



Category

4.1 Packaging: Branded Food

Client

Pipers Crisp Co.

Design Consultancy

BrandOpus

Date

July 2012

brandopus

“We’re thrilled with the new identity and pack design that BrandOpus have created for our brand. Pipers now boasts better on-shelf stand out, with a design that reinforces our approach: making Britain’s tastiest crisps through teamwork and the best quality ingredients.

The feedback from clients and consumers has been overwhelmingly positive, and the redesign has been the catalyst for the tremendous growth in sales of Pipers Crisps.”

Alex Albone, CEO, Pipers Crisp Co.





**immediate
increase in
turnover**



**days to return
on investment**

EXECUTIVE SUMMARY

Pipers pride themselves on the artisan, handmade crisps that they have been supplying the most discerning outlets with for the past eight years. But with their signature design devices being poached by the competition, and amidst downbeat feedback from customers and a delisting from prestigious stockist Harvey Nichols, Pipers decided it was time to review their packaging and use it to underline their passion for making crisps.

The Lincolnshire based company tasked BrandOpus to reinforce the perception of Pipers as the tastiest crisp brand in Britain by discovering what makes the brand unique, and to develop a bold and assertive identity and pack design, which reflects the honest, straightforward ideals of the company allowing Pipers to own the 'out of home' crisp market.

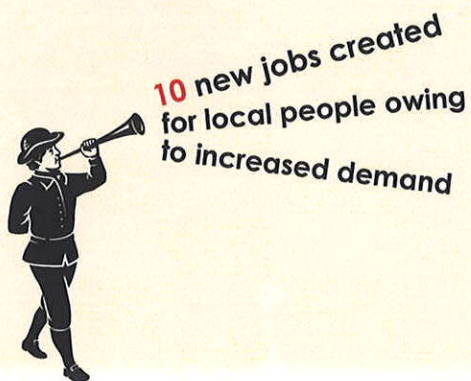
After the new packs were introduced, Pipers saw **an immediate jump in turnover of a whopping 46%**¹. Owing to a change in print technique, the **packaging manufacturing process has become 5% cheaper, equating to between -0.95p and -5.84p per bag of Pipers.**

What's more, the new design has allowed Pipers Crisps to sell on to retailers at a **5% increased price point** and achieved **return on original design investment within 10 days** of launch. New sales equate to **518,774 more bags of Pipers crisps sold** in the three months following the launch of the new design versus sales during the same period in the previous year.





31.7%
increase in
customers



10 new jobs created
for local people owing
to increased demand



the redesign
over achieved
year-on-year
turnover growth
targets

EXECUTIVE SUMMARY CTD

Tempting in new customers

The crisp new design has attracted **615 new retail stockists** in the space of only three months since launch. That amounts to **a 31.7% increase in customers:** over 9 new customers per working day since the new design rolled out!ⁱⁱ

Bringing new meaning to the term credit crunch!

In response to a surge in retailer demand for Pipers Crisps following the redesign, the Lincolnshire factory has had to increase operating hours. The move from a two-shift day to three-shift, **24 hour production has created 10 new jobs for local people.**

Ploughing successfully ahead

The new packaging has smashed **year on year turnover growth targets by 13%**ⁱⁱⁱ. Pipers Crisps are now growing at a rate of 38% year-on-year, setting the company up for a future of solid growth.

300 words

PROJECT OVERVIEW

Outline of Project Brief

Pipers are a premium crisp with a price point to match, but after 8 years in the market place they were beginning to lose market share to competitors, and their customers were telling them face-to-face. Their design traits were being poached by the competition: use of primary colours, the style of photography and the 'made by farmers' message was no longer unique within the market place. This was particularly obvious with the Tyrells, Fairfields and Corkers brands.

Pipers was losing its excitement and so the company approached BrandOpus with a brief to:

- **Redesign Pipers Crisps, visually defining the brand and developing a brand story**
- **Reinvigorate the brand, strengthening relationships with existing customers**
- **Attract new customers, and grow sales of Pipers Crisps by 15%**



before



PROJECT OVERVIEW

Description

Pipers Crisps was established in 2004 by farmer Alex Albone, with a single vision to make Britain's tastiest crisps. Pipers team of 38 staff hand-select the best locally grown potatoes, remove just enough skin, slice to the right thickness and then batch cook them by hand in pure sunflower oil. When the crisps are still warm, Pipers then season them with ingredients carefully selected from producers who care as passionately about the quality of their products as Pipers do about theirs. The result is irresistible crisps as they should really taste.

Right from the start, Alex made a pledge to never stock Pipers in big supermarkets, saying:

"I'd rather sell to the village shop where you buy your daily newspaper; the café where you pick up your morning cup of coffee; the sandwich bar where you buy your lunch and the pub you head to for a pint in the evening. Those small, independent businesses are passionate about what they sell. I want to give them something unique to put on their shelves."

