

Holmes & Marchant

Project title:	Copas Turkeys
Category:	Packaging
Sub-category:	4.1 Branded - Food
Client company:	Copas Traditional Turkeys Ltd
Design consultancy:	Holmes & Marchant
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COOKHAM ESTD 1957 BERKSHIRE

COPAS

VERY VERY SPECIAL TURKEYS

RAISED TO FULL MATURITY
For The Finest Texture

TRADITIONALLY GAME-HUNG
For The Finest Taste

ONLY SELECT BRITISH
Turkey Breeds

REARED ON A CEREAL DIET
With No Growth Promoters

TRULY FREE RANGE
In Cherry Orchards & Meadows

CONTINUING THE OLD TRADITION
Of Plucking By Hand

EVERY TURKEY HAND FINISHED
Of Individually Presented

REARED & PREPARED ON THE FARM
By The Copas Family

I've always said (probably a few too many times) that turkey is "the most important part of the most important meal of the year" - a special Christmas dinner demands a special turkey. And I believe our turkeys are very, very special. We rear only selected traditional breeds in our cherry orchards and meadows. We raise them to full maturity for a dense, delicious texture. We pluck by hand and hang the birds for at least ten days in the traditional way, to guarantee a rich tasting, succulent meat. We never cut corners. Because I don't want my customers to be 'satisfied' - I want them to be ecstatic!

TOM COPAS
COPAS TRADITIONAL TURKEYS LTD
FOUNDING CHAIRMAN
TRADITIONAL FARMFRESH TURKEY ASSOCIATION

EXECUTIVE SUMMARY

*'We have a great product but no brand', said Tom Copas,
'And I want to own the Christmas table'.*

Copas Turkeys are very special. The Copas family have been rearing them for Christmas since 1957. Their birds are truly free range, roaming the cherry orchards until adult maturity. These fine products demand fine packaging – highly crafted, highly authentic, highly ethical; telling The Copas family's rich stories across copy and claims.

Holmes & Marchant helped bring the brand alive through the development of a brand identity which was then rolled out across packaging and point of sale materials, differentiating Copas Traditional Turkeys from other seasonal producers and positioning them as the 'Rolls-Royce' of turkeys within the meat industry.

This partnership clearly demonstrates the power and effectiveness of brand design & packaging, which took immediate effect:

- 54% increase in farm gate unit sales within three years
- 40% increase in wholesale unit sales within five years
- 59% increase in the number of stockists within five years

'Copas Turkeys command higher premiums & that is absolutely supported by their brand identity. It is joined up, supportive & fully integrated. Packaging sells, whilst building an 'inspirational brand' & the right to charge a premium, but this only works if the product delivers on promise, and it does'.

Pig & Poultry Marketing Magazine, 2011

PROJECT OVERVIEW

Outline of project

Tom Copas and his family are specialists in rearing turkeys and have been supplying these to the UK's best independent retailers since 1957.

However, whilst the quality of his products was renowned within the industry, he believed that he did not have a proper brand in design terms for both consumer recognition and to communicate their provenance.

They appointed Holmes & Marchant in the summer of 2004 to help them create a 'Very Very Special' brand identity and to redesign the packaging to set up their business for future growth.

Description

When the Holmes & Marchant team was briefed, they discovered a family business with a wealth of stories which no-one knew about.

Village records show, that although the Copas family has been living & working in Cookham since 1698, it wasn't until 1901 when they began farming that they got a real taste for living off the land.

Tom's personal passion for turkeys began back in 1957 thanks to his father who decided that, having left school, his son needed a new project to keep him on his toes. The signals that first Christmas were heartening with Tom managing to sell 153 birds to local markets & families, some of whom are still customers today.

Nowadays the Copas family are responsible for some 40,000 or so first-class turkeys, sold via some of Britain's best butchers, farm shops, deli's & food halls, including Harvey Nichols and Selfridges.

Marrying the very best of centuries-old production values with state-of-the-art facilities (and exceeding all applicable farm assurance schemes & welfare standards currently operating in the UK), Copas Traditional Turkeys remains a passionate, hard-working family business where everyone mucks in.

Overview of market

The British like tradition. And when it comes to Christmas, nothing is more traditional than a Christmas Turkey dinner, with all the trimmings. Approximately 10m turkeys will be sold at Christmas time via both the multiples and, more traditionally, high street butchers and deli's.

Unfortunately, throughout the year, fresh turkey has a bad name. All too often it's seen by the discerning consumer as a cheap substitute for chicken which 'lacks flavour and dries out when cooking'. In reality, turkey is a game bird which, when treated like one, will have a fantastic depth of flavour and succulence. However, the methods used to get there are time consuming and labour intensive, introducing a cost premium which can only be justified by a special meal occasion.

As a seasonal producer, Copas Traditional Turkeys operate within this niche sector (of approximately 150,000 birds in size) supplying independent retailers with truly superior birds that have been raised to adult maturity (for density of meat) and game-hung (for depth of flavour), and only available for one day of the year.

