

Submission Title: *Pasty Presto Rebrand*
Industry Sector: *Retail*
Client Company: *Pasty Presto*

Design Consultancy: *Absolute*
Submission Date: *26 June 2015*
For Publication

**Made by hand
& freshly baked
before the
seagulls wake...**

ABSOLUTE.

2. Executive summary

The business was founded in a Cornish fishing village, Mevagissey, in 1994. Steve Grocutt saw an opportunity to employ a local butcher's wife to make and sell pasties to tourists from a small shop. Its early success saw the birth of Pasty Presto, which enjoyed steady growth over 20 years, reaching 30 shops nationally.

Research

A - *The impact of the London Olympics on tourism in the rest of the UK*

Following the introduction of the 'Pasty Tax', the mass of press coverage on obesity and healthy eating, as well as London 2012's effect^A on tourism, turnover dropped, and continued to drop, with many stores making a loss. The client was faced with either shutting up shop or investing.

Absolute thoroughly reviewed products, brand and customer attitudes, and strongly recommended a customer research strategy.

The creative team then brought together the brand styling and tone of voice. A new colour palette and brand ethos along with a strapline - The Cornish Bakery - gave the company a new focus and helped them differentiate themselves on the high street.

Commercial impact has been instant and staggering, allowing this relatively small company to punch well above its weight. Barnstaple's shop, previously pencilled for closure, was the first of three trial cases: it went from loss to profit in three months and has continued profitably since. In all, 60 jobs were saved in the six shops at most immediate risk of closure. In less than a year, Pasty Presto overall has added over £1m to turnover, a massive 12% increase on the previous year.

The £15,000 investment in brand redesign has seen failing shops open and thriving, jobs saved, a newly-focused team and increased staff morale and motivation.

The compelling new brand is winning fans nationally; as a direct result, the company is undergoing major product development, rapid growth and has plans to open a further eight shops.

298 words

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3. Project overview

The previous identity + Shop Front



3. Project overview

Outline of project brief

- ✎ Help a company facing closure to comprehensively re-think their brand - internally to remotivate staff, externally to win back customers - and to give them a point of difference in an increasingly competitive sector.
- ✎ Create a new brand to help the company regain market share and profitability.
- ✎ Create a brand with potential for product development, range growth and expansion, in line with ambitions for an overall café offering, less reliant on pasties.
- ✎ Communicate the care, quality and regional provenance of the products, and exploit this potential as much as possible.
- ✎ Ensure major differentiation from key competitors.
- ✎ Without a name change, entice locals back into the shop by offering more than just a pasty shop.

Project description

In 20 years Pasty Presto grew from a one-shop cottage industry selling pasties in Cornwall to a national chain of 30 stores serving coffee and French pastries as well as the Cornish Pasty. However, this was all achieved without a consistent brand or communications strategy.

The company's business objective has always been to grow steadily, and Pasty Presto had achieved this through the quality of their products and a reliance on public affection, wherever they live, for Cornwall and the Cornish Pasty. But the absence of a brand personality, or strategy actually to engage with customers, was all too evident in declining sales.

The company's shops are found mostly in tourist areas. Before the rebrand, the business was not reliant on local trade, its main customer profile being visitors.

The rise of individual cafés and delis was making it tougher to sell fast/casual food, snacks and coffee on the high street, and Pasty Presto were feeling the effects⁸. Add to this the continuing obesity and healthy living debate, and it was clear the Cornish Pasty wasn't ticking many of the right boxes.

Pasty Presto therefore needed to radically rethink its brand and positioning. They knew that their current strategy was not appealing to new customers, nor communicating anything about the company's depth, the care and attention taken behind the scenes, or their products' quality and range.

Customers predominantly saw Pasty Presto as a pasty shop; they weren't coming in to buy anything else. It was time to develop a strong, appropriate Pasty Presto brand: one that would bring immediate value and appeal to existing and new customers and drive sales nationally.

The bakery sector is highly competitive and growing; the new brand had to be strong, different and engaging to help them stand out. Pasty Presto engaged Absolute to create an emotive and effective consumer-facing brand to help business development and grow sales.

