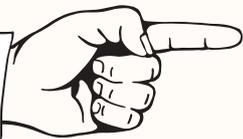




**THIS
WAY UP.**



INDUSTRY SECTOR BRANDED FOOD
CLIENT COMPANY LICK FROZEN YOGURT
DESIGN CONSULTANCY THIS WAY UP
SUBMISSION DATE 29.06.15



EXECUTIVE SUMMARY

LICK FROZEN YOGURT WAS A COOL, NICHE BRAND WITH A HANDFUL OF LISTINGS IN SPECIALIST RETAIL AND ON-TRADE OUTLETS SUCH AS COOK AND LEON AS WELL AS THEIR OWN POPULAR FROZEN YOGURT STORE IN BRIGHTON, BUT IT HAD MORE POTENTIAL...

The founders had always recognized the potential of their product and in 2013 the market for frozen yogurt really started to grow. Value sales are estimated to have grown 117% between 2011 and 2014 to reach £13 million*. This growth was fuelled by recognition that frozen yogurt was healthier than ice-cream, but delivered significantly on both taste and texture.

Lick were confident that they had a superior product, being the only brand made from 100% yogurt as well as being fat free and additive free, however they lacked the distribution, consumer awareness and marketing budget to capitalize on the category growth.

Owners ky and owain, took the decision to invest in packaging design, and appointed this way up to help launch the brand into the mainstream retail market.

The new packs came to market in february 2014 and had a fundamental and immediate impact on brand growth. Lick secured listings in major multiples including Waitrose and grew their listings in Sainsbury's. In turn, the design drove massive trial in store, with sales increasing significantly beyond category growth, by a massive 600% in the first year.

The design has also had a significant impact on social media channels, with on- line engagement rising by 1500% with followers on facebook increasing from 2,000 to 30,000 in 18 months.

BEFORE



SALES INCREASE BY
1,200%
SINCE FEB 2014 LAUNCH



£2.4M **COMPANY VALUATION**
(APRIL 2015)

MARKET SHARE GROWN FROM 1% TO 6% IN THE LAST 2 YEARS

FACEBOOK FOLLOWERS INCREASED FROM 2,000 TO 30,000

£294,000 RAISED ON CROWD CUBE 2015 (147% OVERFUNDED)



PROJECT OVERVIEW

IN 2012, LICK SET THEMSELVES A CLEAR OBJECTIVE TO GROW SHARE IN THE BURGEONING FROZEN YOGHURT MARKET, THROUGH DRIVING SALES IN MAINSTREAM RETAIL.

THE BRAND HAD ENJOYED A 'CULT' FOLLOWING AMONGST THE MOVERS AND SHAKERS OF BRIGHTON, BUT TO MAXIMIZE ANY APPROACH TO NATIONAL DISTRIBUTION THE LICK FOUNDERS RECOGNIZED THEY NEEDED TO RE-DESIGN THE BRAND TO SPEARHEAD GROWTH AND MAXIMIZE APPEAL AND IMPACT ON SHELF.

KEY ASPECTS OF THE BRIEF

CREATE A UNIQUE DESIGN
BUILD BRAND AWARENESS
ENGAGE NEW CONSUMERS

DESIGN OBJECTIVES

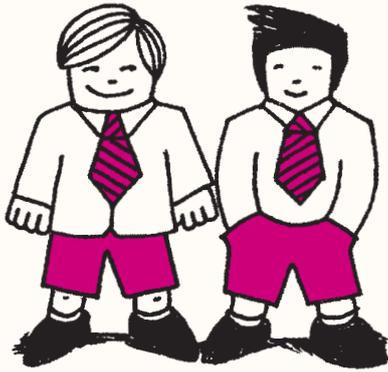
- * Capture the attitude and values of the founders - fun, irreverent and doing things differently
- * Create a brand signature that could translate to all marketing communication
- * Develop a design that broke the category norms of functional flavour communication
- * Build awareness of Lick outside of Brighton
- * Generate trial and engage new consumers who were not eating Frozen Yogurt
- * Create standout in store
- * Communicate the unique product attributes (100% yogurt) and unique flavours

BUSINESS OBJECTIVES

- * Become the face of Frozen Yogurt in the UK and Europe
- * Generate national listings
- * Win share from Ice-cream category
- * Maintain existing consumers
- * Increase penetration and trial



PROJECT DESCRIPTION



WHILST AT SCHOOL KY AND OWAIN SOLD HOME-MADE YOGURT FROM A TRIKE DURING THEIR SUMMER HOLIDAYS. THEY SAVED PROFITS FROM THE FIRST SUMMER AND BOUGHT A SECOND TRIKE THE NEXT YEAR.

