



MARKETING SOCIETY AWARDS FOR EXCELLENCE 2013

J: BRAND ACTIVATION



“Don’t Cook JUST EAT”

How we catapulted a brand to great heights
by stopping the nation cooking



EXECUTIVE SUMMARY

This is the story of how a small challenger brand took the bold decision to grow itself into a big brand, by becoming the thought leader for the whole online restaurant category.

JUST EAT is a pioneer in the fledgling sector of local takeaway restaurant online aggregators, giving local restaurants an online presence via a single portal from which customers can order.

To ensure first mover advantage in the small online food delivery aggregator segment, and a land-grab in the broader online restaurant market, JUST EAT needed to make a radical step change to be BIG. This would see a complete overhaul of our entire marketing approach, with implications for every facet of the business, be that creative, media planning and investment, trade marketing, PR and even the way we engaged our staff.

To do this, we created a thought leader positioning of **“Don’t Cook JUST EAT”**, by taking on the act of cooking itself. Spearheaded by our motley band of renegade takeaway chefs, we had a fun, irreverent and engaging idea that could be activated across all our marketing platforms.

We implemented huge, ambitious, in-your-face activity. We created in your face spots to run on TV and online. We turned partner restaurants into branding vehicles across the country. We built a huge following in social media. We identified the most dangerous vegetable to cook with. We changed our employees’ job titles. We even stood for election.

By doing so, we became number one, and drove an 84% increase in orders.

This is the story of how we did it....

(262)



THE NEED FOR GROWTH

Introduction

We Brits love a takeaway. Be it a time-saver or a treat, at least once a month 25 million of us tuck into a tandoori, savour some sashimi or munch a margarita¹.

However, the convenience of the takeaway is undermined by the hassle of the ordering process. The menus shoved in your kitchen drawer are out-of-date, you have to shout your address over kitchen noise, and then you have to scabble round to find the correct change to pay the delivery guy. Where's the convenience in that?

JUST EAT delivers that convenience. We are a pioneer within an emergent new sector - websites that aggregate your favourite local delivery restaurants to give them an online ordering platform.

Users simply go to www.JUST-EAT.co.uk, input their postcode, and all the restaurants that deliver to that area are shown. Customers then choose whatever they want from their chosen restaurant, drop it in their e-basket, pay by credit card, and start salivating over the tasty treats that will be with them 45 minutes later.

This means there's a huge opportunity to change the nation's default ordering behaviour. We needed to raise awareness and get them ordering.

We needed to move quickly. Many new competitors had entered the market. Having established the sector, we risked having it stolen from us. We needed a radical step change in the growth of our business to ensure our future survival.

To engender this huge shift, we needed a wholesale change of behaviour in 2012.

¹ Source: TGI

Getting Big Quickly

We needed to grow the business quickly, for two key reasons:

Firstly, given the new entrants snapping at our heels, if we could outgrow them rapidly, we could get first mover advantage, and own the market. We needed a leadership brand positioning from which to grow JUST EAT to the size of business we knew it could be.

The second point of rapid growth was to give JUST EAT a sense of scale that our audiences could buy into. We were in a Catch-22 situation: Restaurants needed to believe we had lots of customers, and customers needed to believe we had lots of restaurants. We HAD to be big, as anything else would mean failure.

Target Audience

Therefore we had two equally important audiences we needed to reach simultaneously:

- **Consumers:** We needed consumers, ideally 16-34, web-savvy young professionals, to come to the site in high enough volumes to give us viable commercial momentum, creating a platform that restaurant owners would want to align with.
- **Restaurants:** We needed enough restaurants to become partners to our business to give us the variety of choice to attract consumers.

Tangible Objectives To Ensure We Became Big

- 1) We needed to grow our orders by **50%** y.o.y.
- 2) We needed to grow restaurant numbers by **40%** y.o.y.
- 3) We needed to grow site members by **40%** also
- 4) It wasn't just about being #1 in our emergent aggregator sector. We needed to redefine our competitive set to give us something bigger to aim for. We set our benchmark to **attract more traffic than** the market leading online food delivery service **Dominos**

Create A Leadership Idea

To be seen as thought leader in the category, we had to set the agenda. By acting like the brand we wanted to be, it could become a self-fulfilling prophecy.

This would require breakthrough creative that was striking, irreverent, divisive even, to make noticing us unavoidable.

Plus, we needed a market leader strategy that wouldn't just differentiate JUST EAT from competitors, but also take on our market's enemies.

Our enemy was the *act of cooking* itself – a process that enslaves people to hot stoves, piles of washing up, and the false promise of 15-minute meals. JUST EAT would liberate the UK from this tyranny!

Therefore our creative idea was...

