

Project Title
Really Good Premium Breads

Category
4. Packaging

Sub Category
4.1 Branded - Food

Client
Really Good (QVS) Ltd

Design Consultancy
Creative Media

Date
04.06.12

"The bakery fixture in stores is an extremely competitive one and we approached the designers with the question 'how can we really differentiate our premium products from the rest?'. As our breads are so artisan and different we didn't want them getting lost in the bread section - to do this we needed our brand and packaging to really stand out.

The designers solved the problem by coming up with a unique "traditional" wax proof style wrapping which give our 5-Seed Multigrain and Tiger breads a truly premium and artisan look. The re-sealable packaging on the Grinder products is an industry first in N. Ireland and has helped us gain valuable shelf space in stores as well as numerous letters and e-mails from consumers congratulating us on this novel idea. The colour scheme and stripped back design gives our products a premium look which sets us totally apart from our competition.



I have no doubt that the success in securing listings for our products with the major multiples not only here at home but also in GB, and a huge turnover increase is as a result of the work completed by Creative Media."

Dessy Moen
Director
Really Good (QVS) Ltd

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This document has been prepared as an entry for the DBA Design Effectiveness Awards 2013.

Executive Summary (298 words)

This submission demonstrates how a packaging project has dramatically altered the fortunes of a small bakery distribution company, making them an increasingly influential name within their industry.

Really Good (QVS) Ltd formed in 2007 as a distribution company of bread and baked goods. Faced with increasing dominance of supermarkets, economic instability and huge job losses within their industry, the company made the bold decision to distribute the same products, but under their own brand and packaging, bringing a disparate range together with the major aim of getting their own bread on the same supermarket shelves which were so damaging their competitors.

Creative Media were asked to create a brand and packaging range which would appeal to supermarket buyers and consumers by standing out from the herd, and would convince the buyer that the premium price point of the products represented value, in turn driving sales and opening the brand to a wider audience.



Really Good's business development and presence has been enhanced dramatically. The company have been able to get products onto the shelves of major supermarkets through the quality of the packaging design, employment has been created (at Really Good and at supplier companies) and the company have gone from being a small relatively unknown local distributor to a major name in the Irish bakery industry within 15 months, with further growth and success guaranteed through new partnerships.

Key Figures

- Increase in turnover - £2.3million+ (with further projected £3.6million increase in 2012)
- Return on Investment - 600% growth by end of 2012
- Major multiple accounts won - 5
- Number of supermarket branches carrying products before packaging design project - 0
- Number of supermarket branches carrying products after packaging design project - 571
- Number of products sold per week - 275,000 (30,000 before)



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Project Overview: Outline of Project Brief

As The Really Good Food Company have always been a distributor rather than producer, there was no pre-existing brand. The brief included not just naming and creating the bread brand itself, but also all packaging for the product range (initially 11 products). We felt it would be prudent for the client to remain cautious in their marketing spend and instead concentrate more on the actual branding and packaging. As such, the brand and products really had to make an impact, speak to the customer and convey the required message.

Business Objectives;

- Increase turnover and profits
- Increase volume sales
- Add larger multiples to the already existing customer base of small independents
- Attract new customers
- Establish Really Goods credentials and profile as a quality bread supplier
- Add value.

Design objectives;

- Create a suite of packaging which stands out from the multitude of other bread products available – signifying a higher level of baking craft, a better quality, and speak to consumers in a language modern buying habits were demanding.
- Have a genuine handcrafted, healthy, traditional and premium look, and significant shelf presence, while still utilising modern packaging technologies.
- Make the customer pick them up, feel them, recognise they were a level above everything else, and buy them!
- Ensure packaging cost was low enough to allow the company to compete with supermarkets premium ranges, but high enough to convey the sense of quality
- Due to consumer preferences and Really Good's own environmental policies, wherever possible, the packaging had to be environmentally sound and sustainable.

Sources

¹ Mother Pride bakery closes - April 2011(100 jobs lost)
http://news.bbc.co.uk/1/hi/northern_ireland/478672.stm

² Gallagher Bakery job loses (124 jobs lost) - January 2011
<http://www.belfasttelegraph.co.uk/news/local-national/republic-of-ireland/124-jobs-axed-at-co-donegal-bakery-15064929.html>

³ Millers Bakery closes in 2010 (42 job loses)
http://news.bbc.co.uk/1/hi/northern_ireland/8682964.stm

Project Overview: Description

Really Good (QVS) Ltd formed in 2007 as a distribution company of bread and baked goods. Initially, the company distributed products from a variety of manufacturers throughout the North of Ireland, selling around 30,000 bread units per week in N.I market to approx 300 small independent stores.

