



KEELHAM FARM SHOP

A NEW GENERATION

1.2 Category

Corporate/brand identity

1.3 Sub-category

Design and implementation costs under £100,000

1.4 Client company

Keelham Farm Shop

1.5 Design consultancy

Thompson Brand Partners

1.6 Submission date

7 July 2014



**Thompson
Brand Partners**

EXECUTIVE SUMMARY

Keelham Farm Shop in West Yorkshire is not your typical farm shop. For starters it's big – 6,500 sq ft. In March 2010, Keelham averaged 6,780 customers a week and had an annual turnover of £6.2m.

The central idea behind Keelham is that it isn't just a supplement to a supermarket shop – customers should expect to buy their food, drink and larger products at Keelham. However, they should also expect that they are better, fresher, locally sourced, and price keen too. What's also important to Keelham is that it really engages with its local community – one that has been a powerful part of the Robertshaw family's lives for several generations.

When we met Victoria and James Robertshaw in 2010, they had big ambitions. As well as driving sustainable growth and making the farm shop the best it could be, their dream was to expand the Keelham idea into a series of new stores. However, the owners knew that before they could do this, they needed to develop the right blueprint. They knew they needed to develop a proper brand for Keelham, and turned to the Design Council for help.

As part of the Designing Demand programme, Thompson Brand Partners helped articulate what is so special and unique about Keelham and gave this a voice through a new brand identity, which has transformed the business. The new brand has had a huge impact, changing the behaviours and attitudes of the team, helping with decision making and supporting significant growth.



EXECUTIVE SUMMARY

4 years on and there is compelling evidence that the rebrand has been hugely successful in supporting significant, sustainable growth. In addition, the concept of rolling the brand out to new stores has become a reality with a new shop opening in Skipton in January 2105.

(293 words)



400 times return on investment.



Turnover up 79% to £11.07m.



Basket spend up 25% to £21.07.



Design fee returned in 1 month.



Margins up to 33.6% from 28.4%.



Own-brand jams and chutneys up 77% to 20,391 units.



Staff increase of 170%.



Weekly customer numbers up 39% to 9,442.



10th Annual Observer Food Monthly Awards

Best Independent Retailer 2013.

PROJECT OVERVIEW

3.1 Outline of the project brief

In 2010, Keelham had a good, regular customer base and a good reputation within the local community. They knew that not everybody wanted the shopping experience that the supermarkets had to offer. They wanted to develop a model and brand that would allow for expansion and be transferable to new sites, but were not sure how to do this.

A brief was created to help articulate the Keelham brand and design a new brand identity that would encapsulate everything that was great about Keelham. Crucially, it needed to reflect the simple, homemade, authentic idea that had always been part of the Robertshaw's ethos. If it was over-designed, it simply wouldn't wash with the customers. It had to reflect a character that had been developed through several generations, one which James and Victoria knew was the secret of their success.

The key objectives were to develop new branding that would:

- Help drive sustainable growth for Keelham.
- Provide a brand platform to support Keelham's future expansion.
- Deliver visual building blocks for the development of the retail experience itself.

Before the rebrand



PROJECT OVERVIEW

3.2 Description

The Robertshaw family has been serving the local community since 1929, when Harry Robertshaw set up a butchers shop in Halifax. His son, Andrew Robertshaw, developed this by establishing The Farm Shop, as it was then called, in 1962. He slowly built up the business until he passed away in 2000, when current owners, his daughter and son, Victoria and James, took over.

Victoria and James believe completely in Keelham as the way food and shopping should be. They are committed to producing and sourcing the best, local food, and supporting Yorkshire farmers and food and drink producers.

However, the existing identity was not strong enough to pave the way for their ambitious plans, nor was it substantial enough to embody their values and their ideas for the future of the business.

The shop had real potential to become a destination for families from further afield. It was famous for its award-winning butchers range, and stocked some of the UK's favourite staple brands to complement their own deli, fruit and vegetable offer. It also had a very well-stocked wine cellar, a garden centre and an animal croft to keep the children happy.



