

Confidential  
14 March 2006



**A vision  
of fresh,  
on-the-go  
salad meal  
solutions...**



# Contents

Project Goals	2
Observations and Insights	4
Package Concepts	16
Package Accessories	30
Access Concepts	40
Experience Extension	48
Food Content	54
Experience Scenarios	62
Initial Packaging Prototypes	70



# Project Goals

## Fresh, on-the-go salad meal solutions.

Building on its well established record of innovation, Fresh Express seeks to build on their core brand attribute of freshness and enter the single serve convenience salad arena. This project was related to several aspects of this initiative. The primary focus of the project was packaging for a fresh on-the-go meal solution. In addition, IDEO used human-centered design research methods to explore what the food content of the offering might be. Another component of this project was exploration of the idea of access and merchandising of the offering.

*Specific project criteria:*

### **Create a memorable, differentiated brand experience**

The solution should support the Fresh Express brand by creating a memorable, differentiated experience.

### **Enable on-the-go eating**

The solution should be targeted at consumers who will purchase the salad in one place and likely eat it somewhere else, often while multi-tasking.

### **Provide a self-contained meal**

The solution should focus on a complete salad meal offering.

### **Enable modularity as an option**

The solution should ideally function in a modular fashion that allows a degree of customer personalization in addition to providing a complete self-contained meal.

### **Respect manufacturing requirements**

Several issues specific to manufacturing influence the solution: the package must not create risk of contamination in the Fresh Express plant, and the package must allow effective sealing of greens to extend freshness.



# Observations and Insights

# Human-centered design, driven by insight.

Human-Centered Design provides insights about people that lead to the discovery of latent needs and opportunities for design. Our approach focuses on physical, psychological, social and cultural factors that influence human behavior. We address these factors through a process of understanding the landscape, observing people in context and in analogous situations, interpreting insights, and eventually translating them into design opportunities. Our methods are qualitative; we seek inspiration, not quantitative proof. We learn by observing users ranging in age, occupation, interests, and lifestyle. For this project we conducted a wide range of observations. We spoke with teenagers, downtown office workers, stay-at-home moms, people that eat on-the-road, and professional chefs, among others. We spent time at quick-serve-restaurants, organic eateries, grocery stores and conducted several internal food events. And, we ate a lot of salad.





**“Salad is OK, but I rarely have it...”**

**Observations and Insights**

# WANT

For many people, salad does not enter the field of meal options. Salad is considered “rabbit food” or is the choice of people associated with radical lifestyles. Today, these customers seek out meal options other than salads.

Fresh Express should develop means to inspire more customers to view salad as a first choice for convenience meals.

- Be There For The Trigger Moments*
- Encourage Salad Exposure*
- Beat The Salad Stigma*
- Close The Knowledge Gap*
- Align With Consumer Values*



**“I don’t like olives.  
One ingredient can ruin the whole  
thing...”**

# SEEK

When customers need an on-the-go meal, their first priority is convenient access to something they want. When fresh salads are not easily available, customers may sacrifice what they really want for something they can get quickly and easily.

Fresh Express should provide customers with convenient access to desirable choices of salad meals.

