarine, pesto’s, and vinegars. In this period, Unilever started to build the brands’ awareness using the iconic commercials with old Italian ladies preparing big pans of pasta sauce.

In 2008 Unilever started to sell divisions of the brand to different parties. The olive oil division was sold in 2008 to SOS Grupo, which later changed its name to Deoleo. In 2014 the North American division of pasta sauces, pesto’s, and frozen meals was sold to Mizkan Group. Unilever’s margarine and spread division, which included a Bertolli spread, was sold in 2014 to KKR investments, which continued under the brand Upfield. Finally, the European pasta sauce, pesto, and mayonnaise division of Bertolli was sold in 2021 to Enrico Food.

Competitors

Key competitors

An analysis of the key competitors of Bertolli is made. It gives an overview of the categories the brands are active in and their positioning.



Positioning: Italian for the mass

Parent company: Gran Foods, GB Foods

Categories: pasta, Pasta sauces, Sugo, Pesto





Positioning: Authentic premium, tomato products from Italia

Parent company: Mutti

Categories: Pasta sauces, canned tomatoes, Passata





DAL 1877



The history inside a Company

Besides putting a smile on our faces whenever we look back, our history reminds us of the immense progress we have made as a Company.



Positioning: Authentic Italian
 Parent company: Barilla Group
 Categories: Pasta, Pasta sauces, Pesto



Our history

We have carried out an important task since 1886: to continue our tradition of skilfully creating an unmistakable pasta, without compromise.



— dal 1886 —

Positioning: Authentic premium pasta

Parent company: De Cecco

Categories: Pasta, Pasta sauces, Pesto, oil





Positioning: Bottom of the market

Parent company: The KraftHeinz company

Categories: Pasta sauces



Appendix D - Focus group interviews

Structuur focus groep interview

Hoofddoel: Erachter komen welke kenmerken een pastasaus in zak moet hebben om de 1 en 2p huishoudens, die opzoek zijn naar gemak, aan te spreken.

Doelgroep: 25 tot 45 jarige in een 1p of 2p huishoudens die opzoek is naar gemak. Kookt een pastasaus en geen zak afwijzen.

Intro

- a. Uitleg interview en situatie → focusgroep interview
- b. Voorstellen respondenten
- c. Met wat voor soort koks hebben we te maken? (saus uit pak, zelf saus maken)

Vragen over koken algemeen

1. Kunnen jullie mij iets vertellen over de Italiaanse keuken?
2. Welke ingrediënten zijn voor jullie belangrijk in een Italiaans gerecht?
3. Kunnen jullie mij vertellen wat je nog meer belangrijk vind in een Italiaans gerecht?

Vragen over pastasauzen

4. Kunnen jullie mij vertellen wat voor pasta je bereid als je voor jezelf en je partner of huisgenoot kookt?
5. Zouden jullie mij kunnen uitleggen hoe je normaalgesproken een pasta bereid wanneer je voor jezelf kookt?
 - a. inkopen
 - b. koken
 - c. eten
 - d. opruimen
6. Zouden jullie mij kunnen uitleggen hoe je normaalgesproken een pasta bereid wanneer je voor jezelf en je partner of huisgenoot kookt?
 - a. inkopen,
 - b. koken
 - c. eten
 - d. opruimen

Rode saus

7. Kunnen jullie mij uitleggen of je producten toevoegt aan een pasta rode saus?
Sub vraag 1: welke producten voeg je dan zoal toe?
Sub vraag 2: Kan je me uitleggen waarom je deze producten toevoegt?
8. Kunnen jullie mij vertellen wat je van de volgende saus vind? Voorbeeld met grote stukkengroenten
9. Hoe zouden jullie de saus met grote stukken groenten bereiden?
10. Kunnen jullie me uitleggen of je aan deze saus extra producten zou toevoegen (waarom wel of niet)?
11. Kunnen jullie mij vertellen wat je van de volgende saus vind? voorbeeld met grote stukkengroenten en stukjes vlees
12. Hoe zouden jullie de saus met grote stukken groenten en vlees bereiden?
13. Kunnen jullie me uitleggen of je aan deze saus extra producten zou toevoegen (waarom wel of niet)?
14. Kunnen jullie mij vertellen wat je van een biologische pastasaus vind?
15. Kunnen jullie mij vertellen of je duurzaamheid in een product belangrijk vind?

Sub vraag: Hoe is dit bij een pasta saus?

