

**Project Title**

Harvey's Brewery Rebrand

**Client Company**

Harvey's Brewery

**Date**

November 2018

# REVITALISED FOR A NEW GENERATION



## Section 1 Executive Summary

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Harvey's Brewery has been in existence since 1790 and has long been Sussex's pre-eminent brewery; the centrepiece is its marvellous Victorian brewery, based in the centre of Lewes. Its reputation for quality has been legendary and its flagship ale (Sussex Best) is known as the champagne of beers.

However, the brewery had not kept pace with the changing times – the brand had been neglected (with three totally different versions of the Harvey's logo appearing on its communications) and it was fast losing market share to the new micro and craft brewers that have established themselves in the area. The brewery had lost its focus and profits have been steadily declining since 2013 – by approximately one third.

The management team turned to us to provide a solution that would enable them to succeed in today's market. They had little experience of how brands worked (and were even suspicious of 'branding'). However, they realised they needed to take action to survive. They entrusted us to get it right – no small responsibility...

WPA Pinfold collaborated with the whole brewery team (from the directors to the sales and accounts team all the way to the brewers) to create a brand strategy and plan that would revitalise the brewery and re-energise all those associated with the it. The subsequent rebrand involved:

- A complete redesign and repositioning of the Harvey's brand – to add value and reaffirm Harvey's status as Sussex's no.1 brewery.
- Emphasis on Harvey's unique provenance in Lewes – through the use of local artists to help illustrate the beer brands and communications, as well as featuring the brewery, location and use of local dialect.
- Creation of a new 'craft' range of beers – to take on the new micro-breweries that had set up in the area. We created the designs to be relevant to Harvey's and not look like the equivalent of 'dad dancing'.
- We even put the apostrophe back into the Harvey's name – to ensure it is grammatically correct (the rebrand was all about the detail, to reflect the care and attention that went into every Harvey's brew). It also made the Apostrophe Society very happy...

The result was a totally invigorated work force, a renewed recognition by drinkers old and new, a massive increase in demand both regionally and nationally (to the point that they are having to turn down orders) and a return to profitable growth.



Section 2  
Project Overview

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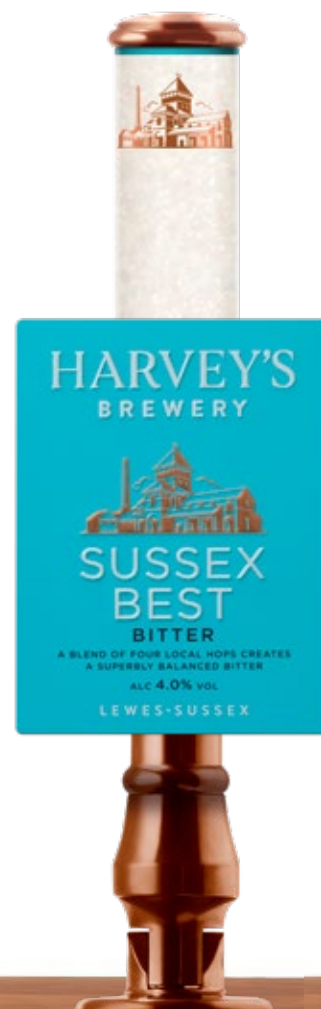
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## OUTLINE OF PROJECT BRIEF

Harvey's of Lewes is renowned for its wonderful range of cask ales, created in its traditional brewery that dates back to Victorian times. As a traditional brewery spanning over eight generations, and the oldest independent brewery in Sussex, Harvey's needed to reaffirm its credentials and reposition the brewery for a fresh generation. In our initial audit, we learned that Harvey's never had a true brand before we came along, in fact we discovered that they had three different logos in place (from various stages of the brewery's history).

Harvey's had always been production led, which meant that there had been limited investment in its brand equity – its reputation had largely come from word of mouth recommendations on the quality of its beers. The brewery was under pressure from increased competition – new brewers setting up in Sussex, the general growth in breweries in the UK (from 300 to over 2,000 in the last ten years) and the new 'craft' beer revolution. Sales were declining, trade prices were being eroded (with the smaller breweries undercutting the market – partly due to Progressive Beer Duty, whereby they pay less tax). Overall the brewery had lost direction and was making a loss. However, the beers were as good as they had ever been and the brewery is unique, with its Victorian brewing equipment and its own well water (a key ingredient).



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## KEY BUSINESS OBJECTIVES:

Harvey's Brewery had seen a steady decline in profits from 2013 onwards and it was under pressure on all fronts with the increase in competition and the lack of engagement with the new generation of drinkers. There was a need to create an integral brand strategy that built on Harvey's unique value proposition and reposition the brand for today's market. The challenges included:

- Realign the brand and give Harvey's employees and other stakeholders brand unity.
- Premiumise the brand and open up new opportunities in the beer market and the new craft wave.
- Make Harvey's (brand) stand out in an already saturated craft beer market (over 2,000 breweries and 10,000 beer brands).
- Future-proof the brewery and allow Harvey's to further develop its strategic plan to innovate, whilst keeping it unique and relevant to its brand (safeguarding the traditional brand values).
- Grow Harvey's market share in the beer market, through a focus on provenance, and the development of new markets through the introduction of a new 'craft' range of beers.
- Maintain Harvey's core equity and integrity (as Sussex's oldest and most relevant brewery) whilst repositioning it to a younger generation of beer drinkers.



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## STRATEGIC THINKING:

The overall strategy for moving Harvey's into the craft beer market was not just to attract a whole new 'younger' generation of beer drinkers (although this was important) but it was also to re-engage its original audience – introducing a new wave of craft beers, without alienating its core market. Finding the balance was essential as it was vital that the design, look and feel built on the traditional heritage of Harvey's, whilst keeping it contemporary and relevant – appealing to drinkers both young and old, male and female.