*Think About Proximity*

*Consider Context*

*Satiate*

*Cue Freshness*

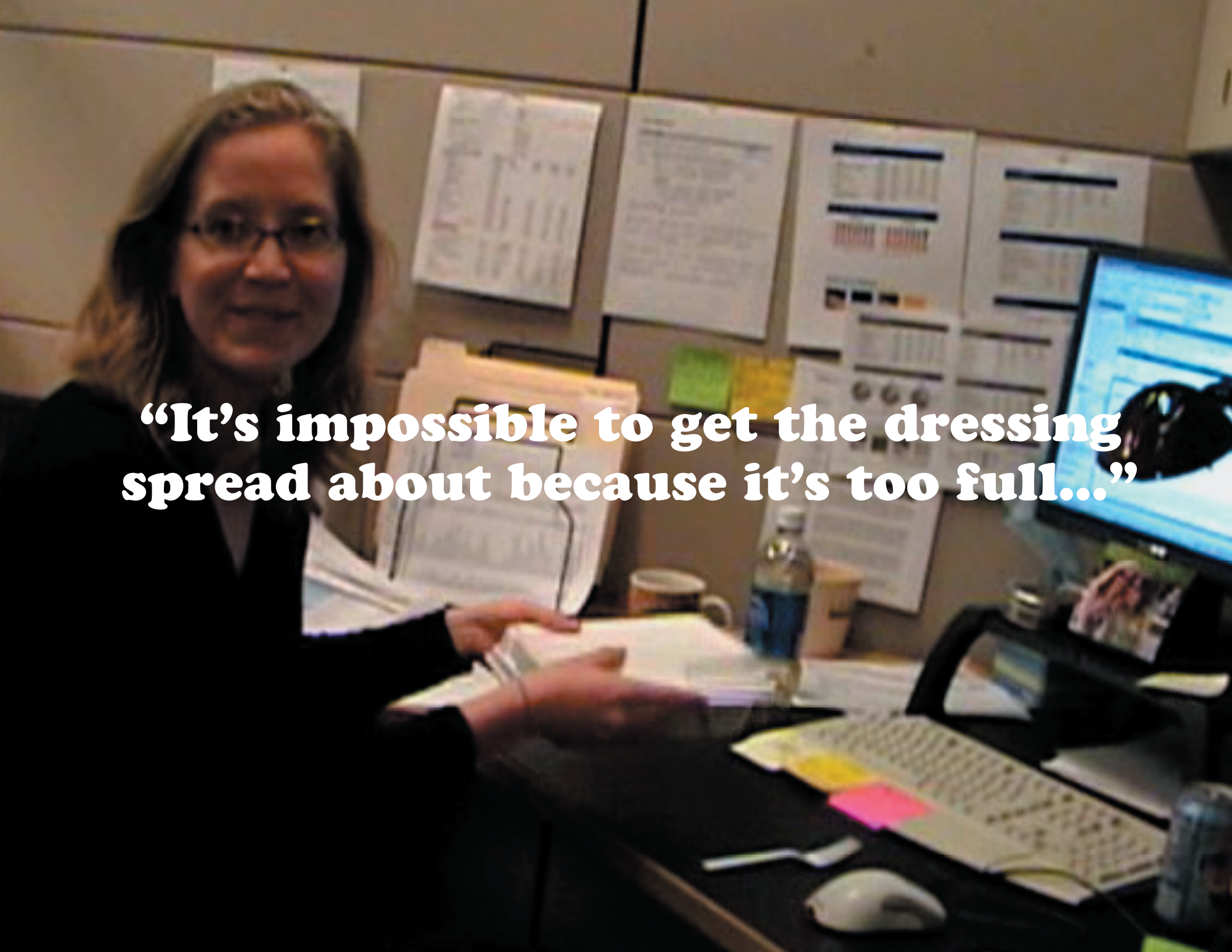
*Afford Control*

*Support Natural Feeling Of Salad*

*Put A Person Behind It*

*Support Snacking*

*Promote The Jewel*



**“It’s impossible to get the dressing spread about because it’s too full...”**

## Observations and Insights

# EAT

Salad is not considered easy to eat. Customers who seek on-the-go meals are likely to choose an option (such as a sandwich) that is easy to carry, easy to eat, easy to dispose of and does not require utensils.

Fresh Express should develop a solution that makes salads the easiest convenience meal to eat.

- Provide Simple and Intuitive Access*
- Help Promote Professional Image*
- Optimize Utensils*
- Make Salad One Handed*
- Mix It Up*
- Carry With Convenience*
- Simplify The Parts*





**WANT**

**SEEK**

**EAT**

Fresh Express should develop means to inspire more customers to view salad as a first choice for convenience meals.

Fresh Express should provide customers with convenient access to desirable choices of salad meals.

Fresh Express should develop a solution that makes salads the easiest convenience meal to eat.



# Package Concepts

# Shaker



## Packaging Concepts

*Shaker* is a cup with a “jewel cap” that functions as an inset lid. The customer pours the content into the lower eating bowl and then flips the lid over to expand the volume of the container. They then simply shake the container to distribute the dressing on the salad.

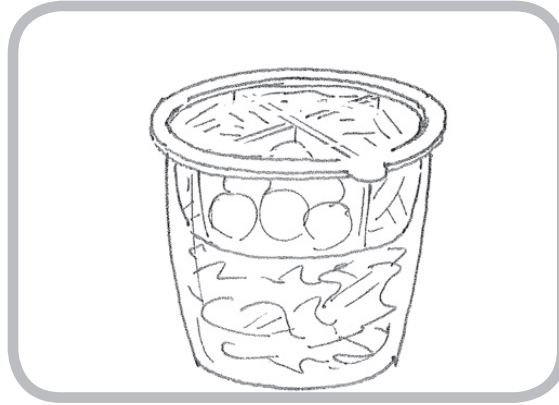
The cap showcases the most appealing components of the salad and allows customers to view the freshness of the offering. The cap can also be snapped on to the bottom of the package to minimize loose parts scattered about while eating.

The cap construction may also enable a modular merchandising approach that allows customers to match the greens and toppings they want.

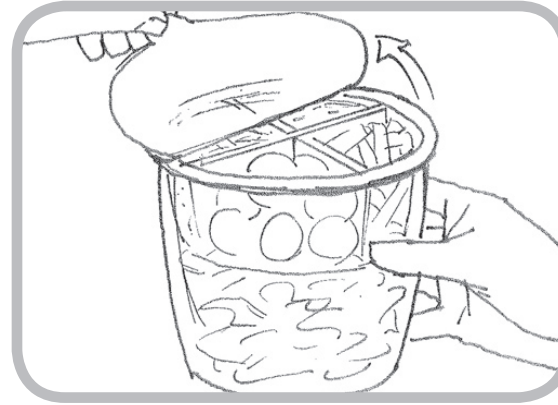


# Shaker (continued)

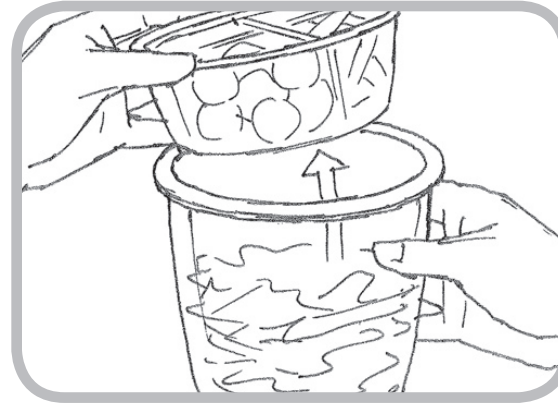
## Packaging Concepts



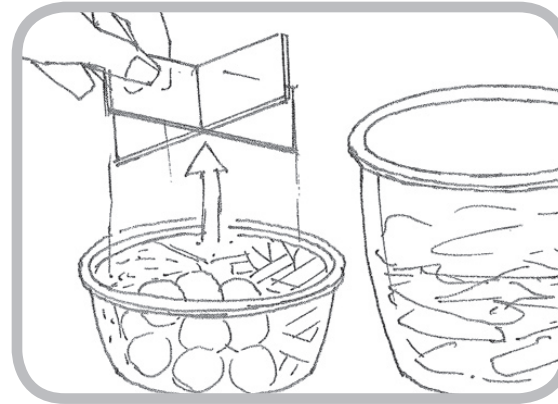
1 The Shaker package is compact and provides a space-saving, narrow footprint.



