

Project Title: **Trewithen Dairy**  
**Product rebrand**  
Category: 4. Packaging  
Sub Category: **4.1 Branded Food**

Client Company: **Trewithen Dairy**  
Design Consultancy: **Absolute**  
Current Date: **20 June 2013**

4.1.10



“Much as we had high expectations, we’ve been blown away by how quickly the new Trewithen brand has taken off, and how much extra support and enthusiasm it’s brought from buyers, businesses, staff, customers and the community. We were already proud of our achievements as a family business but adding over £400,000 of new listings and an increase in turnover of over £4m in the first year is phenomenal for a company of our size and location. The new brand really sets out who we are, what we stand for and what we deliver. The results and feedback that we are getting clearly show that our targets are bonding with the brand and buying it over and over again”.

FRANCIS CLARKE, COMMERCIAL DIRECTOR, TREWITHEEN DAIRY

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## **2. Executive summary**

Trewithen Dairy is Cornwall's third largest dairy processor. The Clarke family had built an impressive portfolio of customers over 18 years based on the supply of supermarket own-brand and hospitality ingredients, with a small and extremely localised but loyal consumer following for their products. After continual knock-backs from supermarkets and retailers and with growing competition from other local dairies, Trewithen turned to Absolute for help developing its brand.

Absolute reviewed the company, the products, the brand, the customers and the buyer's attitudes from top-to-bottom as well as highly recommending a customer research strategy.

The creative team then brought the brand's product range together with cohesive illustration, styling and tone of voice. New artwork and fresh vibrant colours created a fitting personality, shelf standout and the opportunity to tell lots of stories.

The heritage and traditional Cornish location of the dairy and its farms is now evident in each and every Trewithen product, as is the quality and value of the experience. The effort and commitment that goes into caring for Trewithen's happy, healthy Cornish cows is also demonstrated and indeed forms the company's strapline.

The commercial impact has been instant and staggering; allowing this relatively small Cornish dairy to punch well above its weight. The dairy's £25,000 investment in their new brand redesign returned a massive £4m increase in turnover in less than a year, of which £400,000 was due to new sale deals to three of its major supermarket targets as well as gaining hundreds of new hospitality and retail customers in Cornwall and the surrounding South West counties.

The new compelling brand is winning fans and followers all over the country whilst the dairy undergoes rapid growth and development as a direct result.

285 words



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### 3. Project Overview

The previous identity



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### 3. Project Overview

The previous packaging








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### 3. Project Overview

#### Outline of Project Brief

-  Create a new brand that has maximum shelf stand out
-  Create a brand with ample potential for product development, range growth and future extension, in line with the dairy's business ambitions
-  Communicate the quality and deep regional provenance of the products and exploit this potential to the maximum levels
-  Ensure major differentiation from key competitors
-  Drive sales locally, regionally and nationally, particularly achieving and extending listings across the 'Big 4' supermarket chains

#### Project Description

Over the past 18 years, Trewithen Dairy has grown quite literally from a cottage industry to an impressive business as the third biggest milk processor in Cornwall. However that has all been done without a consistent brand or communications strategy. The company business objective has always been to grow volume, and Trewithen had achieved this through own brand sales, B2B supplier relationships and a loyal localised community of customers. The Clarke family realised that this had been maximised and that its current packaging and communications were not appealing to key buyers or communicating anything about the depth of the company, the care and attention that is lavished upon their animals, or the quality of the products. It was therefore time to develop a strong Trewithen brand. A brand that would bring immediate value and strengthen their product range visually, providing appeal for potential buyers and customers and driving sales in delis, cafes, farm shops and within supermarkets across the country.

The dairy sector is highly competitive, and with farmer demonstrations and major media coverage about cut price milk prices, the new brand had to be strong and had to concurrently appeal to the 'Big 4' retailers as well as to the extremely loyal local Cornish market.

It was key that a consistent look was developed to strengthen the Trewithen range offering to the supermarkets and to customers who may be unaware of the other products in the Trewithen range.