While sales figures were passable, the company had a strong belief in the products they were selling, but also recognised that solely being a distribution company left them vulnerable to companies either closing or deciding to take their products to another distributor (such as in the case of Millers Bakery³ and Mother's Pride¹ going into liquidation, Gallaghers² losing staff and Grahams taking on their own distribution).

Identifying a gap in the market for premium bread products, and with the realisation that bringing the range of products they were already selling together under one brand could secure their future, they decided pack the bread under one consistent brand as a form of controlling their own destiny and growing the company. Ultimately, given the ongoing trends within the industry, the aim was to gain listings in large supermarkets.



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Source

¹ source: Mintel / SymphonyIRI
Group InfoScan

² The Consumer - Attitudes towards
Bread

³ Value of Food & Drink Industry to
Northern Ireland, Goldblatt
McGuigan, Oct 2010

Project Overview: Overview of Market

Traditionally within Ireland and the UK, the bread and baked goods market has been a very stable one, continually showing year on year growth. However, against a background of global financial crisis and increased austerity, in 2010 value sales of bread and bakery products had decreased for the first time in a decade (source: Mintel / based on SymphonyIRI Group InfoScan)¹. Domestic wheat shortages and rising costs of imported wheat had put pressure on bread producers' costs resulting in higher prices which were passed onto consumers. While penetration of bread has remained high at 95%, usage frequency is in decline.

The bread category is dominated by the huge brands such as Warburtons, Hovis, and Kingmill, who account for 65% of sales¹ - however, it is reflective of the market that even these powerhouses had seen turnover reduce¹. Despite this, the main brands were still increasing overall market share, making it difficult for new or smaller brands to make an impact.

Within Ireland in particular, bakery companies were experiencing closures and heavy job losses - in May 2010, Miller's Bakery, Antrim closed with the loss of 42 jobs, in January 2011 Gallagher's, Donegal blamed rising costs and reduced sales for the loss of 124 jobs, and in April 2011 Mothers Pride bakery closed with the loss of 100 jobs. Despite this, Bakeries still accounted for 7.7% of the Northern Irish food and drink industry by turnover³, meaning the company faced significant challenges from much larger rivals, and a weak economy.

Given consumers strong brand preferences and changes in buying habits (most consumers now buy bread from multi-national supermarkets rather than local bakeries)², many more bakeries and baked goods distribution companies found themselves under threat.

Project Overview: Project Launch Date

Work began in November 2010, and was completed in March 2011.

Project Overview: Size of Design Budget

The invoiced amount was £2,429, including the packaging design for all 11 products, research, and also the brand identity design.



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¹ The Consumer - Attitudes towards Bread

² source: Mintel / SymphonyIRI Group InfoScan

³ source: Creative Media / Really good focus group research, Jan 2011

Project Overview: Outline of Design Solution (500 words)

Our research revealed that the industry, despite the downturn, was seeing a change in how consumers purchased bread - most significantly, that price was not the main factor. Increasingly, consumers were valuing freshness and quality, and were prepared to pay more for higher-priced premium products (source: The Consumer - Attitudes towards Bread)¹ while bread sales had also been driven by increased demand for healthier options with manufacturers re-formulating their ranges, removing preservatives and additives from their products.

Most significantly consumers had a willingness to pay a higher price for perceived premium goods, as well as a demand for healthier and organic ranges. (With price featuring as only the third consideration for consumers, and with a substantial 38% expressing a willingness to pay more for premium - source: Mintel Bread and Baked Goods - January 2011)²



We advised Really Good that the best way to protect and develop the Company going forward was to develop a "Really Good Premium" brand with selected bakery partners and to create a premium range of product packaging which they believed would provide a point of difference from the rest of the bakeries in N.I., and the more generic supermarket "chorleywood" loaf - in essence, selling the products they were already selling, and had such belief in, but under their own brand.



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Source

³ source: Creative Media / Really Good focus group research, Jan 2011

Using metallic printed golds and rich blues (avoiding the traditional “colouring” system for breads) combined with new packaging technologies like wax papers, films, and even artisan style hand finished paper bags, we created a unique range, which remained cost effective enough to allow the company to compete with supermarket prices, while having real shelf impact.