Unlike other food and drink sectors, the meat counters within independent retailers remain relatively un-branded, with provenance and the good name of the retailer himself as king.

However, with fierce competition from the multiples, who had started using fashionable terms such as free range or bronze-feathered (which didn't relate to an improved eating quality) for a basic product, the Copas family felt they needed to shout more about the things that improved taste and texture to further differentiate and to allow their stockists to compete with the multiples on eating quality, not price.

In addition, knowing their methods introduced a price premium that had to be 'tasted to be understood', they needed packaging that reflected the luxury of the product, ie the packaging needed to reflect the quality of the product within, so that the consumer went home and felt happy with their purchase:

- *a joy in transporting (like a Harrod's bag)*
- *a pleasure in unwrapping (like opening a present)*
- *a satisfaction from money well spent (the cooking, the eating, the compliments)*

Project launch date

The Copas 'Very Very Special' brand identity and packaging for core range first launched in 2004, with a new product launch each year until the accompaniment range numbered seven items, with three gift pack options in 2009.

Due to the versatility of the 'umbrella' brand selected, future items have also benefitted from being labeled 'very Very Special' over the years, as have gift items used to incentivise sales, including Copas Very Very Special Breaktime Mugs and Copas Very Very Special Chef Aprons.

Size of design budget

£50,000 over 2004 and 2005.

Outline of design solution

Tom Copas always says that 'the turkey is the most important part of the most important meal of the year' – a special Christmas dinner demands a special turkey, and he believes passionately that his turkeys are very very special.

This core belief is central to the brand design, with a quote from the owner founder guaranteeing the quality and taste of his turkeys, signed off with his signature and name.

This focused brand story is strengthened by a series of other reasons to believe, expressed as brand truths on the core design:

- *'Raised to full maturity for the finest texture'*
- *'Traditionally game-hung for the fullest taste'*
- *'Only select British turkey breeds'*
- *'Fed on a cereal diet rich in oats'*
- *'Truly free range in cherry orchards & meadows'*
- *'Continuing the old tradition of plucking by hand'*

All of these elements work together to support the overall story of 'Very Very Special' that is authentic, ethical, British, highest animal welfare, healthy and of the highest quality and about a man and his family, all passionate about their traditional turkeys.

As with many premium brands, the discerning consumers of Copas Traditional Turkeys are invited to discover other intriguing layers in this fascinating story, through the point of sale materials and website. These include Copas being a truly family business, with all four of Tom and Brenda's children now involved in one way or another, and spending every December 'talking turkey'. And the specially trained border collies which round up their free range bronze turkeys from the cherry orchards and meadows at dusk and guard the barns from local foxes each night.

This 'Very Very Special' story has been expressed across all sizes of the turkey boxes and then extended onto the accompaniment range. It has also been brought to life on the brand's website and across all the brand communication materials.

SUMMARY OF RESULTS

Increase in sales

The effect of the redesign has been remarkable, with a 27% increase in wholesale unit sales within three years, and a 40% increase by year five. The redesign also stimulated a 54% increase in farm gate unit sales within three years.

Since the redesign in 2004, the Copas Traditional Turkeys business has grown significantly, and, despite the economic uncertainties of recent years, is now 35% bigger in sales volume (based on 2011 figures).

In addition to sales volume, Copas have been successful in justifying the deserved price premium of their turkeys.

Increases in market distribution

The redesign led to 33% increase in the number of stockists within three years, and a 59% increase by year five.

The redesign's strong branding facilitated the successful launch of an online shop and nationwide home delivery service in Christmas 2005 to meet demand when no local stockist was available.

Changes in perception

The raised profile from the redesign enabled us to catch the eye of luxury food retailers, establishing a presence within the food halls of Fortnum & Mason and Selfridges (2005) and Harvey Nichols (2006).

Christmas 2011 farm gate feedback: *'Everything about the turkey was special, the service, the packaging & most importantly, the taste'*.

'Finding such a capable design partner, who was not only local, but willing to work within our limited budgets, was a stroke of luck. Holmes & Marchant accurately interpreted our brief, delivering an identity that has won us awards, allowed brand extension (before we even knew this was a direction we would take) and packaging that never fails to extract fresh compliments from those purchasing for the first time'.

Jodie Cavaye, Sales & Marketing Manager (2003 – 2012), Copas Traditional Turkeys Limited, Kings Coppice Farm, Cookham, SL6 9UB

SOURCES AND OTHER INFLUENCING FACTORS

Sales and distribution figures in the summary of results section have been supplied from Copas Traditional Turkeys own sales data.

The brand was chosen by Rick Stein to be one of his Food Heroes, featuring in his BBC Christmas Special in 2005 and was selected to feature on the BBC's Hairy Bikers Christmas Special in 2008.

APPENDICES



APPENDICES (CONT.)