Harvey's entrusted us with the task of sorting out their brand from its foundations upwards, including:

- **Identifying its assets and value proposition**
- **New product development**
- **Market and communications channels**

It was our responsibility to guide the organisation through every stage of its brand development and to create a framework for future growth. This involved us in running workshops for the whole brewery team and setting out a brand strategy that would have an immediate impact whilst also future-proofing the brand. This required careful management and planning to retain the current equities, built on over two centuries of history, and also position the brewery for today's new generation of drinkers (and pubs/bars/retailers) who are more interested in the 'new world' of craft beers, rather than the 'old world' of traditional ales.



# HARVEY'S

## BREWERY



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-6.8%

Cask ale market declined  
by 6.8% by volume (BBPA  
states) in 2017.

## OVERVIEW OF MARKET:

The UK beer industry, including lager, ale and stout, was worth £23.7bn in 2017 (that's 7.75 billion pints of the nation's favourite drink), with ale accounting for 20% of the category.

Harvey's is a traditional brewer in the truly traditional sense, it's lineage goes back 300 years, the brewery dates back to the 19th century and the management are steeped in the traditional brewing of Cask Conditioned Ale. This is in stark contrast to the direction that the rest of the beer market where the growing trend is for Craft Beer.

Also, Harveys has been feeling the pressure from the explosion in the number of new breweries entering the market, with 520 breweries opening in 2016 (UHY) and over six regional breweries in the Sussex area either opening or going through significant expansion.

The Cask Ale market is in decline – down -6.8% by volume (BBPA stats) in 2017, against an overall category decline of 1.6% (BBPA) which indicates that that it is declining 4x faster than the overall market. The decline is gaining momentum, in 2016 the decline in volume was 3.8% (BBPA). In terms of value, the top ten Cask Ales have declined by -3.7% (Marston's On Trade report 2018).

In addition, discounting is rife: 'The discounting culture that exists in Cask is definitely a massive problem in our eyes, and it lowers people's expectations of the value of the product that they are buying' (Cask Ale Report 2018).



### Section 3

#### Outline Of Design Solution

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The overall strategy for the design for Harvey's was to bring it into the modern era, whilst maintaining its traditional brand values. The redesign includes classic typography, whilst the brewery icon is rendered in copper, complemented by a fresh teal blue inspired by the Sussex coast. The tap handles and use of white is inspired by the local limestone cliffs. All these elements combine to create a unique, classical brand that reinforces the brand's visual presence and ownership.

The craft range takes a slightly more radical approach to the design, introducing local artwork with vibrant colours and metallic finishings to give the cans a contemporary look – great for trade standout.

With so many rivals, particularly in the craft sector, it was pivotal that Harvey's new look conveyed character and was on trend for the present and future.



## Section 4 Results

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## SUMMARY OF RESULTS:

Overall, the results of the rebrand have been well received by all: beer drinkers, general public and the community of Lewes. There has been a significant rise in the brand's awareness. Both current and new consumers have received the brand well, commenting on its fresh new appeal. The new logo and colours mean Harvey's have a consistent message across all types of media from website to vehicles.

**+58% increase on-trade sales**

**+4.25% increase free-trade direct business**

**+9.1% increase in onsite shop sales against a -12.1% decline last year**

**Increase in wholesale business by x% (redacted confidential data)**

Part of the rebrand was to engage customers with Harvey's other core range cask ales, which all saw an increase in sales (redacted confidential data).

### New routes to market:

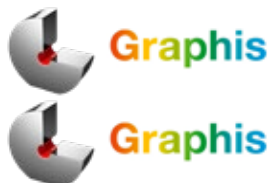
- Secured contract with P&O cruise ships, Whitbread and Enterprise, and British Airways i360 to supply Harvey's beer.
- Brighton and Hove Albion F.C selling Gold Bier instead of Fosters at Harvey's hop bar.
- Heathrow and Gatwick airports supplying Gold Bier in their first class lounges.

22 international beer awards in 2017 and named brewery of the year at the International Beer Challenge 2017.

### Influencing factors

Awards won are:

/ 2 x Silver Graphis





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Overall, the new logo and colours mean Harvey's have a consistent message across all types of media from website to vehicles. This was not possible with the previous logo. Feedback from trade is that we have managed to retain the heritage and ethos of the company whilst modernising the brand and adding a premium look and feel to the product range.

Not only did the rebrand exceed our main objectives, it also captured the very essence of the brewery itself as well as the heart of the community of Lewes. Although a small town, its community is famous for its free-minded and spirited people, who are extremely proud of their local heritage. The whole 'We wunt be druv' concept reflects the independence, spirit and pride that has always been at the heart of the county, fitting in well with Harvey's overall ethos. It was through this insight that we really wanted to capture the very essence of Harvey's community - championing local art with intelligent design that represented both the people and the successful history of the traditional brewery. We feel this aspect has well and truly been successfully achieved throughout the initial master rebrand and new craft can range.

What was key in the design process was to ensure that this was a rebrand that would future-proof the brand and not a design for the moment/quick fix (an aspect we feel many brewers are undergoing). It was crucial that the branding incorporated many elements from the brewer's history and values all the way to consumer demand and market trends - essentially designing ahead of time to create something that would have longevity and most importantly, effectiveness in meeting its objective and overall initial purpose.



**“Having looked into many design companies, we decided on WPA Pinfold’s solid expertise. We felt that their in-depth knowledge of the brewing industry was key in ensuring our brand was in safe hands. The designers respected our heritage while enabling us to move forward and reach a fresh generation of drinkers”**

- Harvey's Brewery, Sales and Marketing Manager