Asda was currently listing the Trewithen products in only three Cornish stores, and the dairy had been faced with continuous rejections from any further listings with them and had experienced no traction at all from the other major supermarkets.

Below the current packaging, the Trewithen products offered fantastic quality and taste, at extremely competitive prices, however the brand was simply not seen as an attractive and strong range that the buyers thought had potential to sell.

Trewithen engaged Absolute with a brief to create an emotive yet highly effective consumer facing brand to build and develop all areas of their business: supermarket listings, hospitality trade sales, local suppliers and direct to customer sales.

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### **Overview of the market**

Bill and Rachel Clarke have been in farming all their lives, and generations before them. It's taken all their expertise and experience - and plenty of patience - to build the business to its current position. In the early days, they had their own herds and they'd bottle the milk once the children were in bed and deliver it early next morning, before they woke. They'd cook the clotted cream themselves, in open trays, pot it by hand and then, encouraged by a local shopkeeper, they began selling their delicious products under the Trewithen label. Plentiful customers rolled up and soon after they started in 1994, the Clarks were adding restaurants, hotels, garages and more shops to the ranks of satisfied customers.







Although the business had grown over the 18 years to an impressive £21m turnover and 100 staff, the family business still managed to work as a close unit and were well respected by their staff and all their local farmer and suppliers who they clearly knew by name.

A rebrand had the potential to change the Trewithen style and tone and damage these relationships. However Absolute advised that the right new brand could strengthen these relationships, especially if it was sensitively managed and communicated.

The dairy industry has been one of the most competitive and contentious areas of the food industry in recent years, with farmers' marches and consumer campaigns against milk processors (i.e. Trewithen) and supermarkets (one of Trewithen's targets). As well as this, consumption of both milk and butter were in decline so the whole dairy industry was in a defensive position and many were turning to damaging price cuts rather than investing in their products.

The Trewithen rebrand and relaunch needed to seriously consider these issues and ensure staff and suppliers were part of the journey and onboard from the outset, and that these crucial markets and ambassadors came on board with the radical programme Trewithen was undertaking.

Challenges faced by Trewithen include:

-  Price in a highly aggressive marketplace
-  The maintenance of a truly local following behind the company's local sustainability credentials whilst building a national listings portfolio
-  Major competition from massive national dairy conglomerates with significant marketing budgets and staunchly successful relationships and heritage with key buyers and multiples in a highly saturated market
-  Logistics for distribution
-  Gaining the support of their farmers for what could look like an expensive rebrand at the time of a bitter price fight
-  Change Management - winning over their staff and customers and getting them on board from a small family dairy to a full brand player

Project launch date: June 2012

Size of budget: Design Fee: £25,000

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**Outline of design solution**  
The new brand and range

# TREWITHEN DAIRY

HAPPY HEALTHY CORNISH COWS



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**Outline of design solution**

The new packaging





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**Outline of design solution**  
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#### **Outline of design solution**

Workshops with the family and research days with the farmers, Absolute got properly behind the scenes of the business to ensure a deep understanding of the passion and drive behind the people who ran the company and the farms.

The Clarke family, the founders of Trewithen Dairy however traditional in their approach to their dairy business, wanted to be bold, to stand out and be different, however it was vital that Absolute clearly understood the key relationships behind the company and its farmers and responded to these elements both within the brand creation, and the launch period.

Being a Cornish based business wields immediate potential power. Both local residents and visitors to Cornwall are seduced by the beauty of the surroundings and the appeal of the laid back lifestyle of the county. With this in mind, Absolute developed a 'Trewithen World' brand strategy which created an 'environment' at the core of the design. This allowed them to invite consumers into the Family's business life, to share their ethics and the honesty, passion and daily commitment to the highest of standards held by the Trewithen farmers.