A conscious effort was also made to go against trend in bread packaging design and maximise the visibility of the product with large transparent areas and minimal fuss. For the oversized Grinder product in particular, a dramatic step away from the norm was taken by utilising film wrap and showing the actual inside of the bread as opposed to only crust!

Overall, the designs were about quality, style and showing the customer that what was inside the pack was really good, premium quality bread. Typography and layout were stripped back and traditional to communicate the message clearly while not interfering with the standout visual element - the product itself.

When researched during development³, customers felt the proposed packaging made them feel the product was;

- worth paying more for
- premium
- trustworthy
- environmentally friendly
- innovative
- consistently high quality
- exclusive
- traditional
- authentic

With 11 different products, packaging ranged from card trays with wraps for wheaten, through traditional wax papers with film inserts for “paco”, brown paper bag style for multigrain and tiger, and clear, uncluttered re-sealable film roll fed bags for the revolutionary grinder products. While all these products were differently shaped and packaged (deliberately so, in order to enhance the artisan character), the range holds together due to tight control on style and emphasis on brand name - vital for a new entry into an already crowded marketplace.



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Summary of Results

The design solution was tangible in achieving results as the quality and style of the packaging allowed Really Good to secure meetings with major buyers where they had not been able to under the previous independent bakeries own packaging. As a result, Really Good have seen their business improve beyond all expectation, having rapidly grasped a foothold in the industry, hugely increased sales, and grown in terms of staffing levels, turnover and brand recognition, placing them in an excellent position for the future. Important long term partnerships have been formed and contracts put in place that will see the company thrive and grow exponentially over the coming years.

Increase in Market Distribution

- The packaging and product have been hugely successful, with positive feedback from consumers and buyers, allowing Really Good to secure listings with Sainsburys, Asda, Tesco, Dunnes Stores and Co-Op - previously, the company had ZERO multiple group listings.

Multiple Group Listings



- Really Good have recently been given listings for a further 7 products throughout all AsdaGB stores - a major coup for a brand in existence for just over 15 months, and will result in the products being sold in every one of Asda's 365 GB/NI stores.
- Really Good have also secured a contract to supply to Tesco, initially throughout all 48 NI stores, with plans to move into the rest of the UK.
- Really Good now sell their full product range throughout all 12 Sainsbury NI stores, with potential to expand into Sainsbury's 350 UK stores.
- Really Good now also sell products throughout all Spar (297), Hendersons (68) and Vivo (31) stores in Northern Ireland, as well as a large number of smaller chain and independent stores - over 700 stores in total.
- Really Good are currently negotiating with Morrison's. This will mean the company has presence in all major UK supermarkets within 16 months of launch.



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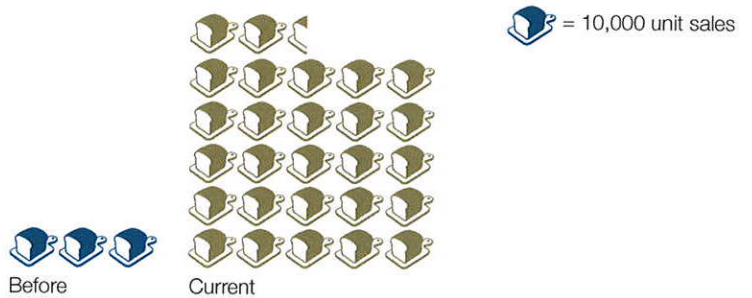
Source

⁴Really Good Financial Accounts / Projections

Increase in Sales

- At a conservative estimate, the Asda GB contract will result in £3million additional turnover annually - prior to this project, Really Good's entire turnover was 1.2 million
- Business with Asda has grown by 121% in the first half of 2012 alone.
- The Tesco contract will produce additional turnover of approx £500,000p.a.
- Sainsbury NI sales will exceed £250,000 annually
- Before this project, Really Good were selling approximately 30,000 products weekly. This figure now exceeds 275,000, and will increase significantly this year due to new contracts. This represents a growth of over 900% in volume sales.

