

how we took  
Flawsome! from

# WONKY TO WONDER FUL!

For Publication

DBA Design Effectiveness Awards entry



# executive summary

The first line of the DBA awards reads *'The DBA Design Effectiveness Awards celebrate and champion the integral role design plays in transforming businesses, improving societies and enhancing people's lives'*. This case will demonstrate exactly that.

In a world where sustainable food and drink are high on consumers agendas, where Unilever estimates 33% of consumers prefer sustainable brands and in a juice market worth £2.1bn<sup>1</sup> overall, with the 'wonky' segment estimated to grow at between 2.5%<sup>2</sup> and 4.9%<sup>3</sup>; 'Get Wonky', a brand that saves imperfect fruit and veg destined for the trash and transform it into delicious cold-pressed juice, should have been a run-away success. But it wasn't.

**Co-founder, Karina Sudenyte, says** *'In a market where so many competitors were also claiming their products were wonky on their packaging, we lacked brand distinctiveness. We weren't getting our message out around tackling the global waste problem, and also that people, like fruit and veg, should embrace their flaws'*.

Moreover, the business had stalled. Sales were averaging around REDACTED CONFIDENTIAL INFORMATION per month, essential investment required for the business to develop had stalled at REDACTED CONFIDENTIAL INFORMATION and distribution was flat. And with business flat, their ability to deliver on their mission to inspire the world to reimagine its perceptions of waste was severely hampered.

The product and idea at its core were great – the branding was not.

We set about redesigning the brand from top to bottom. Its positioning, its name (changing it from 'Get Wonky' to 'Flawsome!'), its identity and its packaging. In doing so, and as the only change the business undertook, the redesign was responsible for transforming the business by:

- Achieving year on year growth of over 500%
- Unlocking increased investment to allow essential new product development
- Opening up distribution

This in turn allowed the brand to improve society and improve people's lives by:

- Saving over 11m pieces of wonky fruit
- Reducing carbon emissions by nearly 1,000 tonnes
- Saving over 1m plastic bottles

And spreading their message in channels from Forbes to the Daily Mail to the BBC.



## MARKET OVERVIEW

The Soil Association<sup>1</sup> have concluded that the market for sustainable food and drinks is growing by 4.9%. Mintel<sup>2</sup> noted that the pure fruit juice market is worth over £2.1bn and focus on 'wonky' fruit and veg is a market opportunity. Moreover, Market Line<sup>3</sup> claims that it will continue growing by 2.5% until 2021.

According to Unilever, sustainable brands are preferred by 33% of consumers and additionally, the Waitrose Food and Drink Report 2016 noted that a third of consumers care more about the environment than they did five years ago, forcing retailers to change the way they source and sell their food.

There are several companies that makes pure fruit juice products, including Cawston Press and Oranka, and a few others that promote themselves as sustainable, such as Innocent. However, there is not enough supply of sustainable juice that tackles food waste. According to the National Restaurant Association's survey (based on responses of nearly 1,600 professional chefs in the UK) the biggest challenge for the food service sector is sustainability and tackling food waste. Food waste is a growing problem around the world, and in the UK 15 million tonnes of food costing over £2.2bn are wasted every year<sup>4</sup>.

In working with catering companies, the client learned that they want drinks that tackle food and packaging waste simultaneously. Get Wonky (now Flawsome!) was developed as a solution to that problem.

## DESCRIPTION OF THE BUSINESS

### PHILOSOPHY

In a world where waste and environmental damage are major issues to be tackled, Flawsome! exists to inspire the world to reimagine its perceptions of waste. Their juice is more than just a product, it is a medium for social change. By turning the denied into the delicious, they are helping to educate people about the food waste problem and help them to realise that wastage of wonky produce is not necessary.

Producing drinks that are made from 100% wonky/surplus fruits is new to the market. Flawsome! do not ask farmers to grow fruits for their drinks. Instead, they source fruits from surplus stock, which means that no extra natural resources are required to make their juice.

### PRODUCT

Flawsome! have established relationships with a number of farmers to collect surplus produce and turn it into delicious juice. They pay 70% of the market price for these fruits that are otherwise discarded. Thus, Wonky is not only sustainable, but also promotes fair trade.

Through its products, they provide an opportunity for all their customers to become more sustainable. They think of their product as a solution for companies to become more sustainable and, perhaps more importantly, a way for their customers to spread awareness about these social issues.



## PACKAGING

Plastic and packaging waste is also a huge challenge. According to the Department for Environment, Food and Rural affairs, the UK generated 202.8 million tonnes of total waste in 2014. Flawsome! is doing its bit by using recycled glass and encouraging customers to recycle or reuse the bottles.

Their sustainable packaging reduces packaging waste by almost 70% compared to plastic bottles of Innocent juice. To further cut waste of both food and materials, Flawsome! chose partners that utilise recycled paper, plastic and glass.

## DISTRIBUTION

The vast majority of trade is B2B through wholesalers as well as conducting B2B trade directly, serving independent cafes, restaurants, bars and educational establishments across the country.