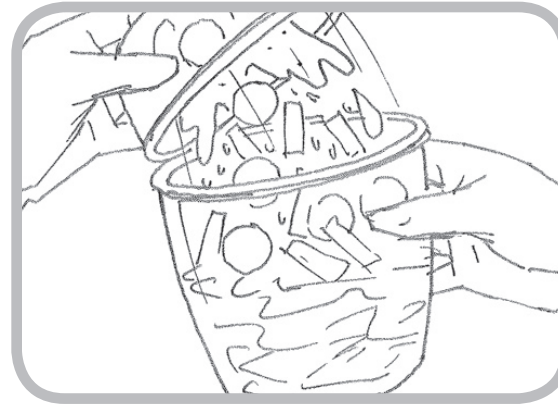
2 The top is covered with plastic wrap which protects the 'Jewel Cup' (topping tray).



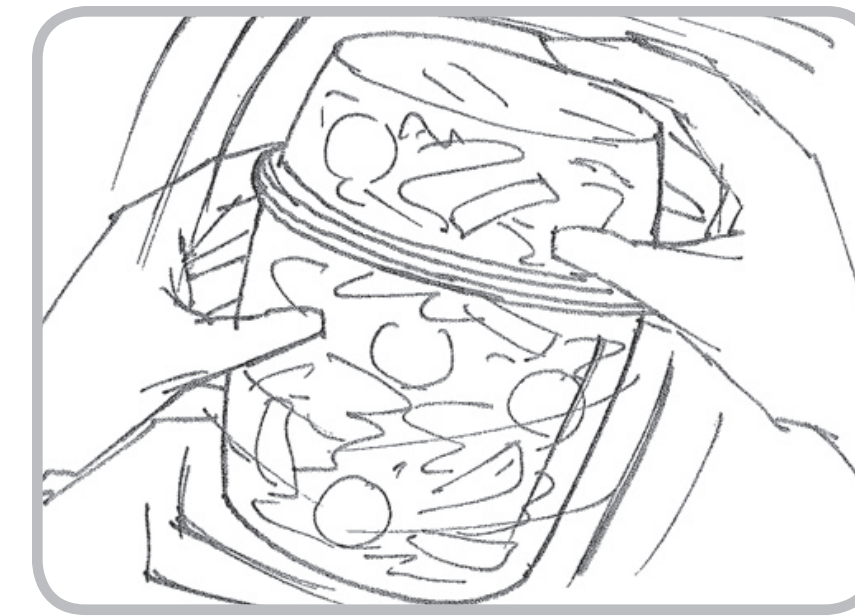
3 The Jewel Cup is then easily removed from the main container.



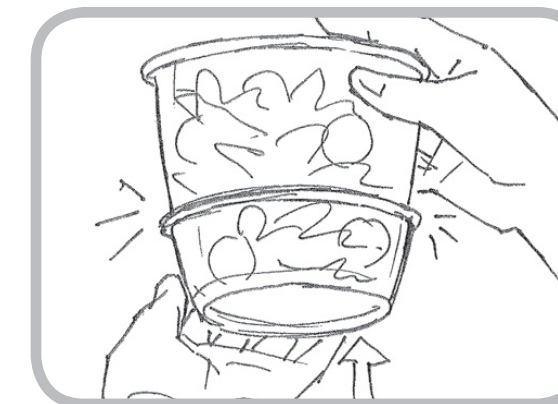
4 The toppings are separated with a removable divider.