Pipers put real dedication into every single pack they make, and into their relationships with the independent stockists that sell them, and the company is used to the inevitable competition from other hand-cooked crisp brands that are stocked in major multiples. But despite this, eight years after launch, Pipers were receiving underwhelming feedback from existing customers who felt that there was nothing to differentiate the brand, and little incentive for stockists to choose Pipers over a competitively priced alternative. In addition to this, the brand had suffered a delisting from the high-end Harvey Nichols delicatessen.



after

PROJECT OVERVIEW CONT.

Overview of Market

Crisps are a popular part of British food culture, and despite the tougher economic conditions of the past few years the hand-cooked premium crisp market is in growth^{iv}.

Pipers is part of the hand-cooked crisps market, which is measured by Kantar at retail and is valued at £144m^v. Pipers face competition from supermarket-stocked brands such as Kettle and Tyrells but private label is also a threat.

However, as Kantar only measures sales at major multiples, and not independent and on trade retailers, brands such as Pipers Crisps which are only stocked through independent avenues are not accounted for in this figure. For this reason it is particularly important that Pipers' packaging design expresses its point of difference.

Launch Date

February 2012

Outline of Design Solution

BrandOpus recognised that to differentiate the multiple taste award-winning company from the competition, Pipers needed to have a role on the pack above and beyond the product itself.

The agency differentiated the brand, drawing out the unique, quirky elements that make Pipers recognisable and distinctive. Specifically the agency developed the brand name Pipers Crisp Co. to make it more ownable, by moving away from category generics and repositioning the brand as a specialist in crisp making. The logo was placed at the focal point of the pack to drive the presentation, with the Piper was established as the quirky masthead now anchoring the brand into the natural and rural provenance of the crisps.

BrandOpus developed a colour palette for the brand, which allows clear navigation across the portfolio, making it easier for the loyal consumer to select their favourite flavour, and allowing stand out that encourages new consumers to buy the brand. The flavour descriptors across the range of seven variants were updated to focus on origins, illustrating just how much care and attention has gone into sourcing the tastiest flavours possible.



182 words



SUMMARY OF RESULTS

Increases in Sales

- Within one month of the redesign packaging launching, **turnover had increased by 46%** on previous year^{vi}
- March 2012, was a record month for Pipers, with a **turnover of £349,000** which is equivalent to **28% YOY growth**, after only one month on shelf!^{vii}
- New sales equate to **518,774 more bags** of Pipers crisps sold in the three months following the launch of the new design, versus sales during the same period in the previous year.
- Within the first three months of the redesign, Pipers saw a huge **31.7% increase in customers**^{viii}
- The new packaging reaffirmed existing relationships, with orders from Pipers customers **increasing by 27%**^{ix}
- Total new orders equate to **80 tonnes of potatoes!**^x
- That's a huge **581,774 more bags of crisps** in the first quarter following redesign than in the same period the previous year!^{xi}

Return on investment

The redesign of Pipers Crisp Co. achieved a **return on investment within 10 days of launch**.

Reduced production costs

The previous pack design was manufactured in Greece meaning long lead-times and stocking issues because Pipers were slow to respond to increased stockist orders. Now Pipers packaging is manufactured in the UK meaning a **huge 50% reduction in lead times**, allowing the company to be much more agile in response to demand, and meaning a smaller carbon footprint to boot!

The photography on the old design meant that Pipers packaging could only be printed using gravure technique. Following the redesign the packaging only uses a three-colour Flexo printing method, meaning a **5% reduction in manufacturing costs** with the same high-quality finish. This equates to a cost saving of 0.95p on 40g bags and 5.84p on 150g bags of Pipers crisps.

Increased price point

The new look packaging has allowed Pipers to **increase their price point by 5%** with no impact on stockist uptake, indeed the brand is attracting new stockists all the time.

Increased distribution

Perhaps the biggest impact of the redesign on Pipers Crisps has been the number of new stockists they have attracted since the brand has become more visible following the redesign.



10 days until return on investment

50%
reduction in lead times



SUMMARY OF RESULTS CONT

Harvey Nichols have started stocking Pipers for the first time in several years, stating the new design as the trigger to reapproach the brand.

Since the redesign, the brand has come to an agreement to stock in a major pub chain for the first time. Pipers have secured a stockist deal with Greene King to distribute throughout their **network of tenanted pubs**, hotels and restaurants nationally. Between direct and networked distribution, Pipers are **now stocked in 1,300 pubs**.