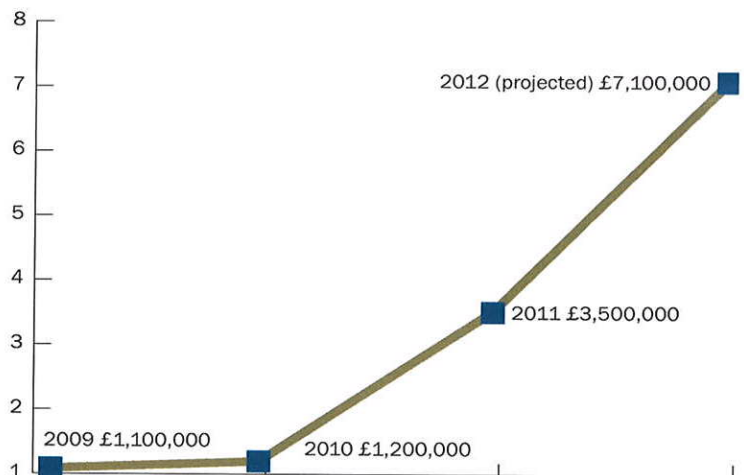
Weekly Sales units



Increase in Turnover

- Previously, Really Good's turnover was approximately £1.2million. Since this project, turnover for 2011 exceeded £3.5million, with estimates for 2012 (based on existing contracts) projecting over £7.1million⁴.

Increase in Turnover 2009-2012



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Source

³Mintel Bread and Baked Goods UK market share report Jan 2011

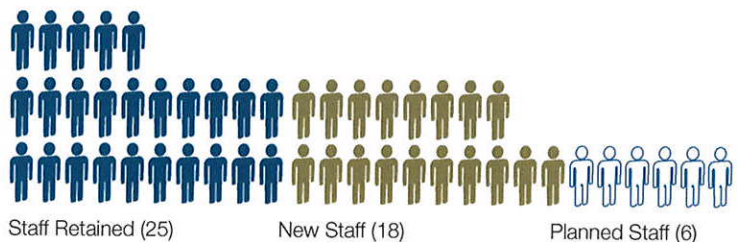
Increases in Market Share

- By the end of 2012 (projected³) Really Good will be in the UK's top 10 (in 10th place) of wrapped bread manufacturers based on turnover. This is a significant achievement in under two years, in an industry where 65%+ of the market is controlled by three manufacturers.

Benefits to the Company

- Even with the current economic climate and downturn in the sector, Really Good have retained 25 existing members of staff, and have added an additional 18 (with plans for a further 6 due to the Tesco contract).

Employment



- Really Good won the ASDA Inspiration Award in fresh category for 2012 as a result of the impact of the packaging
- Really Good were the ASDA Inspiration Runner Up Award for New Product Innovation 2011 as a result of the packaging innovations
- Really Good have been selected to become part of the Asda 'Supplier Development Academy' (SDA) – the first retail-led partnership of its kind to help the food sector maximise its business potential. The company is among the first group of 11 suppliers to have been hand-selected by Asda's buying team to participate in the four-month programme. Really Good are outperforming all other suppliers on this scheme, with 121% growth (average on the scheme when operated in Scotland in 2011 was 36%)
- The company were invited to attend the first international bread festival in June 2012 where 26000 people attended the exhibition.

Other Benefits

- Really Good gained control over their own products whereas before, as a distribution company, they were dependent on, and at the mercy of, the producers. This provided vital protection against being heavily impacted by financial troubles or cost savings of other producers.
- They are now building a brand that belongs to them, providing security to their business and employees.
- Since the initial 11 product range launched, a further 7 products have been added, with 4 more currently in development - doubling the original range size in 18 months.
- The company continue to develop the range, and are seeking to regularly add new products, and, due to the success and geographic spread achieved, are now planning a nationwide TV advertising campaign to further increase sales and brand recognition.



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Source

¹ Really Good / Supplier Companies

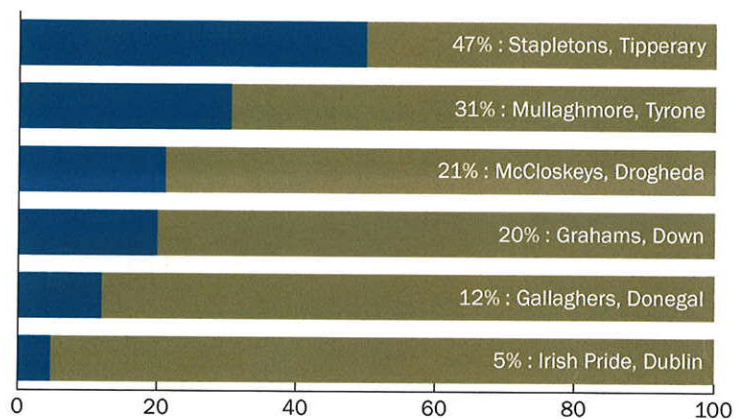
Environmental Benefits

- In line with Really Good's environmental commitments, almost all packaging uses recycled papers (including wax papers and films varying from 30% to 50% recycled) but where not possible due to the nature of the product or packaging technology required, FSC certified papers were used. This became a major selling point to supermarkets and consumers as it gave the products extra appeal.