5 Once the divider has been detached, the toppings can be added to the greens in the main container.



6 The inverted Jewel Cup then connects to the main container to provide extra room for shaking the salad.



7 After mixing, the Jewel Cup fastens to the bottom of the main container to eliminate extra parts.



8 The well-mixed salad is now ready to be eaten. Enjoy!

# Bag Bowl



## Packaging Concepts

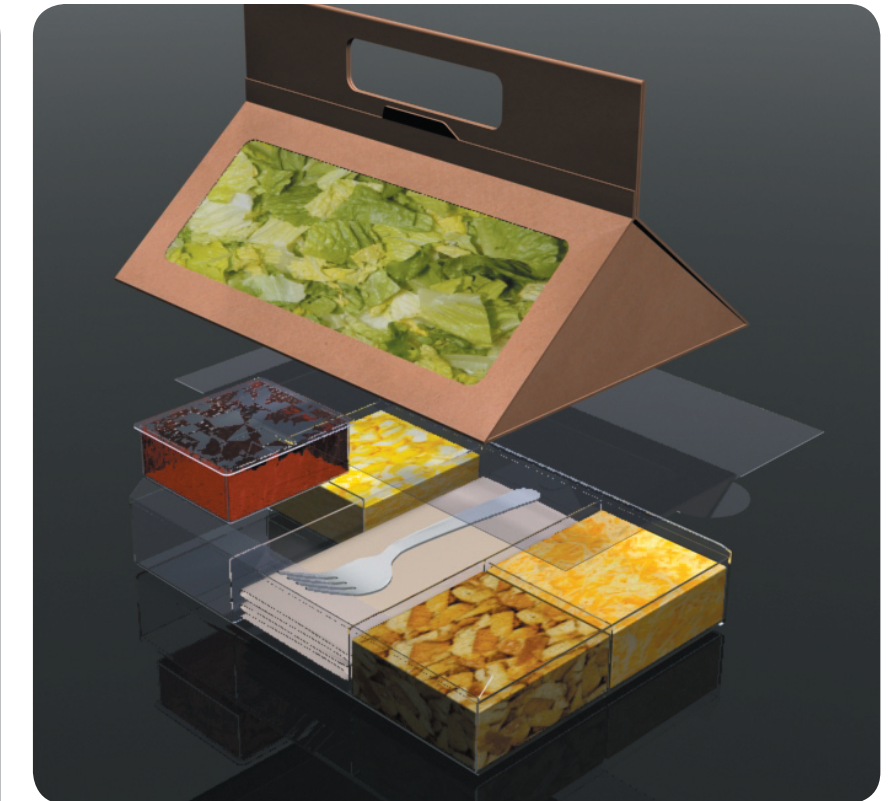
23

The integrated handle and brown recycled material of *Bag Bowl* allude to brown bag lunches and lunch boxes. This provides a shelf presence that communicates the nature of the on-the-go offering.

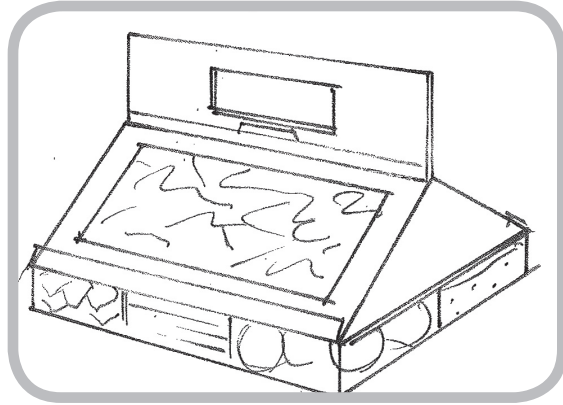
The large picture window assures customers of the freshness of the meal.

The jewel tray portion of the package snaps on to the bottom of the lettuce box. This construction enables a modular merchandising approach that allows customers to match the greens and toppings they want.

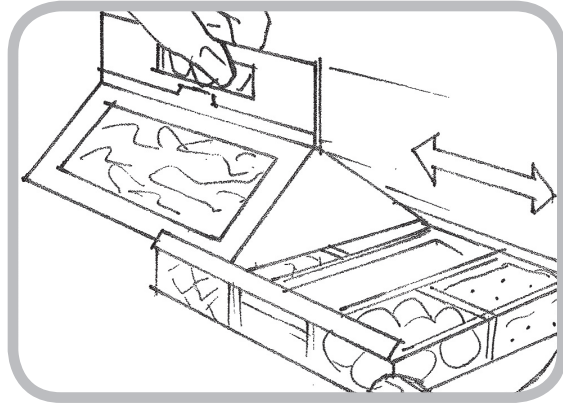
When opened, the lettuce box expands, providing space to toss the salad and dressing.



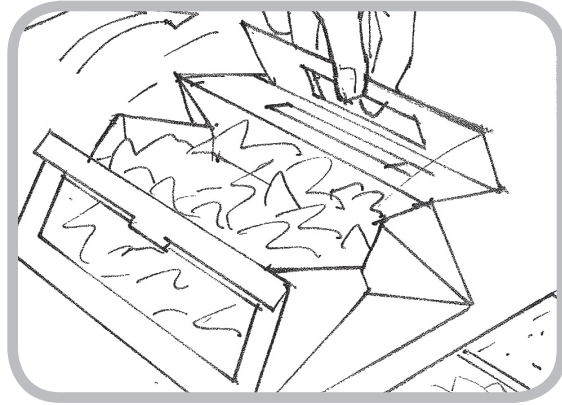
# Bag Bowl (continued)



1 The BagBox packs a satisfying salad into a manageable space.

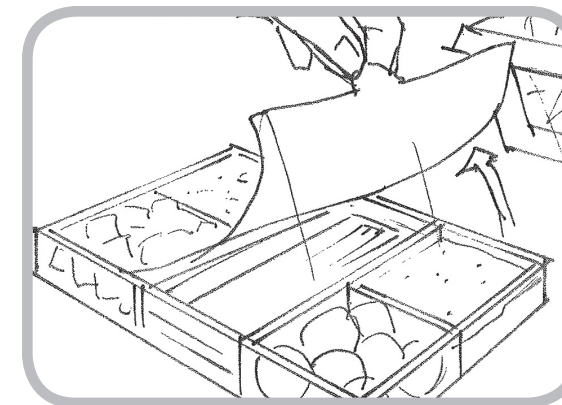
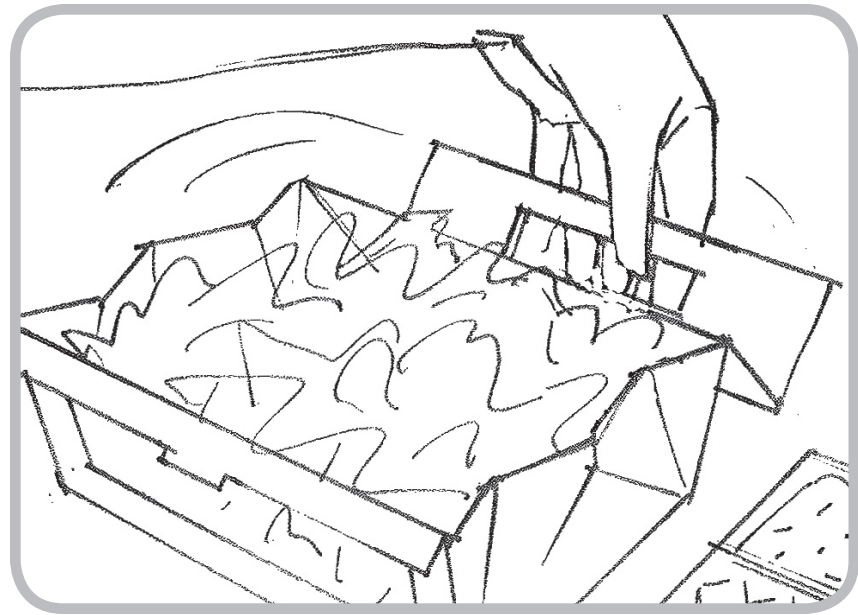