Witte saus

16. Kunnen jullie me iets vertellen over witte pastasauzen zoals pasta carbonara?
17. Kunnen jullie mij vertellen hoe je een witte pastasaus bereid?
18. Kunnen jullie mij uitleggen of je producten toevoegt aan een pasta witte saus?
Sub vraag 1: welke producten voeg je dan zoal toe?
Sub vraag 2: Kan je me uitleggen waarom je deze producten toevoegt?
19. Wat zouden jullie vinden van een witte pastasaus met grove stukken groenten zoals op de afbeelding.

Porties

Uitleggen dat een normale 100 gram is volgens het voedingscentrum.

Kunnen jullie mij vertellen of een wat je van een portie van 100gram pasta saus vindt?

Vragen over verpakkingen

Een Foto/ mock-up van de saus in zak met basis design. Alle respondenten krijgen een papier met afbeelding van het design. De respondenten mogen vervolgens omcirkelen wat ze goed en/of slecht vinden en een cijfer van 1 tot 10 geven.

20. Kunnen jullie mij uitleggen hoe de volgende verpakking op je overkomt?
 - a. Wat straalt dit product uit? → (gemak?)
 - b. Wat zou je op de verpakking communiceren?
21. Kunnen jullie mij uitleggen of je deze verpakking aantrekkelijk vindt?

Foto's van de saus in zak met aangepaste designs. Alle respondenten krijgen een papier met afbeelding van het design. De respondenten mogen vervolgens omcirkelen wat ze goed en/of slecht vinden en een cijfer van 1 tot 10 geven. (meerdere designs)

22. Kunnen jullie mij uitleggen hoe de volgende verpakking op je overkomt?
 - a. Wat straalt dit product uit? → (gemak?)
 - b. Wat zou je op de verpakking communiceren?
23. Kunnen jullie mij uitleggen of je deze verpakking aantrekkelijk vindt?

Survey during focus group interview

Bertolli is opzoek naar een nieuw concept voor 1-2 persoonspastasauzen in zak. Hieronder krijg je 10 vragen over ontwerpen van verpakkingen als zak. De afbeeldingen zijn ontwerpen van de voorkant van de zak. In de afbeelding hieronder zie je een voorbeeld van de zak. Alle vragen gaan over dezelfde soort verpakking van 1-2 persoons saus in zak



De linker afbeelding met de groene zak is een bestaande saus zak voor 4-5 personen. De rechterzak is het formaat van de nieuwe zak. (18 cm hoog)



Vraag 1:

Hieronder zijn twee ontwerpen afgebeeld van een pastasauslabel met verschillende naamgeving.

Let bij deze vraag alleen op de naamgeving.



Welke naamgeving heeft jou voorkeur?:

Vraag 2:

Hieronder is een verpakking afgebeeld van een pastasaus met grove stukken groenten.



Beschrijf in een aantal woorden wat je van de verpakking vindt:

Vraag 3:

Hieronder is een verpakking afgebeeld van een pastasaus met grove stukken groenten.



Beschrijf in een aantal woorden wat je van de verpakking vindt:

Vraag 4:

Hieronder is een verpakking afgebeeld van een pastasaus met grove stukken groenten.



Beschrijf in een aantal woorden wat je van de verpakking vind:

Vraag 5:

Hieronder is een verpakking afgebeeld van een pastasaus met grove stukken groenten.



Beschrijf in een aantal woorden wat je van deze verpakking vind:

Vraag 6:

Hieronder is een verpakking afgebeeld van een pastasaus met grove stukken groenten.



Beschrijf in een aantal woorden wat je van deze verpakking vind:



Beschrijf in een aantal woorden wat je van deze verpakking vind:

Vraag 7:

Hieronder is een verpakking afgebeeld van een pastasaus met grove stukken groenten.



Beschrijf in een aantal woorden wat je van deze verpakking vind:

Vraag 8:

Hieronder is een verpakking afgebeeld van een pastasaus met grove stukken groenten. Let bij hierbij op de onderstaande indicaties



Beschrijf in een aantal woorden wat je van deze verpakking vind:

Vraag 9:

Hieronder is een verpakking afgebeeld van een pastasaus met grove stukken groenten. Let bij hierbij op de onderstaande indicaties



Beschrijf in een aantal woorden wat je van deze verpakking vind:

Vraag 10:

Hieronder is een verpakking afgebeeld van een pastasaus waarbij het materiaal van de zak doorzichtig is.



Beschrijf in een aantal woorden wat je van deze verpakking vindt:

Vraag 10:

Hieronder is een verpakking afgebeeld van een pastasaus met een kijkvenster



Beschrijf in een aantal woorden wat je van deze verpakking vindt:

Vraag 11:

Hieronder zijn iconen afgebeeld die de kooktijd, hoeveelheid groenten, porties en kant en klaar weergeven



KANT EN KLARE SAUS

Beschrijf in een aantal woorden wat je hiervan vind

Sources

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