Research

B - *The growth of the bakery sector*

- *The growth of the coffee shop*

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Overview of the market

Research

C - *Pasty Presto locations*

Pasty Presto's successful shops are mostly in high-end tourism locations, railway and service stations and sports arenas. Their experience was that their shops historically did not work on the high street, as customers generally see a Cornish Pasty as a one-off treat, not an everyday buy. So they developed shops in areas that enticed tourists, ensuring a regular churn of enthusiastic customers^C.

The brand has always been most reliably successful in Devon and Cornwall, where the Cornish Pasty is not only an obvious purchase to tourists but is more familiar to, and popular with, locals. Away from the West Country, however, competition between coffee shops, bakeries and lunchtime fast food businesses is fierce; quality, style and choice are growing and success has therefore been more elusive.

Pasty Presto had been developing its product offering for the previous five years. Coffee and French pastries, all proved and baked fresh in each store, were being sold alongside the Cornish Pasty, still their main product. The rebrand was therefore an opportunity to increase focus on adding products. Because the brand had not evolved with the business, it was now felt to be inappropriate and restricting any product growth.

The Cornish Pasty gained Protected Geographical Indication (PGI) status in 2011, meaning that a Cornish Pasty can only be sold as such if it's made in Cornwall, enhancing its provenance and quality nationally. Pasty Presto's pasties are all made in Cornwall; they are baked in each store, fresh, every day, and this message was communicated throughout their shops^D.

Research

D - *PGI status*

Research

E - *Pasty Tax*

The Pasty Tax's introduction in late 2012 added 20% to the price of Cornish Pasties compared to VAT-exempt lunchtime offers. This was a challenging time for the hot food takeaway sector in the middle of a national recession^E.

Research

F - *Greggs and West Cornwall Pasty Company*

In 2013, Greggs issued a profit warning. In 2014, while Pasty Presto was investing in its rebrand, the West Cornwall Pasty Company, Pasty Presto's biggest competitor, went into administration, closing nearly half of its shops^F. This stretched to the limit the banks' confidence in supporting the investment in Pasty Presto, and meant the rebrand had even more work to do to inspire confidence in investors, management and company staff.

The issues of obesity and healthy eating are everywhere. Alongside the rebrand, Pasty Presto has been considering a definite trend to downsize portion sizes and eating more healthily. They have recently developed smaller sized products, and the rebrand also needed to consider and attune to these developments.

Project Launch Date: Initial trial of rebrand April 2014. Full rebrand roll out completed Sept 2014

Design Budget: Total project Design Fee: £15,000 | Total Production costs £300,000.

850 words

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4. Outline of design solution