2 To open, the top section of BagBox slides smoothly off the toppings tray.

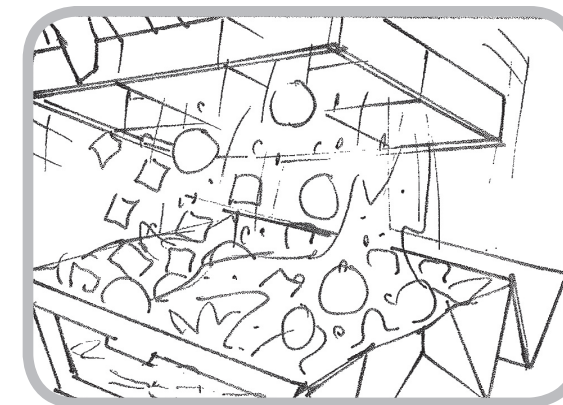


3 The top section conveniently opens outwards.

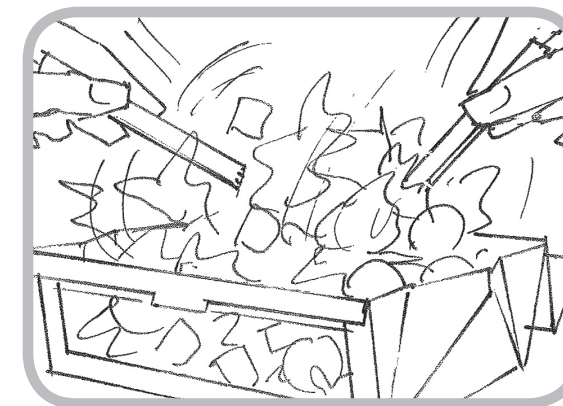
4 When fully open, the package forms a bowl-like container large enough to comfortably eat out of.



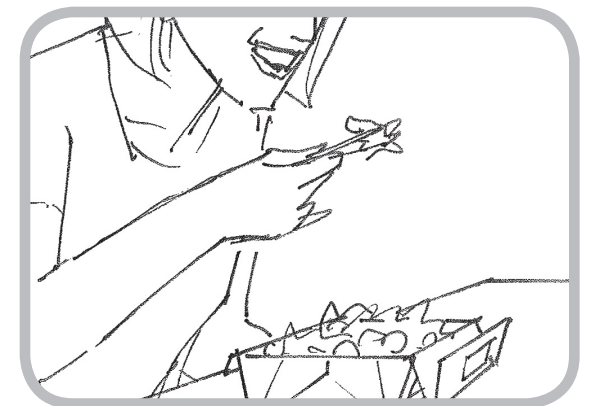
5 The topping tray is protected with an easily removable plastic wrap.



6 Once the plastic wrap has been peeled away, the topping tray is easily emptied into the greens container.



7 The included utensils facilitate mixing.



8 Now fully mixed, the salad is ready to eat!

# Lunch Box



## Packaging Concepts

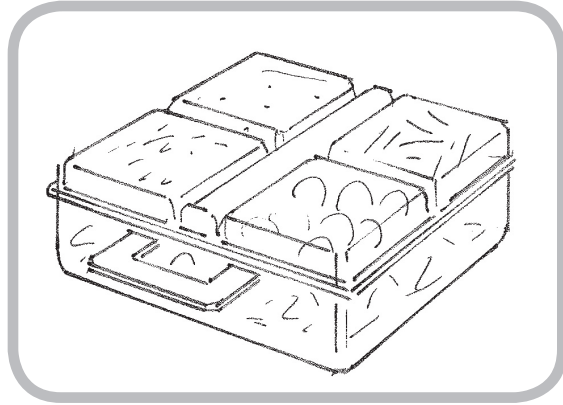
27

*Lunch Box* is a familiar form for pre-packaged salads but with several improvements. The handle facilitates eating on-the-go; the salad is packed only full enough to allow shaking to distribute the dressing and ingredients; and the lid of the box showcases the prized ingredients or “jewels” of the salad.