The resultant design was a purposefully retro, yet contemporary in style, focussing on the lives of the happy, healthy, Cornish Trewithen cows and the idyllic nature of the Cornish dairies – as well as highlighting the superior quality products that this lifestyle creates. The design was crafted to be appealing but through the use of illustration conveyed reassurance to the customer providing emphasis on the products and the company's regional provenance, quality and heritage.

The design and colour palette was purposefully bold and colourful, (without being crass or Aggressive. ) Blue (connotating the sky) and green (connotating the grass) were selected for the new butter ensuring it stood out confidently against all the other silvers and golds on the shelves. The blue clotted cream packaging did likewise against a 'sea of white' competitors.

Illustrations echoed the Cornish environment and encapsulated the dairy's philosophy, bringing to life the daily routine of the happy, healthy, Cornish cows and their farmers. A set of illustrated 'icons' such as saffron buns, cream teas and seagulls, with the Trewithen cows at the centre of it all were also created. A specially drafted 'Trewithen World' tone of voice gave the brand opportunity for sharing stories, both on the products and across future communications platforms.<sup>6</sup>

500 words [500 max]

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#### 4. Summary of Results

##### Increased Sales

Trewithen's sales targets:

**TO DRIVE SALES LOCALLY, REGIONALLY AND NATIONALLY, PARTICULARLY ACHIEVING AND EXTENDING LISTINGS ACROSS THE BIG 4 SUPERMARKETS.'**


Here's how the results show this has been achieved:

### NATIONAL AND REGIONAL SUPERMARKETS

#### PRE-REBRAND:

ASDA stocked the following products locally to support their buy local policy.

Milk (4 SKUs) in 3-stores (Cornwall only)    

Butter 250g salted in 3-stores (Cornwall only) 

**SALES VALUE 8K/MONTH**


#### POST-REBRAND:

An impressive 3 out of the four big supermarkets agreed almost immediately to stock the following products:

##### ASDA

Milk (4 SKUs) in 3-stores (Cornwall only)    

Butter 250g salted – additional 12-stores 

Butter 250g unsalted – additional 15-stores 

Clotted cream 200g & 114g – new listing through 15-stores 

Clotted cream 114g – new listing in 150 Asda stores nationally 

**ADDITIONAL SALES VALUE 17K/MONTH**

##### TESCO

Butter 250g salted – new listing of 89 stores (entire Westcountry Region) 

Butter 250g unsalted – new listing of 65 stores 

**ADDITIONAL SALES VALUE 22K/MONTH**

##### SAINSBURY

Butter 250g salted and unsalted – 23 stores (Cornwall & Devon)  

**ESTIMATED VALUE 5K/MONTH**

In addition to the above, Harrods is about to seal the deal to have the fruits of happy, healthy, Cornish Trewithen cows upon its prestigious shelves.

**TOTAL ADDITIONAL SALES VALUE PER YEAR 528K**



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## LOCAL AND REGIONAL

### PRE-REBRAND:

Trewithen's main sales prior to the rebrand were to 230 local wholesale and direct customers.

### POST-REBRAND:

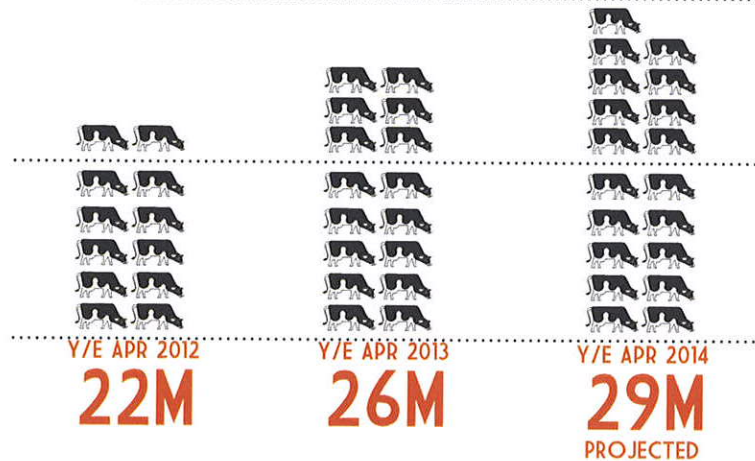
In the first six months Trewithen secured 72 new customers. This was across all their local customer bases; retail, ingredients, and wholesale.