The new brand identity

Primary logo



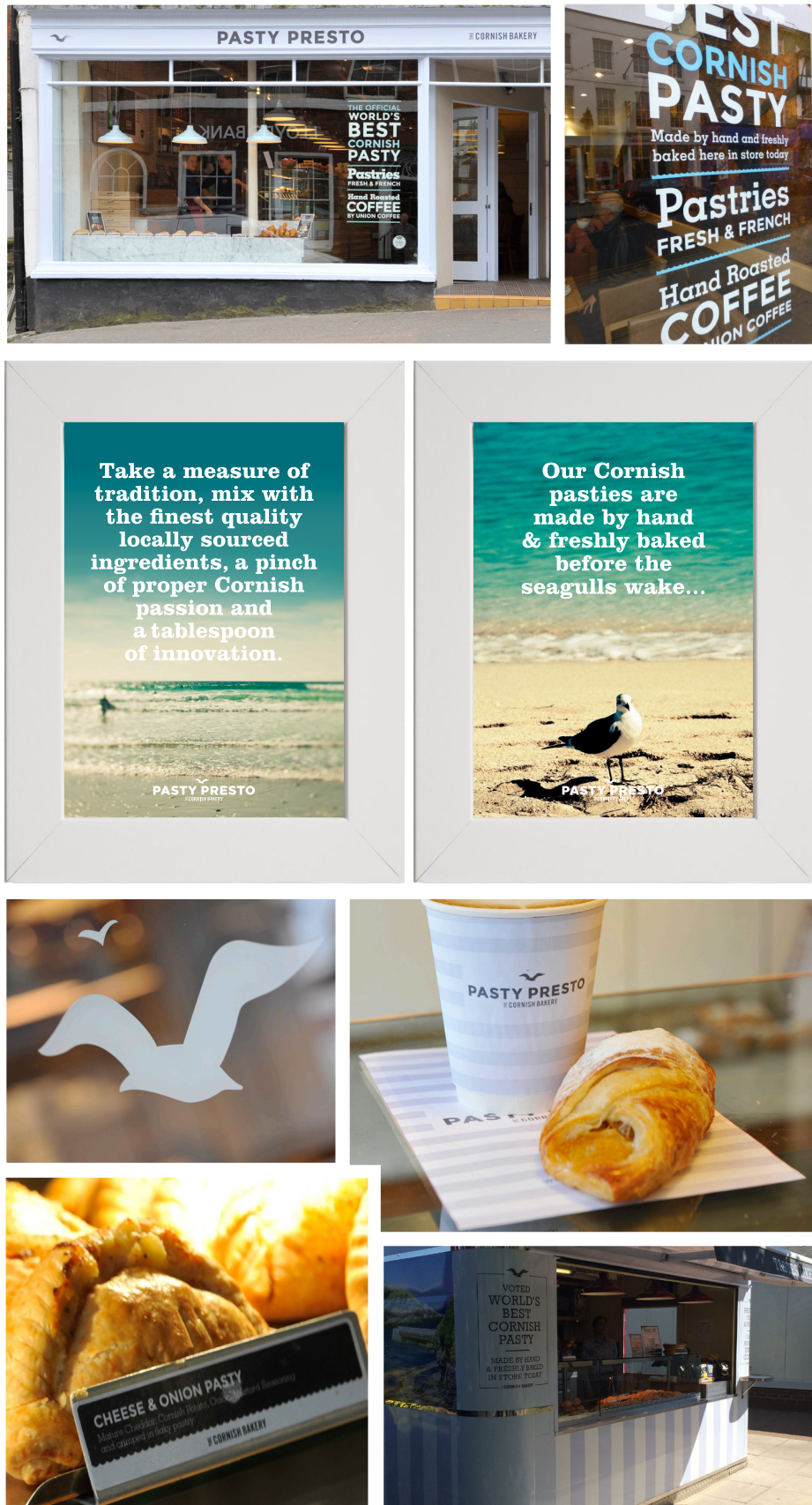
Secondary logo



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4. Outline of design solution



4. Outline of design solution

The new brand identity

Through workshops with the client, and customer research, Absolute went behind the scenes to gain both a deep understanding of the passion driving those who work for the business and an appreciation of the thought that goes into everything they make, source and sell.

In the previous year, 2013, the client had developed the interiors of many tired-looking stores in a bid both to increase sales and to create interiors unlike those of a typical pasty-shop chain. It was clear this wasn't enough; a rebrand that complemented the interior direction was crucial, as was trying to give the shops a sense of reason and place.

While respecting the company's roots and history, Absolute felt the brand should not focus totally on the pasty (for all the reasons outlined in our market overview) and should seek instead to develop new products and grow into other areas. This would position the brand more firmly in the 21st century and associate it with the more cosmopolitan, contemporary and cool 'New' Cornwall: the place respected nationally for more than the Cornish Pasty, the place widely celebrated by commentators as a beacon of excellence and innovation in food and drink.

Provenance of ingredients and authenticity of products is hugely important to Pasty Presto; their rebrand brings a clean, quirky personality to the business as well as highlighting all of their Cornish strengths.

The solution is a strong logotype with a bold font and a colour palette hinting at all things Cornish and coastal without being clichéd or obvious. A stylised seagull conjures up memories of the seaside and holidays and creates an 'asset' which links the company subtly with the county, evoking conversations with customers on their experiences visiting Cornwall (and their love/hate relationship with the seagull!).

A new colour palette of grey and pale blue gave the brand a fresh contemporary feel, while Cornish Blue pottery-inspired stripes were used on the takeaway packaging.