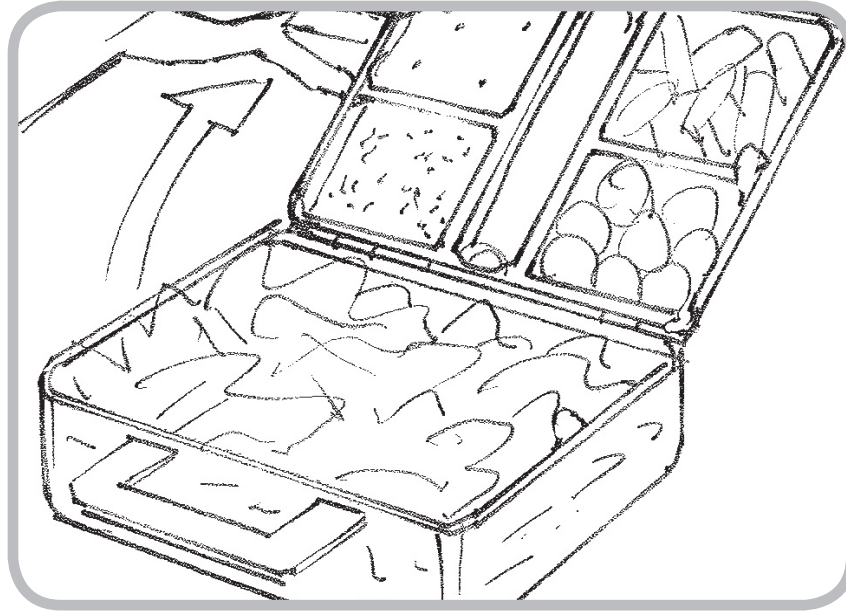


# Lunch Box (continued)

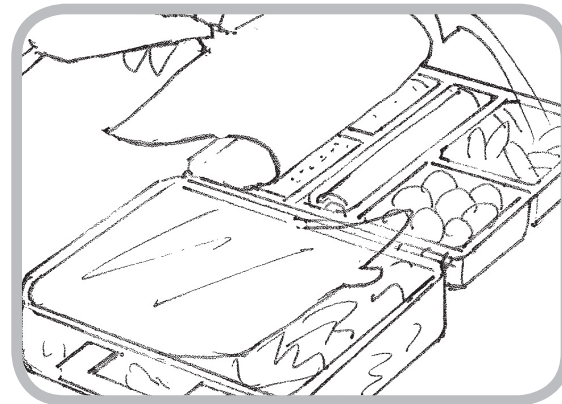
## Packaging Concepts



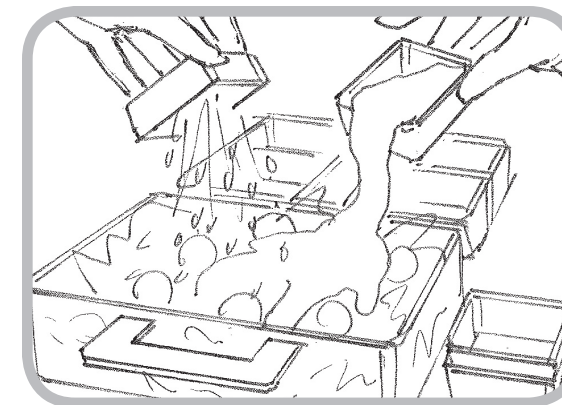
1 The LunchBox design allows for easy transport and a clear view of the toppings inside.



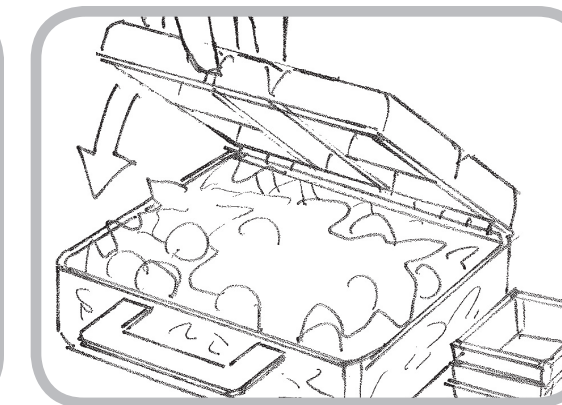
2 When the LunchBox is opened, the clear packaging makes the toppings visible from the inside as well.



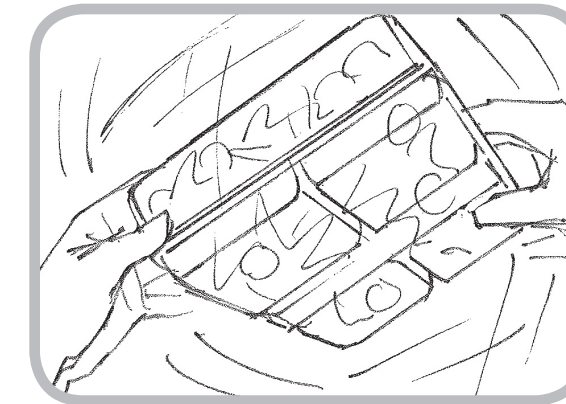
3 A plastic seal covers the topping trays and the lettuce compartment until the consumer is ready to mix the salad.



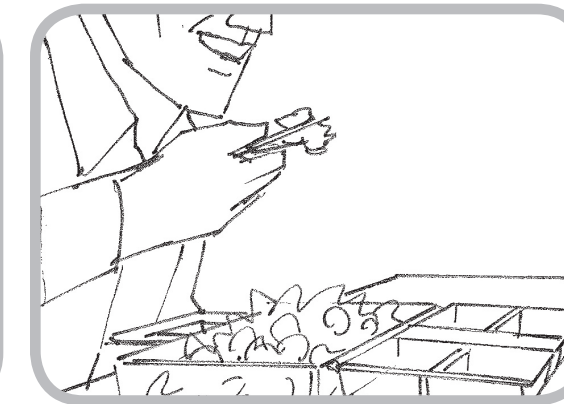
4 Once the plastic wrap has been removed, the topping compartments are easily picked up and emptied into the salad.