The value of Pipers' trade with the Hilton Group and Benugo, who distribute to The V&A and The British Museum amongst others, has increased significantly since the redesign. Specifically trade with the Hilton Group has **increased by 18.22%** whilst the value of the Benugo account has **increased by 19%**.

The brand has also secured contracts with a number of smaller retailers including healthy fast food chain Avokado.

New trade accounts

The new packaging has attracted food service groups to distribute the brand. Pipers have **won several new accounts**, including Caterforce ensuring that the brand has a **much wider reach and high visibility nationally**.

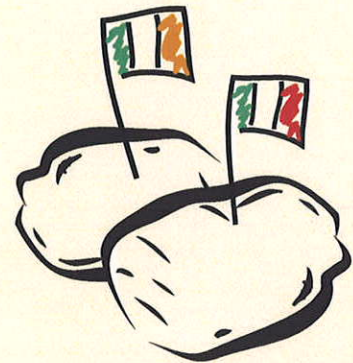
New Markets

But the story doesn't end at the British borders: Following the redesign, Pipers has entered the Italian and Indian markets for the first time to great success- Italy alone has accounted for an **additional £12,000 in sales** within the first three months!

Pipers have also seen **increased orders of 132%** from Ireland. The new design has been particularly successful in Denmark, where **sales have increased by 11.5%** thanks to a distribution agreement with Noma shareholder and fan of the Pipers brand, Claus Meyer.

Company growth

The increased demand for Pipers Crisps following the redesign has meant that the factory is making the move **from two-shift to three-shift days** to be able to produce crisps around the clock.



SUMMARY OF RESULTS CONT

Creating jobs for local people

At the time of the redesign the Lincolnshire area was suffering the highest unemployment since benefit records started in 1984, and numbers of local people without jobs was continuing to rise.

However, the move to 24-hour production of Pipers **has created ten valuable new jobs for local people** in the area around the Lincolnshire factory.

Customer satisfaction

"We love Pipers crisps at Benugo! We believe in natural food and Pipers crisps are just that. The new packaging suits their quality brand and we're proud to be selling them in our shops."

Fiona Ryan, Marketing Manager, Benugo.

"When I first saw the new packaging for Pipers crisps, I felt that it was sleek and quietly tasteful. A bit like their approach to making crisps, in fact! The packaging presents the crisps perfectly to our customers; little additional marketing is required. On display they look classy, and as equally at home on a champagne bar or a hog roast one. The colour palette is complementary, so the packs sit well together, whilst the colours still remain indicative of the bags contents - even though this is clearly displayed on the packet, with a small taste of the provenance of the flavour.

So in a word, tasteful!"

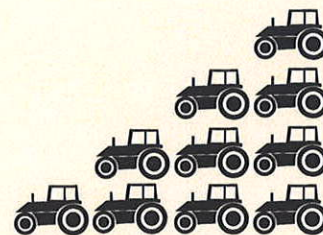
Bruce A J McLauchlan, Procurement Advisor, Creative Events

"Since your rebrand Pipers crisps have become even more popular at The Royal oak. Already a best seller the new styling has met a niche, and allowed us to increase sales during the current difficult financial times due in no small part to the awful weather we are experiencing. I think this style change has taken an already great product to a new level. Please keep up the good work and your constant effort to be one step ahead as this helps us all."

Neil McCulloch The Royal Oak Friitham

"The packaging is fresh and vibrant modern and self-explanatory. Crisps selling really well."

Barn Farm Plants, an outlet that has recently placed order and hadn't previously since sometime prior to 2011



**10 new jobs
for local people**

SUMMARY OF RESULTS CONT.

Name change for the better

BrandOpus changed the name of one variant from Norfolk Bloody Mary to Wissington Spicy Tomato. The name change has eradicated barriers to market that the cultural connotations of the previous name entailed, and the company has now secured distribution in North Ireland and also through food distributor, the CB Food Group!

Other Influencing Factors

No other marketing activity took place over the period of the redesign. As Pipers Crisps are not stocked in Major Multiples, and are only available in discerning independent outlets the company is largely off the radar of traditional EPOS data tracked by Nielsen and Kantar.

Sources

- i. Pipers internal YOY sales data
- ii. Pipers internal YOY sales data
- iii. Pipers internal YOY sales data
- iv. Nielsen data at 01.11.11
- v. Kantar data at 01.04.11
- vi. Internal sales data 01.02.12 to 30.04.12
- vii. Internal sales data 01.02.12 to 30.04.12
- viii. Pipers internal YOY sales data
- ix. Pipers internal YOY sales data
- x. Pipers internal YOY sales data
- xi. Internal sales data 01.02.12 to 30.04.12
- xii. Internal sales data 01.02.12 to 30.04.12
- xiii. Pipers internal YOY sales data
- xiv. Pipers internal YOY sales data

