

Willie's
Cacao

**WILLIE'S CACAO:
MELT INTO A WORLD OF ADVENTURE.**

Category

1.2: Brand Identity and
implementation costs under £100,000

Client

Willie's Cacao

Design Consultancy

BrandOpus

Date

June 2013

A man with dark hair, wearing a teal t-shirt and blue jeans, is sitting on a large, light-colored burlap sack. He is looking off to the side with a thoughtful expression. The sack he is sitting on has some text on it, including "NETO 60 KG". There are other similar sacks in the background. The floor is made of light-colored tiles. The background wall is dark and textured.

"BrandOpus' redesign has really enabled me to move Willie's Cacao on to the next level. The brand identity has made the packs much more impactful both in stores and with potential customers. And it really communicates "Adventures in flavour" which is what we are all about. We now have a visual and graphic language which means it is very easy to do NPD, and the products we have subsequently launched have all been amazingly successful. Overall the redesign has been a huge success and had been a major building block for our current growth."

Willie Harcourt-Cooze

Founder and owner, Willie's Cacao.

EXECUTIVE SUMMARY

Willie Harcourt-Cooze is the UK's only bean to bar premium chocolate maker, and a man with a clear mission to introduce everyone to the delights of real chocolate at affordable prices. The brand was struggling to achieve its ambition to grow by attracting a wider target consumer profile. With a product of unparalleled quality at an unprecedentedly low price point it wasn't immediately clear what the barrier to company growth was.

BrandOpus identified that design could help unlock the brand's growth potential, by addressing the identity and portfolio structure, as well as the design of individual products, to allow the brand to become more visible and grow its range to be able to cater for more consumers and occasions.

Mouthwatering sales

Sales of the inclusions range in the brand's largest stockist, Waitrose, have seen an incremental growth of a phenomenal 295%. That's a huge 141,000 more bars sold! Whilst the core range of dark chocolate has also seen significant uplift following the redesign: 69% growth in value sales and a 87% rise in volume sales.



295%

Incremental growth of inclusions in Waitrose

141,000

More inclusions bars sold

69%

Value sales growth in Waitrose

87%

Volume sales growth in Waitrose



EXECUTIVE SUMMARY CONTINUED

A worldwide taste adventure

Sales overseas have increased by 116% following the redesign and restructure of the brand, affording Willie's Cacao a level of visibility and sheer appeal that has allowed the brand to venture further overseas and win listings in lands as diverse as The Netherlands, Kuwait, Switzerland and Singapore. Whilst in the UK, the new design allowed the brand listings in high-end retailers, with dedicated merchandising stands in both Selfridges and Liberty.

116% INCREASE IN OVERSEAS SALES

THE NETHERLANDS, KUWAIT, SWITZERLAND & SINGAPORE ALL NOW STOCK THE BRAND

DEDICATED MERCHANDISING IN SELFRIDGES AND LIBERTY

Delicious new variants

Previously the identity and architecture was systemised in a way that did not allow the brand to diversify. The brand has been restructured so that it now acts as a natural platform for new product development, whilst allowing the consumer to more easily navigate the existing portfolio. Since the redesign, the existing range of 16 variants has over doubled. The brand has successfully launched 20 new products, and entered two entirely new categories – Chilled Desserts and Gifting.

20 NEW PRODUCTS SUCCESSFULLY LAUNCHED

THE RANGE IS NOW OVER DOUBLE IN SIZE

TWO NEW CATEGORIES: CHILLED DESSERTS & GIFTING



(300 words)