Benefits to Supplier Companies¹

- This success has also ensured job security, job creation and increased turnover for Really Good's supply partners;
 - Stapletons, Tipperary, have had orders from Really Good last year worth £416,000 - due to AsdaGB listing 2 of the lines Stapletons produce for Really Good, sales will grow to £1.3million p.a., increasing Stapletons turnover by 47%.
 - Mullaghmore Bakery, Omagh, is producing an additional £40,000 of products monthly, representing a 31% increase for this business.
 - McCloskeys, Drogheda, currently produce £45,000 per month of Really Good Products. These annual sales of £540,000 annually increase McCloskeys turnover by 21%.
 - Grahams, Co. Down receive £240,000p.a. in orders from Really Good - 20% of their total turnover.
 - Gallaghers, Donegal also produce 2 Really Good products listed with AsdaGB which has increased their turnover by £1.04 million p.a. - a 12% increase.
 - Irish Pride, Dublin, Ireland's 2nd biggest bakery, now produce approximately £1.82million of Really Good branded products; 5% of their total turnover.

Percentage of suppliers total turnover (2012)



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Return on Investment

- The invoiced amount was £2,429, including the packaging design for the initial products, and also the brand and identity design. In contrast to this is the estimated £3.2 million value of additional turnover Really Good have gained in 15 months as a direct effect of the work completed (Mar 11 - Jun 12). Existing contracts will see this exceed £7.1 million this year - a 600% growth in turnover for a less than £2500 investment!
- The packaging designs have allowed Really Good products to gain shelf space in 571 of the UK/Ireland's supermarket branches, as well as over 700 smaller multiples and independents (Spar, Vivo etc). The huge increase in orders, visibility, recognition and bottom line demonstrates the effectiveness of the project for a small cost, and illustrates how an investment in packaging design can be repaid many times over in a short period.

ASDA

TESCO

Sainsbury's
making life taste better™

DUNNES



CENTRA

SPAR 

Other Influencing Factors

These results were achieved with

- No advertising campaign
- No price promotions
- No POS promotion
- Minimal PR campaign (one single article in 3 local newspapers after winning the Asda Academy place)

The client decided very early in the process that, in the current financial environment, they did not want to spend large amounts of money, and solely concentrated on packaging design. The success of the Really Good Premium range is, and continues to be, down to the packaging design which provides an inspiring and appealing presence on the shelves.



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Research Resources

Mintel Bread and Baked Goods UK market share report Jan 2011
<http://store.mintel.com/bread-and-baked-goods-uk-january-2011.html>

The Consumer - Attitudes towards Bread / Mintel / SymphonyIRI Group InfoScan

Value of Food & Drink Industry to Northern Ireland, Goldblatt McGuigan, Oct 2010
<http://www.nifda.co.uk/fs/doc/publications/nifda-goldblatt-mcguigan-report-for-web.pdf>

Really Good QVS Ltd Financial Accounts / Projections

Asda Supplier Development Academy
http://www.nigoodfood.com/news_article_name/asda_ni__supplier_development_academy_to_boost_local_agri_food_sector.aspx

Asda Inspiration Award
http://www.buynifood.com/buyer_search.php?supp=19878

Mother Pride bakery closes - April 2011(100 jobs lost)
http://news.bbc.co.uk/1/hi/northern_ireland/478672.stm

Gallagher Bakery job loses - January 2011 (124 jobs lost)
<http://www.belfasttelegraph.co.uk/news/local-national/republic-of-ireland/124-jobs-axed-at-co-donegal-bakery-15064929.html>

Millers Bakery closes - May 2010 (42 job loses)
http://news.bbc.co.uk/1/hi/northern_ireland/8682964.stm

The designers view

"Really Good have been a dream client to work with. They're fantastically receptive to our ideas, willing to take a risk and try something new and groundbreaking, and involve us not just in design, but in new product idea generation. Always willing to ask for and take our feedback on products on board they are, as a client, a pleasure to work with, making the huge success of this project all the more pleasing."

Nigel Morrison
Creative Director
Creative Media