5 Once the toppings and dressing have all been added to the salad, the LunchBox can be closed in preparation for shaking.



6 Shaking the LunchBox is a fun, effective way to mix the salad.



7 Now that the salad has been freshly mixed, it can be enjoyed. *Bon appetit!*

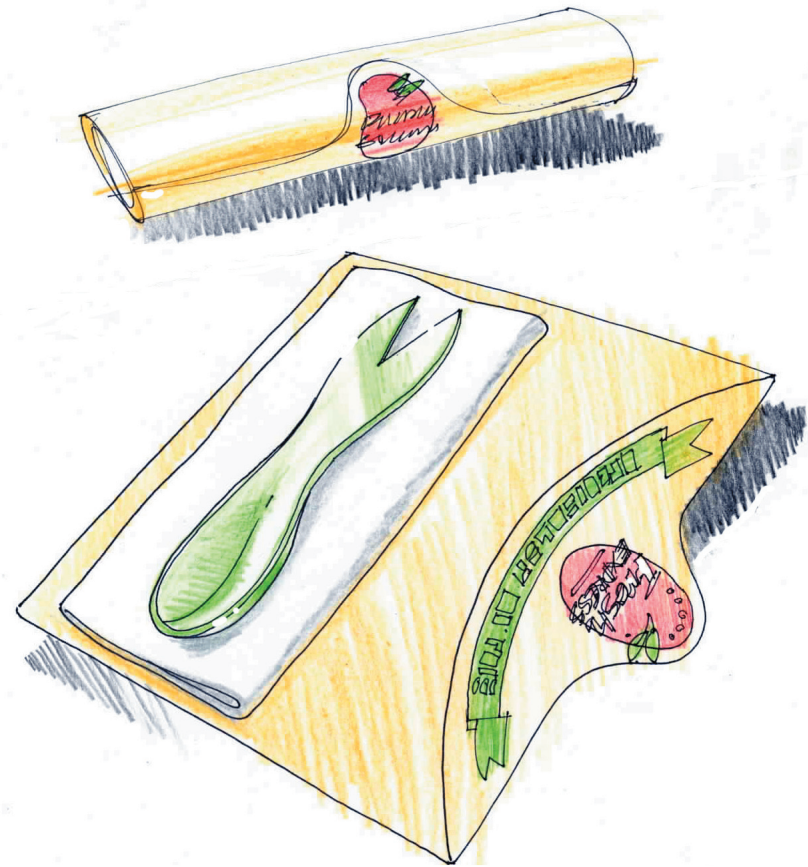




# Package Accessories

# Fork Bag to Trash Bag

This bag is easy to open without ruining its integrity, and large enough to function as a trashbag after the utensils have been removed. Customers can consolidate any wrappers, foil, unwanted ingredients and used napkins in the pouch. The pouch minimizes the number of loose parts scattered about while eating and facilitates easy clean-up.



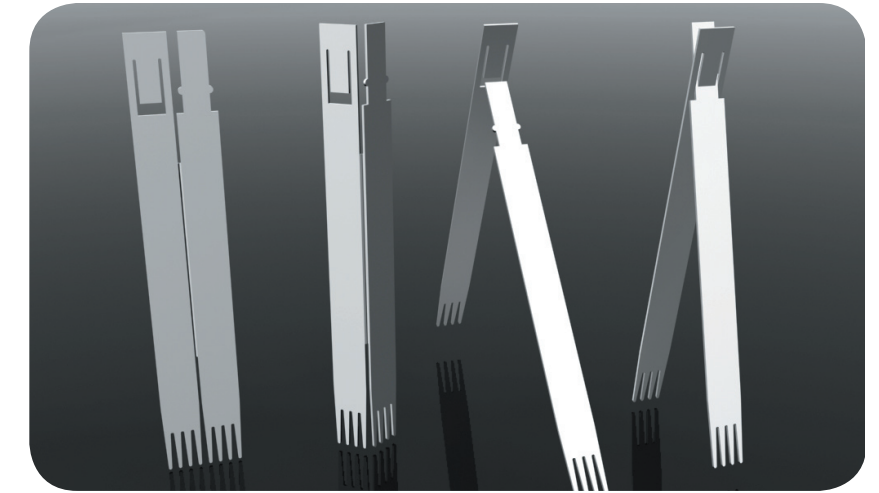
# Fork Chops

Fork Chops are a two-piece utensil system that afford several interactions.

When separated, one half of the Fork Chops can function as a normal fork.

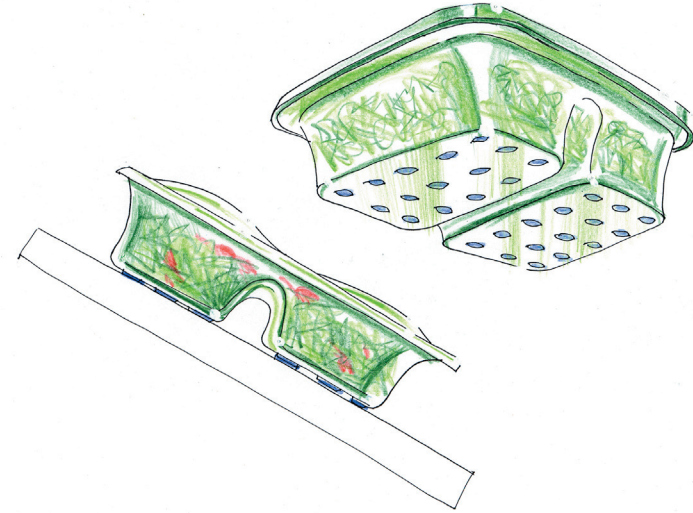
Used together while still separated, the fork chops can be used to toss a salad (as with salad tongs). This functionality may be particularly valuable in the Bag Box package that expands to support salad tossing.