PROJECT OVERVIEW

Description

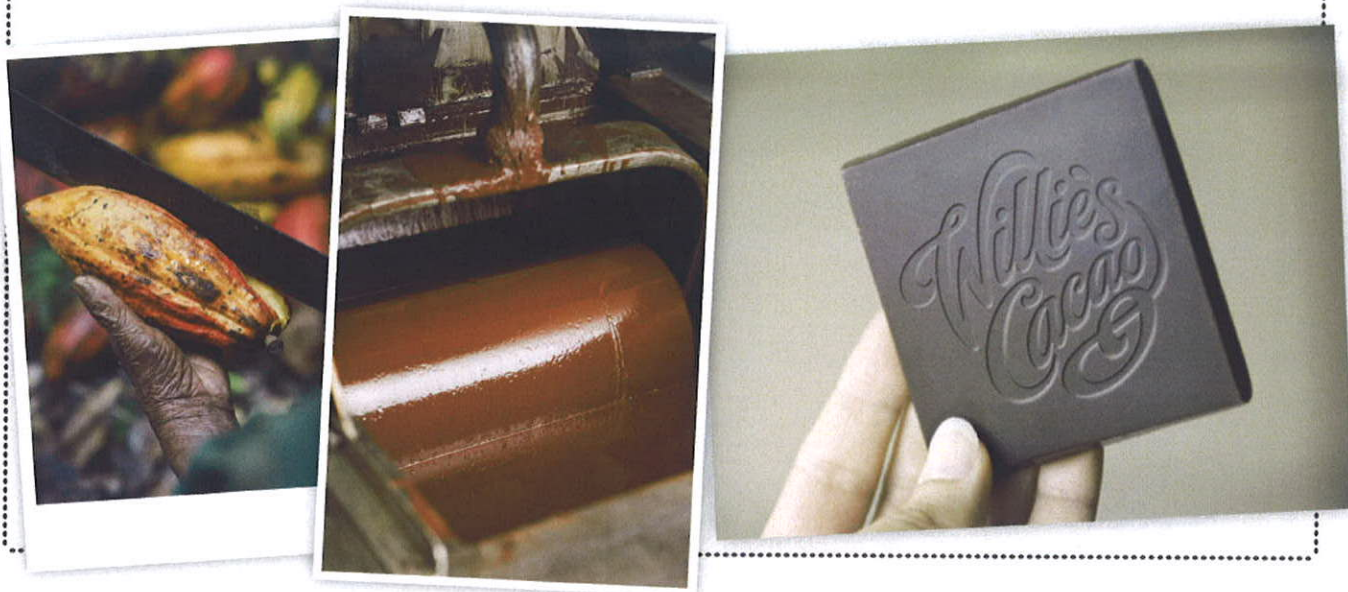
Willie Harcourt-Cooze has been growing his own cacao on Hacienda El Tesoro in Venezuela for 16 years. Today Willie is the UK's only 'bean to bar' chocolate maker, producing the highest quality cacaos in small batches and with complete control over quality, resulting in a product that has been celebrated and used by Michelin star chefs, but uniquely, is also available for sale to the general public.

"We are conditioned to think that chocolate is a confectionery, when in actual fact the real thing is the most wondrous, versatile ingredient, whether you use it for savoury or sweet. Just a small amount can strengthen or bring out flavour in food, or simply add depth and richness and body."

Eating Willie's Cacao is a very different experience to the regular chocolate bar. It is more adult, indulgent, decadent and adventurous experience than other brands. Willie is on a single man mission to introduce the consumer to the highest quality chocolate previously only available to chefs.

Willie uses only the highest quality, single-estate cacaos, each with stunningly individual flavours. The production process uses a combination of antique and modern machinery and chocolate is made in small batches with an almost obsessive control over quality. The result is a portfolio of products that allows the consumer to go on an adventure of taste and discovery at an affordable price point and is easily available to purchase.

Willie's Cacao offers a range of eating and cooking chocolates in accessible product formats and affordable sizes that encourage the consumer to eat smaller portions. The 100% natural proposition of the brand also allows consumers to buy into, a product that is a healthier, lower-sugar energy boost alternative to other indulgent treats, using no nasties such as vegetable fats or emulsifiers, and using the best quality ingredients like raw cane sugar. It is also ethically sound, because all the beans are sourced directly from the farmers and are bought at prices significantly higher than fairtrade prices.