PROJECT OVERVIEW

BOOTH'S
FOOD, WINE AND GROCERY

**MARKS &
SPENCER**

Waitrose

3.3 Overview of the market

Keelham trades in a highly competitive food retail market.

The area around Keelham is much like anywhere else in the UK, dominated by the 'Big 4' supermarkets, who account for over 58% of the total retail spend in the UK (a), and all of which have a store within a 6 mile drive of Keelham.

There are also Waitrose, Booths and Marks & Spencer stores within 15 miles of Keelham. These retailers have always tended to be more expensive than the Big 4, but since 2009/10 have become more competitive and are taking market share.

For smaller shops, local competitors include corner shops, and the new wave of smaller convenience supermarkets, such as Tesco Express, Sainsbury's Local, etc. Due to Keelham's rural location, there are also a large number of other, smaller farm shops nearby.

Between 2010 and 2014, the total UK grocery market has been increasing at an annual rate of between 4.3% and 2.8% (d).

	Total sales	% annual growth
2009	£146.0bn	
2010	£152.2bn	4.3%
2011	£157.3bn	3.3%
2012	£163.2bn	3.8%
2013	£169.7bn	3.7%
2014	£174.5bn	2.8%

3.4 Project launch date

The project started in April 2010 with the new branding rolled out in the second half of 2010.

3.5 Size of design budget

£30,000

(588 words)

DESIGN SOLUTION

4.0 Outline of design solution

When we were introduced to the business, its name was 'Keelham Hall Farm Shop'. The 'Hall' was dropped to give a simpler brand name and to help with roll-out outside the region. We devised a simple, direct proposition for Keelham which then became their strapline – **'Food tastes better from the farm'**. This established a clear and simple idea that all subsequent shops could be built on – great tasting, locally sourced food, supporting local farming.

The individual departments in Keelham – butchers, dairy, fruit and veg, larder, wine and beer etc. – are really shops within shops. The design work had to extend into the physical experience throughout the shop without looking like a systemised attempt at fake personality. So, the design solution is a mixture of graphic elements and also a flexible approach to the design of fixtures, finishes, uniforms and signage.

A series of more than 60 hand-drawn images and icons were produced along with a varied, warm colour palette to delineate departments and articulate themes and messages. We also helped Keelham find the stories of the food producers and bring them to life at point of sale. This portfolio of components gives the Robertshaws flexibility to use separate elements in different parts of the business whilst ensuring a level of consistency. A new typeface was developed to provide distinctiveness and to be a practical tool to help with consistency.



ROBERTSHAW
BOLD

ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789
!@£\$%^&'()*€[]



DESIGN SOLUTION

Flexible brand guidelines are continuously added to whilst Thompson and Keelham work together to discover what works and what needs development. This will be the blueprint for subsequent stores, and should ensure that no two shops are the same.

The new branding has been applied to the website, uniforms, e-comms, vehicle livery and throughout the shop. The visual language has also been applied to Keelham's products. It's essential that their own-brand products stand apart from the branded products on the shelf. The identity has been rolled out across the range with particular focus on their famously extensive range of jams and chutneys, achieving impressive results. The brand has also helped with internal communications and the development of team members, helping everyone to live the brand values at all times.

The new branding is currently being developed still further for use in the new shop in Skipton, due to open in Jan 2015.
(386 words)