When assembled, the Fork Chops function as a spring loaded pincer style utensil that allow grabbing of ingredients. This functionality may be particularly valuable in the Shaker package, depending on the depth of the final package.



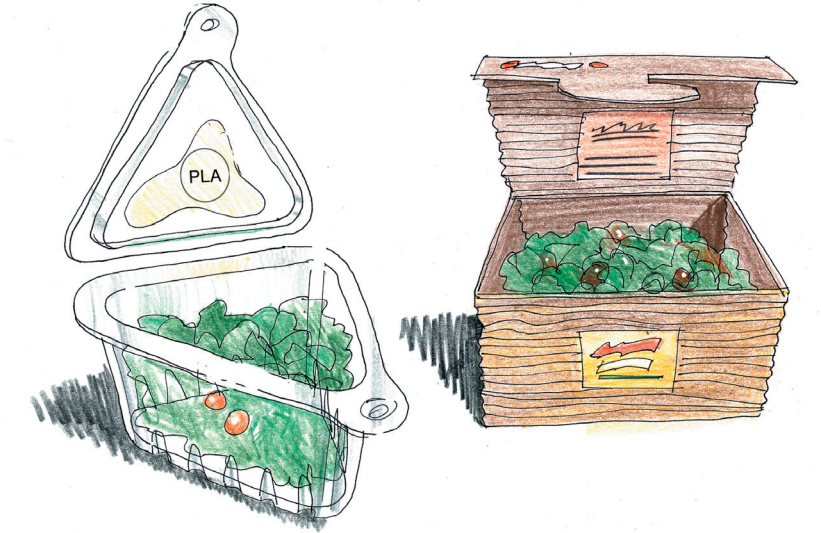
# No-slip Bottom

Rubber feet, or some high-friction surface on the bottom of the package that supports single handed eating. The No-slip surface enables customers to eat without having to hold the package with one hand while it rests on a table. Customers who multi-task while eating will discover this subtle feature and be more likely to seek the on-the-go salad meal option while eating at their desk.



# Natural Materials

Natural materials such as recycled fibers, wood and PLA are consistent with the natural feeling of salad and use of these materials is aligned with the values of many salad eaters. Supporting the motivations of consumers to tread lightly and eat well will motivate them to continue to choose the on-the-go offering for convenience meals.



# When to Eat Label

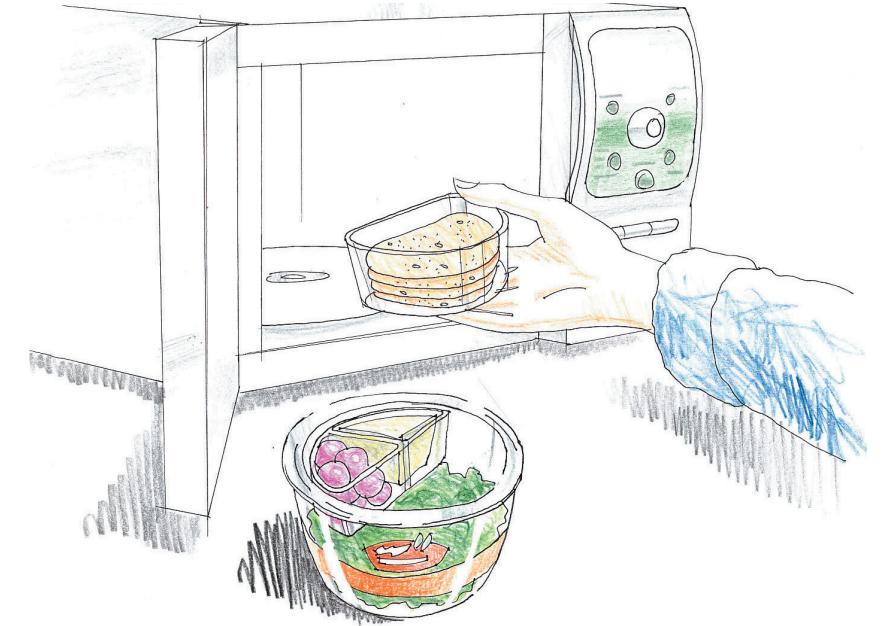
By providing a clear indication of when a salad is still fresh for eating, the When to Eat Label gives consumers a sense of trust in the freshness of the offering.

The “days of freshness remaining” number gradually changes as the salad sits on the shelf or in the customer’s refrigerator, providing a countdown effect. This bold statement of freshness from Fresh Express says more than a “packed on date” that really takes no stand on how long the freshness will last.



# Microwaveable Jewels <sup>37</sup>

This packaging component allows salad toppings to be heated before being added to the greens. Heat provides a sense of “mealness” and comfort to a salad, and this package promotes these aspects. The microwaveable jewel case would only be used with certain salad recipes where a warm element is called for.



# “Hand Done” Labels

This concept gives the offering the appearance of hand placed labels by random tilting of the labels as they are applied to the package, or “personalized” tags either attached to, or placed inside, the product. This is a cue to the freshness of the offering as it gives the sense that a person was involved in bringing this offering rather than a machine. It also gives the sense that the person who put these labels on the package was in a hurry - further enhancing the cue to freshness.