PROJECT OVERVIEW CONTINUED

Outline of Project Brief

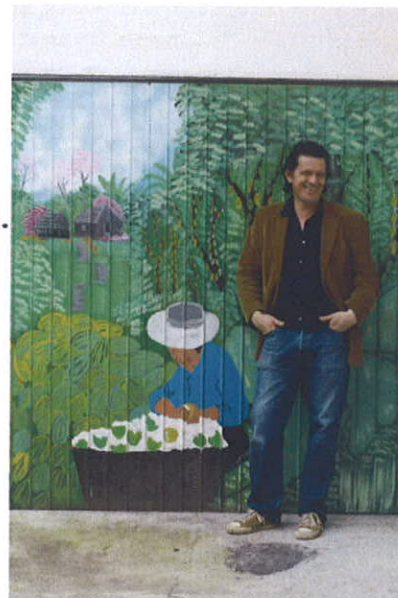
Willie Harcourt-Cooze founded the company with a clear mission, to introduce everyone to real chocolate:

"I want everyone to have some of the awakening I did. Few things give me more pleasure than watching someone gasping with delight as the chocolate melts and the realisation dawns that all that taste comes simply from the cacao."

But an increase in the number of Willie's Cacao variants available had led to confusion in the portfolio, and the subtleties and features of each variant were no longer clear, which was holding back the brand's plan for growth.

Although well established amongst a select group of consumers, a much wider target audience had been identified and it was recognised that a strategic review of the identity, the brand architecture and the individual variant messaging was required to set Willie's Cacao on the path to growth.

BrandOpus were appointed to work with Willie's Cacao as part of a strategy to take 'the adventure of real chocolate' to a wider audience. The agency was briefed to redesign the brand identity and communication hierarchy across the existing products whilst developing a platform for immediate and future brand growth into new variants.



Previous Designs

Specifically the brief was to:

- **Redesign the brand to appeal to a wider audience of adult 'foodies' who enjoy learning and discovering new ingredients and products that are perceived to be of high quality.**
- **Create a confident and consistent identity for Willie's Cacao.**
- **Create a platform for the brand to develop into new products and categories.**



PROJECT OVERVIEW CONTINUED

Overview of Market

Chocolate sales reached £4bn in the UK in 2011¹, and despite economic headwinds battering consumer confidence, the global chocolate market remains robustly defiant, and is predicted to continue to grow by an average of 2 per cent a year for the next five years².

The UK premium chocolate market has grown dramatically over the intervening years since Willie's Cacao was founded. The organic cocoa market represents a very small share of the total cocoa market, estimated at less than 0.5% of total production³. However, the demand for organic cocoa products is growing at a very strong pace, as consumers are increasingly concerned about the safety of their food supply along with other environmental issues. At the same time the sales of high % cocoa varieties of chocolate have seen significant sales increases thanks to its healthier image.

Consequently the brand now has to compete with an ever-increasing market of premium chocolate brands including Green and Black, Prestat, Rococo and Hotel Chocolat. Furthermore, unlike Willie's Cacao, the majority of the competition benefit from either big company marketing spends or the publicity and visibility a flagship store brings.

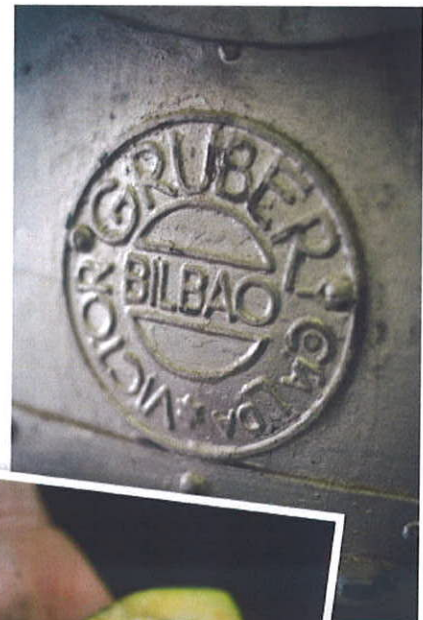
Brands that were previously recognised as 'luxé', such as Godiva and Lindt have become almost mass market as consumers develop a taste for everyday glamour. As this gap between luxury and commodity chocolate becomes more confused, there is a need for Willie's Cacao and other premium chocolate brands to differentiate and distinguish themselves in order to command their own niche of the market. As the consumer's attention shifts to sustainability and health issues, more brands than ever are offering Fairtrade and Organic products, and this messaging is no longer a differentiated proposition. The original consumer has a knowledge and appreciation of high quality chocolate, but with a new range of distribution channels on offer, the branding and packaging has to appeal to a wider range of people.