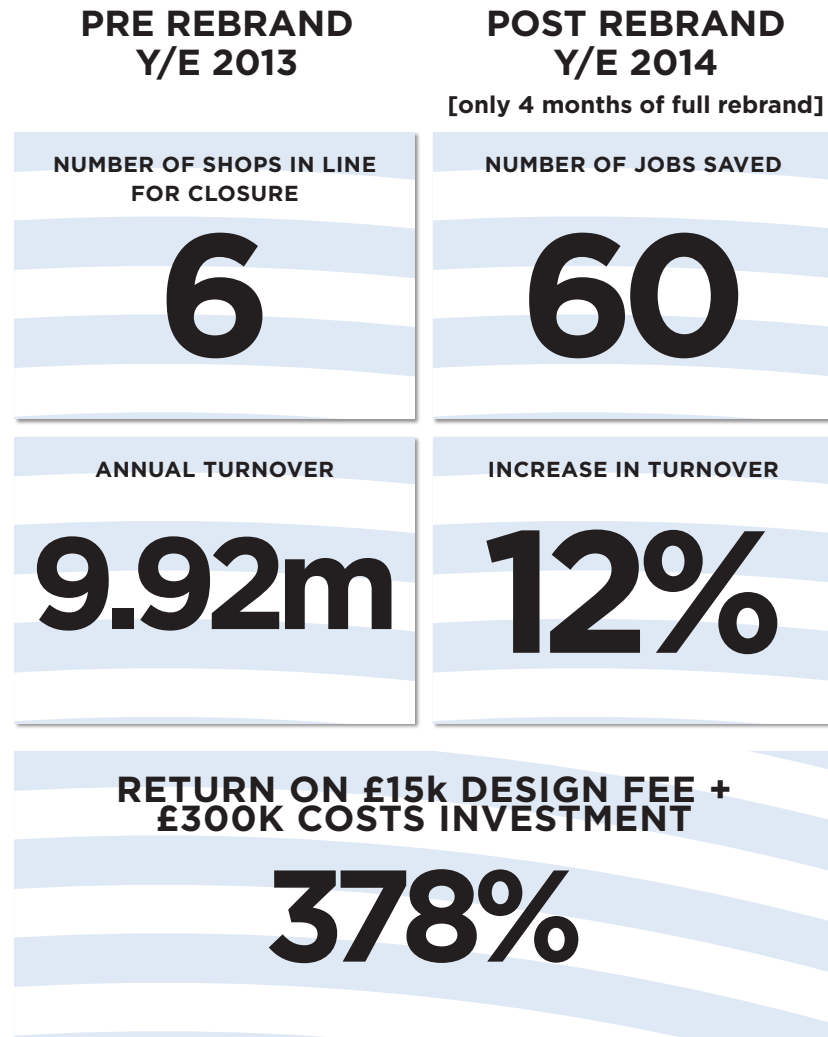
A new tone of voice and copy palette was developed and used within the shops and on packaging to engage the customers and build on the company's personality. Statements like "freshly baked before the seagulls wake" simultaneously communicates something essentially Cornish while explaining what they do and how fresh their products are.

A new strapline, 'The Cornish Bakery', was added to help underline the pasty's provenance and introduce Cornwall to tourists. The word 'Bakery' has allowed Pasty Presto the confidence to expand on their 'baked in store' product range and given their product range relevance in the store.

Exciting product and experience development for their stores continues. Small, bite-sized 'picnic rolls' allow customers to pick from a tapas style range; a Cornish Afternoon Tea comes with Cornish Sparkling Wine; 'The Whipster' is a range of whippy ice cream sundaes developed in collaboration with local ice cream company, Kelly's. Still in development is a pasty-and-a-pint experience with Cornish Craft Beer.

477 words

5. Summary of results



The rebrand was trialled in three stores in December 2013. Consisting of new shop-front colour and signage, internal framed prints and POS the trials went ahead in Barnstaple (in line for closure, making an annual loss of £10,000pa at the time), Salisbury (also due for closure, losing £21,000pa) and Bath. The very first month saw these stores increase sales by 30% against the previous year's figures.

The impact was so quick and positive, Pasty Presto knew that they needed to roll out the rebrand immediately to all other stores. The full roll-out started in February 2014 and was completed in September 2014. Even though the full rebrand was only complete across the company's 30 stores in 2014's last four months, the results for the financial year ending December 2014 were staggering.

Turnover increased by a whopping 12%, with pasty sales increasing by a surprising 5%, completely bucking the sector's trend. Pasty Presto saw a significant increase in French pastry and coffee sales as well. Most importantly, however, their non-pasty product sales were growing: regular locals were using Pasty Presto as their go-to stop for coffee and pastries.