SUMMARY OF RESULTS

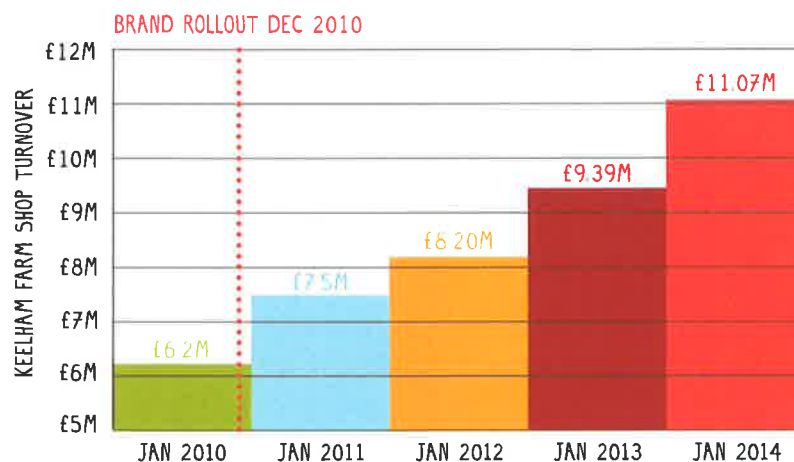
5 Summary of results

The results achieved against the 3 key objectives were as follows:

5.1 Key objective: drive profitable growth

Annual turnover is up 79% to £11.07m

(year to Jan 2014) from £6.2m (year to Jan 2010).



Achieved with increased average margins, up to 33.6%

(2014) from 28.4% (2010).

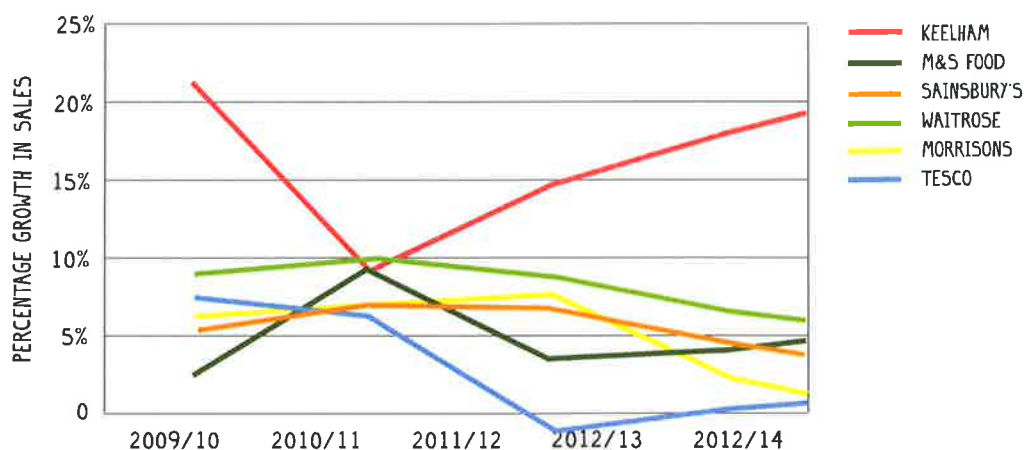
Weekly customer numbers are up 39% to 9,442 (2014) from 6,780 (2010).

Spending more, with average basket spend up 25% to £21.07 (2014) from £16.66 (2010). In real terms this has increased, as RPI increases would have resulted in a spend of £19.02.(c)

Sales of own brand jams and chutneys up 77% to 20,391 units (2014) from 11,536 units (2013).

Sales growth outperforming the market by a significant margin.

4 years of sales growth rate of between 10% and 20%, compared to market rates of less than 10%.



SUMMARY OF RESULTS

In September 2012 at the half way point, Keelham was out-performing the big 4 smaller supermarket formats with growth rates in excess of 20%. Morrisons CEO Dalton Phillips in his half year results announcement in Sept 2012 confirmed this:

"There is absolute evidence that the best smaller format supermarkets increased like-for-like sales by between 4% and 6% last year, with similar increases in customer count. In this market, to be taking a 4% to 6% sales increase is big."

DALTON PHILLIPS. MORRISONS CEO. (b)

97 new jobs have been created, with total staff up 170% from 56 (2009) to 151 (2014).

Keelham has been recognised as a pioneer in fresh food retail, confirmed by the large number of awards it has won both regionally and nationally.

National recognition:

Observer Food Monthly 2013 Award for Best Independent Retailer in the UK.