"Don't Cook, JUST EAT".

This positioning was so important to the business, that we incorporated it in our logo:



We crafted a flexible creative platform, featuring a group of renegade takeaway chefs, led by the impressively-moustachioed Mr Mozzarella, disgruntled at the public for cooking, instead of leaving it to trusty takeaway chefs.

The chefs' mission was to stop people cooking.



Increase Media Spend

With our big idea, we also had to act big. This saw us increase our marketing budget by 50%.

We were a small business with VC funding. Be under no illusion about the significance of that decision. If we got it wrong, we'd be bankrupt.

However, as we've shown, there would be no benefit to being slow and small in this market.

Be Everywhere

“Don’t Cook JUST EAT” was a rich creative platform - targeted enough to address the specific objective at hand, but with enough flexibility to work across any platform.

This was crucial to our success - we needed all touchpoints to work together to maximise our message.

The channels we used were:

- 1) **Brand Advertising:** We would utilise a far heavier TV and Online presence, to be impactful, establish the idea, and give us rapid scale.
- 2) **Restaurant Marketing:** We would brand delivery restaurants’ in a variety of ways, to create thousands of high street touchpoints, giving us a nationwide sense of scale.
- 3) **PR:** Given the great comic potential of the idea, we seeded Anti-Cooking stories in the media. This allowed us to portray cooking as an enemy for JUST EAT to defeat.
- 4) **Stunts:** We looked for opportunities to be in-your-face and unmissable with our campaign to generate fame.
- 5) **Social:** By building our followers and fans, we could grow our Anti-Cooking supporter base. This wasn’t just about supporting a brand; it was about creating a tongue-in-cheek movement.
- 6) **Staff Activation:** As the real-world frontline of our fight against cooking, we would get all our employees involved in the “Don’t Cook JUST EAT” spirit.



BRAND ADVERTISING

We used TV as our primary medium to establish the idea and deliver scale and prestige.

With our increased media spend, we were able to afford a much heavier campaign, covering terrestrial significantly for the first time, as well as a greater satellite presence.

The lead 30" creative introduced the chefs on their mission to stop people from mucking up their cooking. A 20" ad saw the chefs gleefully destroying celebrity cookbooks with a woodchipper. Meanwhile, the "Trolley" 20" saw the chefs in a supermarket car park imploring a lady stop shopping.

The idea also had enough stretch to incorporate direct response. A 10" creative encouraged people to take advantage of a 20% off offer rather than lose 20% of their fingers in a cooking accident².



² All creative, plus additional content, can be seen at <http://www.youtube.com/user/TVjusteat>

We also looked for innovative ways to use TV to bring our irreverent spirit to life.

We were one of the first advertisers to use a new ad format on 4oD. If a user on 4oD pauses the programme they are watching, an image appears over the screen, showing that the player was paused. We bought an ad on this pause-screen, with the Mozz demanding the viewers not use their pause to visit the kitchen and make themselves something to eat, urging them instead to “Don’t Cook JUST EAT”.



We used online to support our TV activity.

Rich media formats showcased the TV creative, whilst non-rich banner ads focussed on direct response messaging.



Example of 728x90 Leaderboard



RESTAURANT MARKETING

We used our new logo on larger window stickers, turning our restaurant partners' windows into "Don't Cook JUST EAT" outdoor sites all over Britain: a perfect mass market channel!

But we went way beyond this.

We worked with restaurants to give them branded "Don't Cook" collateral. We provided shop signage and point-of-sale collateral to up-weight our in-restaurant presence.



We also supplied bags and pizza boxes with our new positioning which would be delivered directly into customers' homes.



We also rewarded our top performing restaurants with fully branded JUST EAT scooters, helping get the food out quicker to our customers, whilst acting as mobile outdoor sites.

We also provided branded hot bags. No one wants their takeaway going cold!

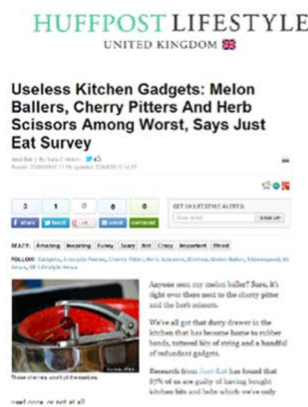


We got widespread coverage with PR stories which landed the “Don’t Cook” idea.

We generated articles about the most dangerous vegetables to cook with, revealing that 40% of Brits admitted to injuring themselves whilst copying the exploits of celebrity chefs. Below is an excerpt from our unusual press release:



Another story focussed on the £2 billion Britons spend on useless kitchen gadgets (Number one: Herb Scissors³)



More than a third of home cooks injured while trying to copy TV chefs, says survey

More than one third of people admit they injure themselves in the kitchen while trying to copy TV chefs, according to a new survey.