The challenge for Willie's Cacao was to create a positioning that was widely understood to be more premium than existing high percentage cocoa, organic and Fairtrade brands. Where all these brands differentiate their products on percentage of cocoa, Willie's Cacao differentiates by bean origin – it is all about flavour and taking consumers on a journey of discovery of the different flavour of the different beans. As product innovation and range size increases there was a need for the brand to offer a clear portfolio navigation to allow cross purchasing and consumer understanding of the subtleties of differences between variants.

1. Mintel, 29.04.13

2. KPMG report 'The Chocolate of Tomorrow' published June 2012

3. Euromonitor/ International Cocoa Organisation



PROJECT OVERVIEW CONTINUED

Design Solution

CORE BRAND PROPOSITION: "MELT INTO A WORLD OF ADVENTURE"

BrandOpus sought to create a single, more powerful brand mark to be used across the ever-growing range of Willie's Cacao. The distinctive typographic style that was previously used at a range name level, crafting it into a recognisable new identity and establishes the brand name as 'Willie's Cacao'.

The motif below the brand identity is a stirring pattern, reflective of a spoon mixing thick, melted chocolate, whilst the apostrophe is a droplet of cacao, escaping from the mixture. These actions within the identity relate to the product itself. The circular form of the identity evokes the global 'world of adventure' that Willie's Cacao opens up for the consumer to explore.

Rather than chopping and changing, the identity is consistently used throughout the portfolio, allowing the brand to successfully launch NPD, and enter new categories while elevating visibility.

Recognising that many consumers are unfamiliar with cacao bean properties and need help deciphering product information on pack, the wording and hierarchy of information on pack was simplified to help non-cacao experts understand the subtleties and features of each different variant.

Through the design strategy, a clear distinction was made between the 100% cylinders, dark chocolates, milk, white and inclusions, aiding navigation and standout on fixture, whilst delivering the individuality of each product.

The individual personalities of each product are now evoked through the use of colour and distinctive product name typography, allowing consumers to more easily navigate the portfolio of relatively complex cacao.

The combination of the consistent use of the new identity and the ranging strategy allows the Willie's Cacao brand to achieve greater standout on the fixture, is easier for the consumer to navigate, and yet

**PROJECT LAUNCH DATE
MARCH 2012**

**SIZE OF DESIGN BUDGET
£36,000**



PROJECT OVERVIEW CONTINUED

"The redesign has created a strong and consistent brand for Willie's Cacao, affording it a very different proposition to all other premium brands in this very busy marketplace. Prestat and Rococo are all about gifting, Lindt is all about its history and heritage and Green & Black's is founded on its organic and Fairtrade heritage. The redesign of the Willie's Cacao brand has truly brought to life the brand's adult, decadent and adventurous positioning – an facet that really sets it apart from the other brands."

Harriet Rhys Williams,
Marketing Director, Willie's Cacao



Above all the redesign aimed to draw out the unique attributes of Willie's Cacao – decadent taste adventures for adults. Following the redesign, the brand has established its role within this highly competitive marketplace.

(402 words)



RESULTS

Increases in Sales

- Total bar sales in Waitrose, the brand's largest UK customer, have **increased by 69% in value and 87% in volume terms** with **141,000 more bars sold**.
- The core, gold range of single estate cacaos have seen **sales increase by 36%** following the redesign despite the removal of one sku. This was due to enhanced design, visibility on shelf and clear communication of the brand proposition, which enabling the consumer to purchase Willie's Cacao more easily.
- On a per-line basis, the **increase of average sales per product is 70%**
- The inclusions range saw **incremental growth of 295%**
- Cylinders range was reduced from 4 to 2 skus to make way for 2 new Willie's Cacao cooking products, but **still saw a sales increase of 10% YOY**
- Current sales are tracking in line with a **65% sales increase in 2013 vs 2012**
- Current sales indicate a **40% sales increase** in Waitrose.