Whilst Flawsome! drinks are available online via their website, Amazon and online retailers, currently, B2C represents a small portion of their trade.

## OTHER PARTNERSHIPS

Flawsome! work with Fareshare where they have delivered over 22,280 portions of drinks, since the company launched, in a fight against food poverty. They also work with WRAP to make their sustainable venture even more innovative. For example, they have recently concluded a project of commercial valorisation of waste e.g. apple pomace into nutritious animal feed.

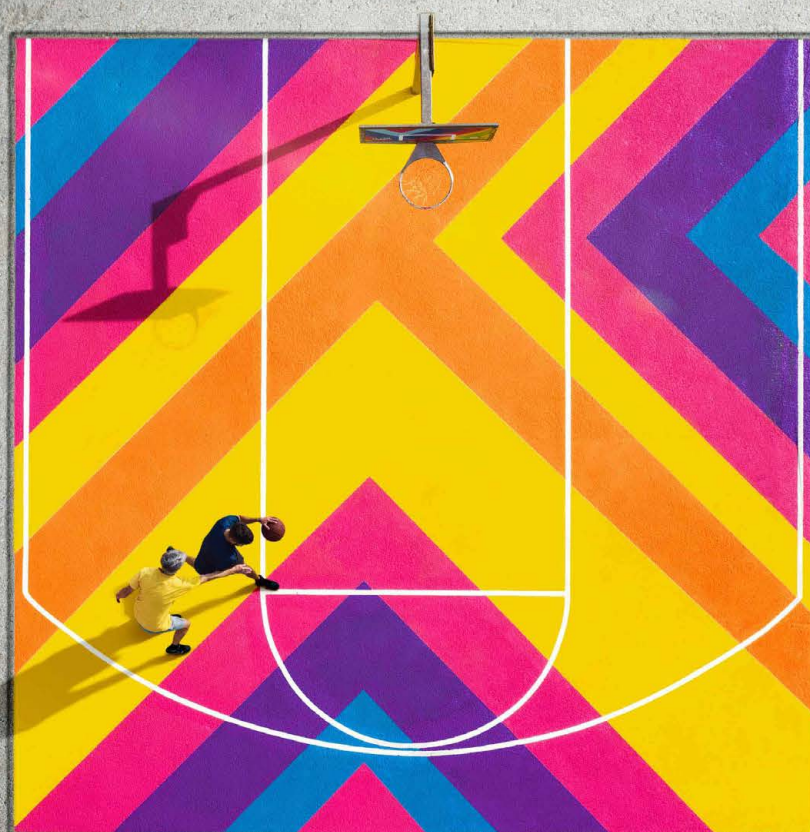
## BUSINESS OBJECTIVES

In order to deliver upon its mission to inspire the world to reimagine its perceptions of waste the rebrand had to create a step change for the business on a number of fronts:

- Increase sales by at least 100%.
- Unlock distribution and open up new distribution channels. Before the rebrand Get Wonky was working with less than half a dozen distributors and no major supermarkets.
- Increase investment in order to step up NPD. Before rebrand investment stood at REDACTED CONFIDENTIAL INFORMATION.
- Increase PR for the brand and its philosophy.

## DESIGN OBJECTIVES

The agency was given carte blanche to look at every aspect of the brand with the objectives of driving fame, relevance, attractiveness and distinctiveness in the market.



## DESIGN SOLUTION

Over 4 one-week design sprints we went from understanding the brand, market and consumer through to final toolkit, guidelines and assets.

We started by looking at the brand's current position, name and design assets. It became clear that the wonky position and name was not only one that was being increasingly used by supermarkets (such as Morrisons Wonky Veg range and ASDA's Wonky Veg boxes) but that fundamentally it positioned the brand in a negative way - the 'Get Wonky' name was inherently negative when in fact the product contains perfectly good food rather than something inferior or second rate.

We helped the brand establish precisely what it should be. More than about just saving imperfect food but encouraging people to imagine what they can do with wasted food - and championing individuality over perfection.

We started with a new name, Flawsome! and the idea of 'flawed...but awesome' which took the brand to a new place. The brand story of imperfect fruit turning into perfect juice, and the overall brand purpose went far beyond saving food - it encouraged people to look at waste again and imagine what they could do with it. To look for creative ways to upcycle and make something useful and beautiful.

Creating the brand, we were true to these values - the brand identity and product illustrations were montaged from letters and pictures cut from recycled magazines, whilst displays and pop-ups were made from materials like old fruit crates that

would have gone to waste. The bottles themselves were also made from recycled glass - imperfect, but that was the point, and it meant we saved plastic as well.

Position, name, identity, structure and brand world - the project was completed in four weeks, including a toolkit and guidelines. So, no time was wasted either.