In 2015-2016, Pasty Presto plans to open a further eight stores, taking them to 38, making them the largest Cornish Pasty retailer in the UK.

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Increased staff morale

Staff at Pasty Presto had been watching their biggest competitor collapse in front of their eyes, and clearly the business had been struggling to invest in the company for some time with working environments tired and in need of refurbishment.

The Pasty Presto rebrand gave staff a sense of identity as well as a pride in their new brand. New, stylish, contemporary POS and packaging enhanced their sales and surroundings. Not only that, the new brand personality gave staff a reason to communicate with their customers, allowing them to chat about Cornwall and their products. A new relaxed, surf-inspired uniform of jeans and Converse gave the right 'cool Cornwall' feel, and instilled a sense of pride in their working environment but, more importantly, they felt an important part of the new brand.

"We all knew that times were tough. When we heard about the rebrand we were initially concerned about the change working, but the management got us involved from the beginning. We felt like our opinions really mattered. The new brand is cool and different from all our competitors. We love the new bags and we are now wearing Converse and jeans as our uniform which makes us really feel part of the Cornwall beach/surf vibe!"

Rose James, Area Manager

"The success of the three trial shops gave us the confidence to invest heavily in transforming the whole business. Our new design and tone of voice has also stimulated us in to rethinking our culture and the way we do business. Now this has been rolled out our staff are not only seeing positive sales growth but are also experiencing a totally different relationship with the company and its customers."

Steve Grocutt, Owner



Research

G - *The World Pasty Championships*

6. Other influencing factors

In the months leading up to and following the brand re-launch, Pasty Presto engaged in social media for the first time. This activity has brought invaluable brand awareness, however, no other marketing or advertising activity was invested in to support the rebrand.

In 2013 Pasty Presto won the 'World Pasty Championships' in Cornwall⁶. Their success was communicated to their customers, in store and online, prior to the rebrand. Although this is a great achievement – giving customers further faith in their products' quality, attracting them into the new contemporary stores - it came a year before the rebrand and we do not feel it was an influencing factor.

7. Research resources

- A** <http://www.ons.gov.uk/ons/rel/ott/travel-trends/2012/sty-visits-to-the-uk.html>
The impact on visits to the UK during London 2012
> 96,000 of the 471,000 Olympics/Paralympics visits involved an overnight stay in the rest of England. A proportion (the exact number is unknown) will have stayed here but spent the main part of the visit, and spend, in London.
> Total visits to the rest of England in 2012 were 1.1% lower than in 2011.
> And earnings from these visits fell by 0.9%
- B** http://www.bakeryinfo.co.uk/news/archivestory.php/aid/11199/Bakery_market_sees_2_25_annual_growth.html
The growth of the bakery sector

<http://www.hospitalityandcateringnews.com/2013/01/uk-coffee-market-grows-and-to-grow-strongly/>
The growth of the coffee shop
- C** **Pasty Presto Locations**
Cornwall - St Ives, Falmouth, Padstow, Mevagissey, East Looe, Fowey, Newquay
Rest of UK - Ashford, Barnstaple, Bath, Bideford, Birmingham (NEC) x 3, Bowness-on-Windermere, Dartmouth, Gloucester, Guernsey, Jersey, Lyme Regis, Portsmouth, Salisbury, Sedgemoor M5 South, Stratford-upon-Avon, Street, Strensham M5 South, Taunton M5 South, Torquay
- D** <http://www.bbc.co.uk/news/uk-england-cornwall-12535751>
The term “Cornish pasty” has been given protected status by the European Commission.
- E** https://en.wikipedia.org/wiki/Pasty_tax
The Pasty Tax
- F** <http://www.telegraph.co.uk/finance/newsbysector/retailandconsumer/10760784/Footballer-buys-West-Cornwall-Pasty-after-Osbornes-pasty-tax-helps-push-firm-into-administration.html>
West Cornwall Pasty Company

<http://www.telegraph.co.uk/finance/newsbysector/retailandconsumer/10024662/Greggs-issues-profit-warning-as-sales-fall.html>
Greggs profit warning
- G** **World's Best Cornish Pasty Awards 2013**
<http://www.cornishpastyassociation.co.uk/2013/03/2013-world-pasty-championships-winners/>