Overseas growth

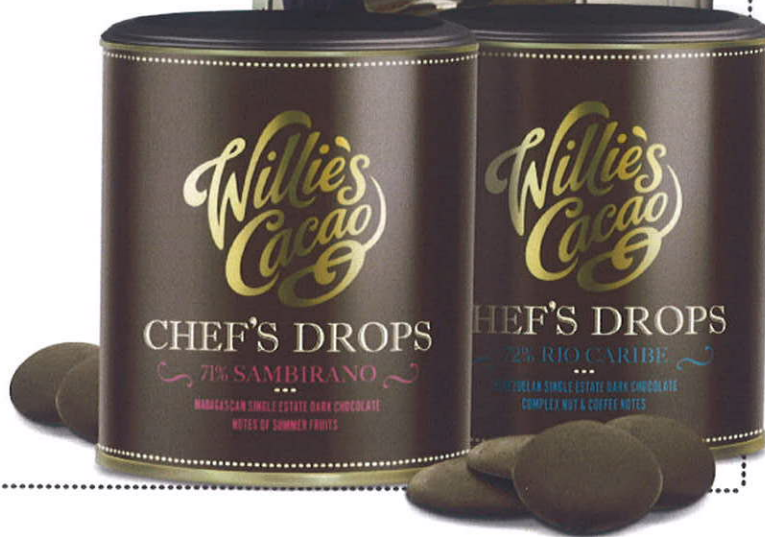
- Overseas sales have **increased by 116%** following the redesign
- The **strength of the brand identity** following the redesign and the increased breadth of range, has allowed Willie's Cacao **increased visibility at trade shows** such as ISM in Cologne, Salon du Chocolat in Paris, and Fine Food Olympia in London, which are **heavily responsible for driving international sales**.
- As a result the brand has won listings in new territories worldwide, widening Willie's World of Cacao to include **The Netherlands, Switzerland, Kuwait and Singapore**.
- Following the redesign the brand has greater visibility in high-end outlets, having **won prestigious new distributors abroad**, including department stores such as Dean & DeLuca, Bijenkorf, Manufactum and Globus.



RESULTS CONTINUED

Increases in Market Distribution

- The restructure of the portfolio allowed previously trade-only product Chef's Drops to launch into Waitrose and the independent sector. This enabled an **increase of 74% in unit sales** of the cooking range.
- Willie's Cacao was picked from the very finest chocolate brands to feature in **the famed 'Chocolate Shop' at Liberty**, and secured an **exclusive retail display unit in Selfridges**.
- The redesign has allowed the brand to 'crack' the wholesale trade, allowing much broader distribution in the independent sector. Significant new business wins include a contract with the market leading Cotswold Fayre distributor. After only 3 months, sales via distributors **already account for over 40% of sales**.
- This **massively reduces the time spent negotiating** direct sales to independents, and allows the brand to focus on product development rather than selling.
- Impressively, the redesign has enabled the brand's distribution grow to span a **very broad spectrum of sales channels**: natural and health foods retailers, major multiples, fine food retailers, luxury department stores and boutique independents.
- For the first time the brand gained listings in a chain of cafés. **Crussh bought into the brand**, and is set to list Willie's Cacao products in its 26 outlets across London and the South East, replacing existing association with Green & Blacks. This brings both visibility in an on-trade environment, and brings the brand to a whole new 'lunching worker' demographic across the capital, and **signifies the triumph of the independent brand over industry giant and Green & Blacks owner, Kraft**.



RESULTS CONTINUED

New design allowing NPD

With the previous design system, NPD did not have a logical place within structure of the portfolio. The new brand structuring allowed immediate roll out of NPD at the same time as redesign, and a considerable amount more shortly afterwards. Crucially this allowed the brand to expand into new target markets, widen appeal to a larger demographic and dramatically increase sales.