### 30% INCREASE IN THE 1ST YEAR

Impressively one year on in June 2013, new sales are continuing to stay strong, with an additional £100,000pa worth of business secured in one month alone. This years first quarter sales for 2013 year on year are up by further 21%.

**TOTAL ADDITIONAL SALES VALUE PER YEAR 3.5M**

### Increase in Turnover



### Change Management

At a key stage of the development, Absolute recommended a set of staff and key customer 'soft launch' brand workshops so that their reactions and feedback could be integrated into the final designs, if appropriate. The workshops provoked a number of interesting reactions, including some negative feedback, mostly based on the fear of change. A number of key points were however taken on board and utilised. Since the launch 100% of staff have embraced the new brand and 'love it'.

THE 25K  
DESIGN FEE  
RETURNED  
AN IMPRESSIVE  
4 MILLION  
INCREASE IN  
TURNOVER  
IN LESS THAN  
ONE YEAR

IMPRESSIVE  
SALES  
INCREASE  
WHILE  
AVERAGE  
MILK CONSUMPTION  
IS ON THE  
DECLINE<sup>A</sup>

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CHRIS TRENNERY, SALES MANAGER :

"The announcement that Trewithen was going to be rebranded provoked a lot of opinions from a lot of people. However the rebrand has engaged new customers. The visuals have received great feedback and in some cases helped seal a deal without negotiation of price. People just want the brand. Sales have increased in the hundreds of thousands and we have been forced to recruit new sales and production staff to keep up with the new demand.

At IFE13 we had companies in London desperate to list the new look brand and quite frankly, the rebrand has made my job so much easier. A year in, people know the Trewithen brand, and ask for it by name and this was not a luxury that we had before. We can barely keep up with the demand and new leads are coming in from customers of every size and scale showing that the new brand appeals to all ends of our target market. Exactly what we want!"

GRAHAM MILLS OWNER OF MILLS MILK :

"At first I did not like the new branding. I did not want to move away from the old branding that I knew my customers liked and felt it necessary to voice my concerns at the customer open day. I now enjoy the simplicity of the new branding and feel that it works well with the Trewithen product".

#### **Improved recruitment**

Historically Trewithen Dairy struggled to encourage new staff to see their job as a career and had to work hard to persuade staff to to develop, train and grow. Senior positions were a challenge as the dairy headquarters were perceived as key talent as being remote and basic compared to other competitors. Since the rebrand, to meet the incoming demand, the company has had to swiftly expand its sales team. Two Business Development Executives positions saw over 40 compelling applications for each job, the strongest reaction witnessed to job advertisements the dairy had ever seen.

The rebrand has also represented a significant business development step for the dairy. Not only has the new brand created a distinctive visual identity for Trewithen, it has spawned a new set of communications platforms and concepts, which has brought the Trewithen sales team and staff together around a new, clear visual and philosophy focus and is now involving the farmers, customers and consumers in the life and promising future development of this special company.

They're 'milking it!'

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#### **5. Other influencing factors**

In the months leading up to and following the brand re-launch, Trewithen Dairy engaged in PR, marketing and social media for the first time. This activity has brought invaluable brand awareness and support however none of this activity would have been possible with the previous company and product liveries and still only amounts to 0.5% of their turnover.

#### **8. Research Resources**

A [www.dairyco.org.uk](http://www.dairyco.org.uk)

Below is the average consumption of milk per person per week down in the years leading up to the rebrand by -3.8%

Liquid Milk (ml)	2008	2009	2010
	1,812	1,568	1508

[Trewithen Dairy](#)

Sales and Management Team