The study, by food website Just Eat, also reveals that the commonest, and potentially dangerous, kitchen gadget is the herb scissor.

88 per cent of people said they had been injured while cooking, and 67 per cent of injuries were from cutting hard food vegetables - with the pumpkin the worst offender.



Those risky snacks...

³ Honourable mention went to Cherry Pitters and Melon Ballers who rounded out the top 3.

2012 saw us pull off big, audacious stunts

The peak was when we founded the Don't Cook Political Party⁴, and The Mozz himself stood in the high-profile Corby By-Election, hijacking the existing news agenda. With our innovative take on political campaigning, (Face paint! Cheerleaders! Jet packs!), we came a (frankly worrying) 11th place out of 14 candidates, with blanket print, digital and TV coverage.

Watching Mr Mozzarella recognised and approached by Ed Miliband on Platform 2 at Corby station was a surreal yet oddly rewarding highlight.



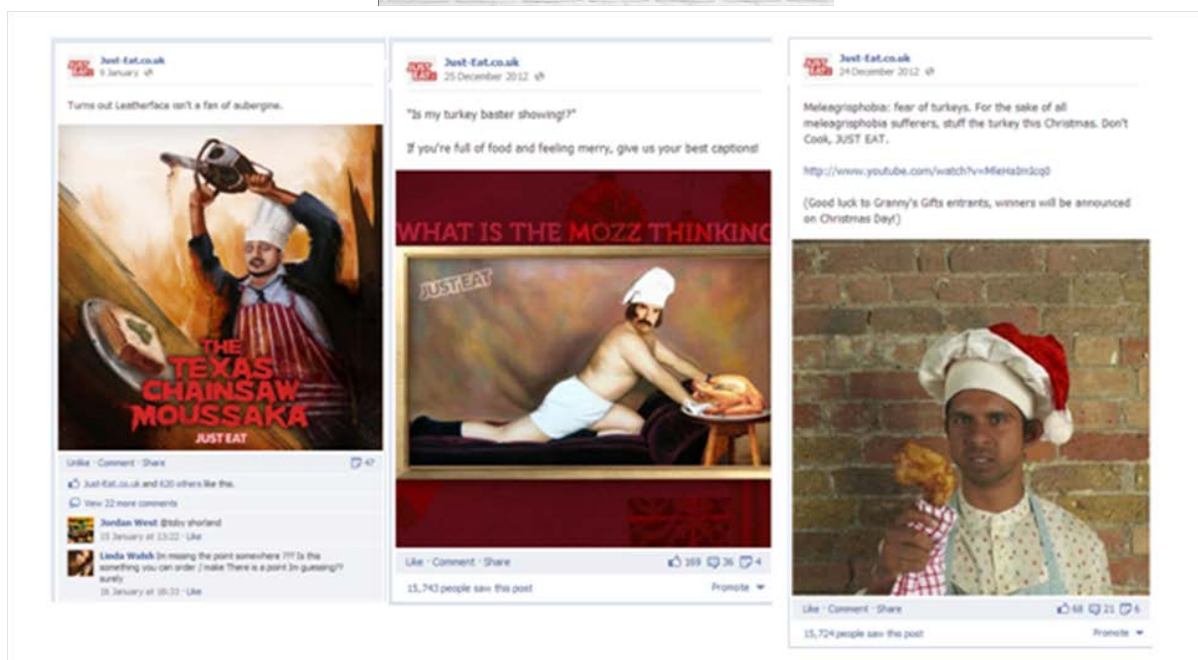
⁴ See the party website, including our campaign film, at <http://dontcookparty.org/>

To take our message wider, we created an Anti-Cooking movement.

We have made the “Don’t Cook JUST EAT” idea pervasive through every part of the business. Whenever someone comes into contact with us, they are swept into the “Anti-Cooking” cause.

We were conscious that so many brands fall foul of creating “offer blindness” in their social media. Therefore, we made sure that we shared curated and created “Don’t Cook” content via our Facebook and Twitter pages to bring the idea to life.

In doing so we recruited phenomenal number of fans and followers (up 305% on Facebook⁵) to help give the cause momentum.



⁵ See “Results” section for further detail



STAFF ACTIVATION

We realised that the job to convince people to “Don’t Cook JUST EAT” began with our own workforce. If we could get them to live the positioning, we would have a rebel army at our disposal to help us take the message to the masses.

All employees were encouraged to add their own personal anti-cooking message to their company email signature, whilst “Anti-Cooking Activist” was added to their job title.