- Following the redesign Willie's Cacao launched 20 new and highly successful products in addition to the existing range of 16, **over doubling the size of the range.**

 - signifies NPD



RESULTS CONTINUED

Allowing the brand to enter new categories

Following the redesign, **the brand has a greater flexibility** to meet very **different sets of consumer needs and occasions**. The portfolio restructure has allowed a logical transition into new territories, whilst the redesign has increased consumer recognition of Willie's Cacao, allowing the brand to enter the Gifting and Chilled Desserts categories for the first time.

New aspects of the chocolate market

The restructure of the brand architecture facilitated a move away from dark chocolate and the launch of new milk and white chocolate products, so accessing a new demographic and area of the market.

- Subsequently the Milk of the Gods variant has recently been **listed in Waitrose**.

Entering the Gifting category

The redesign allowed the brand to venture into the world of gifting, with two Wonders of the World tasting packs and three variants of Black Pearls.

- All Black Pearls gifting products won **immediate listings in over 300** independent stockists across the country.
- Value sales of the gifting range were **33% higher** than the core range within 6 weeks of launch, indicating the success of Willie's first foray into gifting.
- The Gifting range was **hugely successful in independent retailers** over the Christmas 2012 period despite only launching in mid-November.
- **On the back of the success** of the Willie's Cacao gifting range in independent retailers over Christmas 2012, major multiples wanted a piece of the cacao action too: Black Pearls **launched in Waitrose** in April 2013 and 2 new variants followed shortly afterwards
- Following a launch into Waitrose, Sea Salt Caramel Black Pearls **sold double their target sales** within 3 weeks.

Entering the Chilled Desserts category

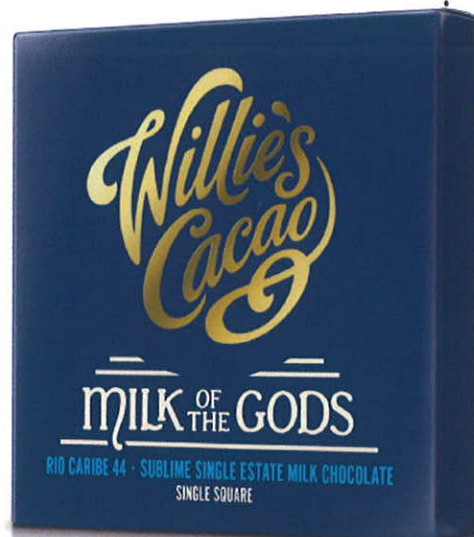
The redesign has also allowed the brand to move into the dessert market

- All three products **gained immediate listings** in Waitrose and have recently secured listings into Ocado.
- This is a major development and positions the brand alongside the previously unchallenged Gu and private label offerings.

Shifting consumer perceptions of the category

The redesign of Willie's Cacao and the subsequent elevated visibility and popularity of the brand, positively impacts the rest of the industry and consumer understanding of quality chocolate. Willie's Cacao is unique in that it is the only brand in the UK making chocolate from 'bean to bar' using the world's best single estate cacaos. As such it is the highest quality chocolate ever available in UK supermarkets.

By elevating quality levels in mainstream chocolate, Willie's Cacao is **enabling a shift in the entire category**.



RESULTS CONTINUED

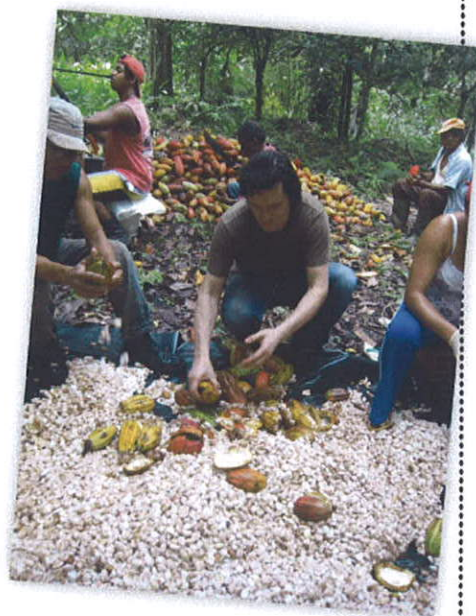
People behind the brand

Since a fair amount of hand packing is involved with Willie's Cacao, the impact of the brand redesign on sales has created a need for increased time for local people to work in the factory:

- The **number of hours worked will double this year** which is being met by a combination of new people working and existing people working more hours.
- It's not just a temporary increase in demand either: the continuing demand for Willie's Cacao means that the **working on plans to expand the factory** to take on new space for both production and storage.

Since Willie's Cacao buys the majority of the beans direct from farmers, the benefits of the increased volumes are also going back to the farmers:

- The boost in sales that the redesign has generated, has **created opportunities for producers** to gain direct access to western markets and to promote their products by having the name of their cacao actually on the front of the packs.
- This was **particularly beneficial for the Sierra Leone producers**, who now have their name on the front of a high profile pack so putting their country back on the cacao map after their country's troubles.



Increases in Market Share

Vitality, the restructure of the brand and portfolio has allowed the brand to move beyond the specialist and super premium retailers, and into more everyday and mainstream sectors for the first time, by launching new product formats, flavours and sizes all with lower price points.

 - signifies Brand Extension

EVERYDAY / MAINSTREAM				
	 50g Milk, White and Inclusion bars - £1.80	 Chef's Drops (70% Cacao) - £3.79	 Black Pearls £5.99	 Chilled Desserts £3.79
SPECIALIST / PREMIUM	 50g Single origin dark chocolate bars - £2.99	 100% Cacao Cylinders £5.99	 Wonders of the World £10.59	CHILLED DESSERTS
	EATING CHOCOLATE	COOKING CHOCOLATE	GIFT CHOCOLATE	

RESULTS CONTINUED

Client & Sales Team Satisfaction

"We stock a great range of independent and artisan chocolate producers, out of which Willies Cacao is one of our favourite. We have given a key display to Willies Cacao based on the launch of their fantastic new lines and the great redesign. The packaging really makes them stand a part as a premium quality chocolate with a sense of adventure and a diverse range. This decision has been great as sales are growing strongly and out customers love the product."

Mark Spry,
Manager, Darts Farm

"We are really seeing the effect of the redesign and the innovation we have done as a result of it, on the impact we are making on customers and consumers. The interest at trade fairs is now phenomenal and when we launch new products the brand recognition is so good that they are almost immediately exceeding their target rates of sale."

Harriet Rhys Williams,
Marketing Director, Willie's Cacao

"Willie's brand design and packaging is clearly very eye-catching. We retail Willie's Salted Caramel Black Pearls on display alongside another make of salted caramels, which have sold well and sold consistently for some years. However, sales of the others have dropped off remarkably in favour of Willie's more tempting boxes."

"The entire brand presentation encourages the temptation to impulse buy. Details of the brand execution on pack make for a strikingly eye catching addition within the retail context, for both window display and on the shop shelf."

Sue Le Gresley,
Owner, Sue's Fudge Jersey



RESULTS CONTINUED

Changes in Consumer Attitudes & Behaviour

The redesign has been a big success with Willie's Cacao's loyal base of consumers:

"Great packaging! Even if I didn't already want to eat everything you make, even if I had never heard of Willie's Cacao (sad unfortunate people), the packaging would definitely catch my eye! Pity I'm in Australia"