2013, 2012 and 2011 Finalists in the 'National Farm Retailer of the Year' and 'Best on Farm Butchery' FARMA Awards (equates to being recognised as one of the top 6 shops in the country).

2012 Winner of 'Farm Shop of the Year' at Butcher's Shop of the Year Awards.

2012 Runner up in 'Best Independent Retailer' in the Observer Food Monthly Awards

2012 Highly Commended and 2010 Winner in 'National Non Multiple Retailer of the Year' in the Food and Farming Industry Awards

2011 Top 50 Farm Shops in the UK in The Independent.

Regional recognition:

2013 Winner of The Dalesman Yorkshire Agricultural Business of the Year.

2013 Highly Commended in Bradford's Favourite Retailer and Business Personality of the Year.

2012 Winner of Deliciously Yorkshire Awards – Best Retailer of Local Products.

2012 Finalists in Welcome to Yorkshire's White Rose Awards – Taste of Yorkshire.

2011 Winner of Yorkshire Local Food Award in the Countryside Alliance Awards.

2011 Winner of the Retail or Hospitality Award in the Telegraph & Argus Bradford Means Business Awards.



SUMMARY OF RESULTS

5.2 Key objective: provide a brand platform to support future expansion.

The next Keelham Farm Shop will soon arrive in Skipton, North Yorkshire. Planning permission has been secured and work is currently happening on site, leading to an opening in Jan 2015. The new brand has contributed significantly to the decision making on the architecture of the new building.



SKIPTON SHOP. OPENING 2015.

There is also substantial evidence of how employees of Keelham have changed their attitude to the brand, developing a deeper relationship with their employer helping to deliver fantastic customer services. Specific examples of how this is happening include:

Brand Awareness Workshops – employees have asked for information on why customers choose Keelham and what they could do better in order to live the brand.

HERD – employee forum, a two way communications channel from employees to senior managers.

Brand-led inductions – including values, vision, supplier stories, customer events and awards cabinet.

Fresh Eyes feedback survey – new team members undertake a mystery shopper style introduction before they start.

BAA (Brand Ambassador Awards) – team members nominate each other for behaviours which reflect the brand, with personalised prizes.

Chewing the Cud – informal colleague get-togethers to help share knowledge and news.

“Keelham’s values of ‘can do’, ‘smiling’, ‘quality’ etc. seen by someone who hadn’t worked here could perhaps come across as ‘this is how we tell our staff to behave,’ whereas I see it as a description of what the team are. This is what we are like, this is what we do and how we do it. It’s this character, which runs right through the company top to bottom, that I pick up on most and enjoy most about working here and with the people I work with.”

JOEL MCARTHUR, PRODUCE ASSISTANT

Return on investment

If we just look at the additional profit generated in 4 years to Jan 2014 (£1.2m), this represents 400 times the £30,000 original investment in design. The design fee was returned in just a month.

(640 words)

“With the help of Thompson Brand Partners, we have articulated our brand values and developed an exciting visual identity which has refreshed our business without losing what we had and helped drive considerable growth. Importantly, the branding is also being successful in enabling us to build our business further and has created a template to enable future growth including other farm shop sites.” VICTORIA ROBERTSHAW

6. Other influencing factors

All influencing factors have been made clear throughout the submission.

Were the results due to promotions or special offers?

Keelham Farm Shop, as all similar retailers, runs a programme of promotions, but the increase in average margin, sales and customer numbers show that the uplift in performance is genuine. It has not been 'bought' by a reduced margin.

Were the results due to extra marketing or advertising?

We can confirm that Keelham did not materially increase its marketing spend during the periods measured. Marketing activities include a series of seasonal events, local PR, promotions and in-store demonstrations.

7. Research resources

All performance markers provided by Keelham Farm Shop

(a) *The Payments Council study Feb 2013*

(b) *Morrisons Interim Results for the Half Year to 29 July 2012*

(c) *Retail Price Index (RPI) Office for National Statistics*

(d) *IGD UK Grocery: Market and channel forecasts 2014 -19.*