<p>Victoria Bloom PR and Partnership Manager & Anti-Cooking Activist</p> <p>Imperial Place (IP4), 1st Floor, Maxwell Road, Borehamwood, Hertfordshire. WD6 1JN</p> <p>WEB www.just-eat.com MOB +44 (0) 7711 388 729 SKYPE victoria.bloom3</p> <p>JUSTEAT Victoria wouldn't spoil her love for veggie Pad Thai by trying to cook it</p>	<p>Paul Cook Head of Global Insight & Anti-Cooking Activist</p> <p>Smithfield Business Centre, 5 St John's Lane, Farringdon, London. EC1M 4BH</p> <p>WEB www.just-eat.com MOB +44 (0) 797 044 4925 SKYPE insight.pc</p> <p>JUSTEAT Cook! - it's my name not a hobby!</p>
<p>Richard Murfitt Head of Brand Marketing & Anti-Cooking Activist</p> <p>Imperial Place (IP4), 1st Floor, Maxwell Road, Borehamwood, Hertfordshire. WD6 1JN</p> <p>WEB www.just-eat.com MOB +44 (0) 7739 924803 SKYPE richard.murfitt</p> <p>JUSTEAT Richard uses a potato peeler to debobble his jumper</p>	<p>Mat Braddy Chief Marketing Officer & Anti-Cooking Activist</p> <p>Imperial Place (IP4), 1st Floor, Maxwell Road, Borehamwood, Hertfordshire. WD6 1JN</p> <p>WEB www.just-eat.com MOB +44 (0) 754 564 4958 SKYPE matbraddy TWITTER @matbraddy</p> <p>JUSTEAT The only reason I have a kitchen is because it came with the house.</p>
<p>Anne Donovan PA to Mike Wroe/ CFO & Mat Braddy/ CMO & Anti Cooking Activist</p> <p>Imperial Place (IP4), 1st Floor, Maxwell Road, Borehamwood, Hertfordshire. WD6 1JN or 5 St John's Lane, Clerkenwell, London. EC1M 4BH Moving to Fleet Place House, 2 Fleet place Londo. EC4M 7RF on 26th November 2012.</p> <p>WEB www.just-eat.com MOB +44 (0) 780 387 7343 SKYPE anne.donovanJE</p> <p>JUSTEAT You better cut the pizza in four pieces because I'm not hungry enough to eat six.</p>	<p>Tess Tucker Head of Digital Marketing & Anti-Cooking Activist</p> <p>Imperial Place (IP4), 1st Floor, Maxwell Road, Borehamwood, Hertfordshire. WD6 1JN</p> <p>WEB www.just-eat.com PHONE +44 (0) 208 736 2180 SKYPE tess_tucker</p> <p>JUSTEAT Are you kidding me? I use my oven for storage</p>

We posted our Anti-Cooking collateral around our offices, to introduce our staff to the characters.





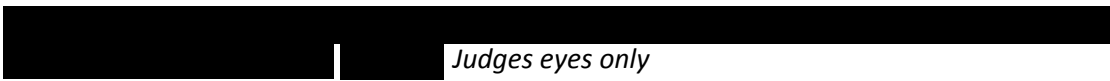




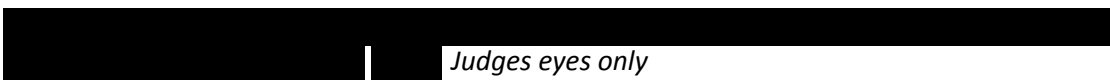
RESULTS – ACHIEVING “BIG”

As of the end of December 2012, the results have been fantastic:

Key Target Metrics

- 1)  *Judges eyes only*
- 2)  *Judges eyes only*
- 3)  *Judges eyes only*
- 4) Web metrics from Hitwise show that at the end of 2012 JUST EAT is the **UK's #1 most visited** Restaurant & Catering website, a staggering **55%** more visits than 2nd place Dominos – not just over-taking them but smashing them⁹.

Broader Metrics

-  *Judges eyes only*
- Our Twitter followers grew **47%** y.o.y. to **33,685** this last year, whilst on Facebook we grew to a phenomenal **305%** to **855,830** likes¹¹.
- Our Corby election activity drove **350 million** impacts in print, 1,379 mentions on Twitter, and interviews on BBC, ITN, Sky News & Channel 4 News¹².
- At the Tech Track 100 awards 2012, we were named “**Brand Of The Year**”.

ROI



⁶ Source: JUST EAT data

⁷ Source: JUST EAT data

⁸ Source: JUST EAT data

⁹ Source: Hitwise

¹⁰ Source: YouGov

¹¹ Source: Twitter / Facebook

¹² Source: Brands 2 Life PR agency

¹³ Source: Data 2 Decisions