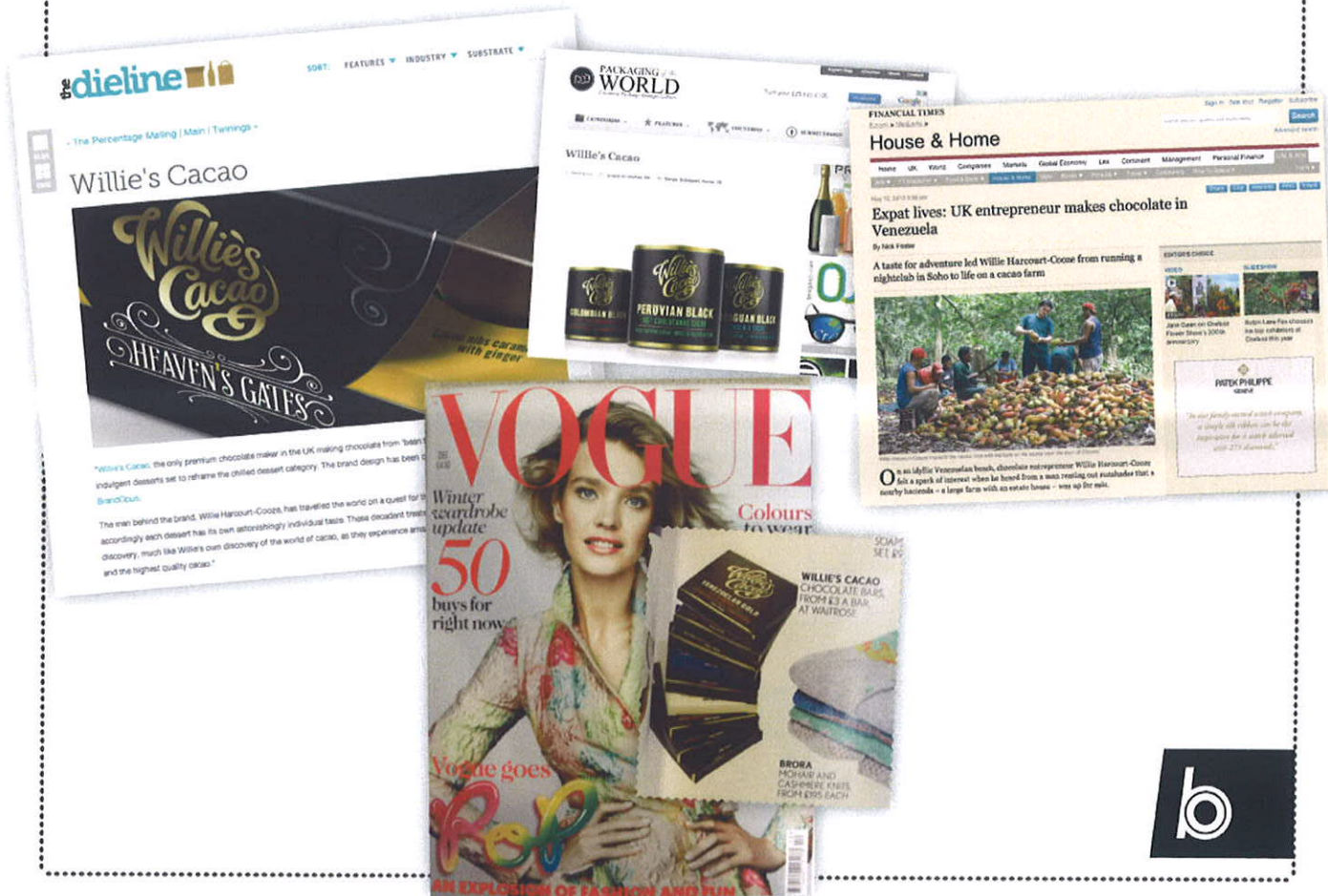


"Great packaging, Willie, you've nailed it there..."

"Classy and original, Willie, which makes your chocolate so eye-catchingly different. Not all products can do that!"

Increases in press coverage

The design alone has captured the attention of editors across consumer and trade media. With no paid for PR support, the redesign has triggered a wave of media coverage for the brand, perpetuating the momentum of the buzz around Willie's Cacao.



DECLARATION



On behalf of BrandOpus

Nir Wegrzyn
CEO

The Charlotte Building
17 Gresse Street
London
W1T 1QL

On behalf of Willie's Cacao

Willie Harcourt-Cooze
Founder & Managing Director

Unit E3
Langlands Business Park
Uffculme
Cullompton
Devon
EX15 3DA