**The new brand was launched later that year, in November 2018.**  
**Design fees REDACTED CONFIDENTIAL INFORMATION**  
**Pro bono cost not charged REDACTED CONFIDENTIAL INFORMATION**

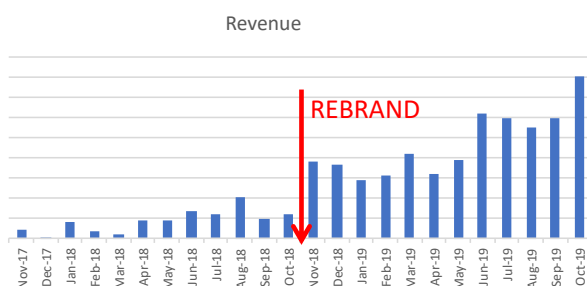


# results

The rebrand exceeded objectives in every way.

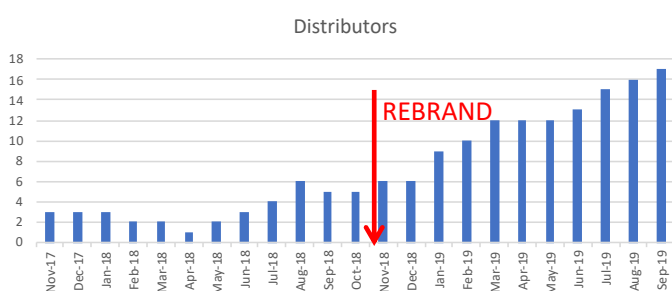
## SALES

- Turnover for the year preceding the rebrand was REDACTED CONFIDENTIAL INFORMATION
- For the year after the rebrand it leapt to 540% of pre rebrand levels
- And projected turnover for next year stands at over 1,923% of rebrand levels



## DISTRIBUTION

- Before the rebrand Get Wonky was distributed by up to 6 wholesalers
- Since the rebrand this has leapt to 17
- Moreover, the brand has secured a deal with the largest German supermarket, Edeka



## INVESTMENT

- Before the rebrand they had struggled to secure any external investment
- Since the rebrand, they have acquired 8 investors, investing REDACTED CONFIDENTIAL INFORMATION
- This has been a crucial milestone for the business with regards to NPD. It has allowed them to respond to consumer demand and launch an orange juice product this year as well as develop a canned product which will be released this November, further increasing distribution and sales.

## SOCIETAL GOOD

Flawsome! track the amount of wonky/surplus produce, plastic wastage and CO2 emissions saved. As revenue is inherently tied to environmental impact - every bottle sold equates to fruit saved. As revenue grows, we know we are making greater environmental impact. So far the brand has:

- Saved 639.4 tonnes of wonky produce.
- Saved 11,109,455 pieces of fruit
- Reduced CO2 emissions by 971.888 tonnes
- Amount of plastic bottles avoided - 1,054,328
- Reduced CO2 emissions to the equivalent of 737 return London -JFK flights

## SPREADING THE WORD

Since rebrand, Flawsome! has received brilliant PR exposure. The Flawsome! story attracted not only coverage in The Grocer, Daily Mail and Forbes but was featured by Sortedfood - a British YouTube cooking channel - reaching over 720,000 food lovers and cooking enthusiasts.

The Flawsome! Story was also published on BBC Bitesize 'World of Work' series where founders could share their brand story. Bitesize helps to educate generations of children across the UK. Around 80% of secondary school students and 40% of primary school students use it, making Bitesize the most popular dedicated educational site in the UK.

The company has also seen a massive positive change when it comes to direct response marketing. Prior to launch they were struggling to reach their audience and generate sales utilising e-marketing. The rebrand, gave the brand a new life, a personality and distinctive tone of voice, a better visual identity, and projected a more powerful story that exists behind the brand. This transformation increased the perceived value of Flawsome!, earned the loyalty and engagement of their audience and clearly communicated their vision and purpose to the outside world.

The brand now has over 6,000 followers on Twitter (up from 3,000 pre rebrand), and over 3,000 on Instagram. (up from 2,000 pre rebrand). It has seen steady growth of followers as well as impressions. On Instagram, they have recently been averaging 2,500 interactions and profile visits per week from over 6,500 weekly impressions (v 2,000 pre rebrand).

# results

## OTHER INFLUENCING FACTORS

This is a small brand which has used design to step change its growth. There have been no other changes to the brand's activities or marketing:

- There are no advertising campaigns or promotions to discount
- There was actually a price increase to wholesalers of 15% pre to post rebrand
- The market, as noted, was in growth but only single figure growth and did not experience the step change the Flawsome! brand achieved
- There were no product changes or reformulations

There have been distribution increases and additional PR exposure – but these are all down to the rebrand and redesign. A true case of design *'transforming businesses, improving societies and enhancing people's lives'*.

## SOURCES

1. 'Organic Market 2019', Soil Association, 2019
2. 'Fruit Juice, Juice Drinks and Smoothies', Mintel, 2017
3. 'Annual Report', British Soft Drinks Association, 2019  
Waitrose Food and Drink Report 2016 National Restaurant Association's survey
4. 'Annual Report', TUCO, 2015/16