EVENTUALLY THEY SAVED UP ENOUGH TO BUY AN OLD LAND ROVER AND CONVERT IT TO AN ICE-CREAM VAN SO THEY COULD SELL FROZEN YOGURT ON THE BEACH.

THEY SET UP THE UK'S FIRST FROZEN YOGURT STORE IN THE LANES IN BRIGHTON IN 2008 AND DEVELOPED A LOYAL FAN BASE FOR THEIR DELICIOUS 100% FROZEN YOGURT.

FOLLOWING RUNAWAY SUCCESS AT THE FROZEN YOGURT STORE, LICK WAS LAUNCHED NATIONWIDE IN 2012 IN OCADO, COOK AND MANY MORE INDEPENDENTS, WINNING A GREAT TASTE AWARD.



LICK SET OUT TO BE MORE THAN A FROZEN YOGURT BRAND, AND WANTED TO COMBINE THEIR PASSIONS WITH THEIR BUSINESS. AS MUSIC NERDS THEY INVITED BANDS TO PLAY MUSIC SESSIONS IN THE FROZEN YOGURT STORE SUCH AS CHARLOTTE CHURCH AND OCTOPUSES. THEIR LOVE OF MUSIC CULMINATED IN THEIR OWN MUSIC LABEL - LICK MUSIC.

THE FOUNDERS WERE ALSO PASSIONATE ABOUT CREATIVITY AND OFFERED A PLACE FOR A TEMPORARY ARTIST IN RESIDENCE AT THEIR NEW PREMISES, A WAREHOUSE IN BRIGHTON. THEY ALSO OPENED THE DOORS OF THEIR NEW HOME TO REGULAR 'PAY WHAT YOU CAN' YOGA SESSIONS AND INVITED SPEAKERS TO OFFER VIEWS AND OPINIONS INCLUDING THE UKS FIRST GREEN MP CAROLINE LUCAS AT THE LICK SCHOOL.

IN 2013 THEY REALIZED THAT IN ORDER TO BUILD THE BUSINESS AND GROW THROUGH MAINSTREAM RETAIL CHANNELS THEY WOULD HAVE TO CLOSE THEIR BELOVED FROZEN YOGURT STORE TO FOCUS THEIR RESOURCES ON BUILDING A BRAND.



OVERVIEW OF THE MARKET

IN THE FREEZER CABINET

The warm summer of 2013 provided a significant boost to the ice cream market with a more than 7% year-on-year rise in values when sales jumped from £1.04 billion in 2012 to £1.12 billion in 2013 and a more than 4% increase in volumes from 340 million litres in 2012 to 352 million litres in 2013. But while value sales of ice cream are estimated to have risen 5% between 2011 and 2014 to reach £1.10 billion, volume sales are estimated to have fallen 3% over the same period to an estimated 345 million litres.

And as ice cream fell out of favour with the nation, things looked pretty sweet for frozen yogurt, the relatively new kid on the block. Indeed, value sales of frozen yogurt are estimated to have grown a cool 117% between 2011 and 2014 to reach £13 million.

The key players in the frozen yogurt category were r&r backed yoo moo and global giant ben & jerry's. These brands had established a significant following and awareness through their café outlets. Tesco own label as well as unilever's snog were the other competitors driving awareness of frozen yogurt. Against this intimidating competitive set Lick was a relative newcomer but consistently outperformed all other froyos on taste, due to its 100% yogurt recipe, and brought a completely fresh approach to the category.





OVERVIEW OF THE MARKET

THE REBRAND FOR LICK HAD TO WORK IN ISOLATION OF ANY ABOVE THE LINE SUPPORT AND CREATE CUT THROUGH AMONGST NEW USERS WHO WERE EITHER NON CATEGORY USERS OR LOOKING FOR A BETTER PRODUCT THAN CURRENTLY AVAILABLE ON THE MARKET.

THE DESIGN AIMED TO COMMUNICATE THE SUPERIOR FLAVOUR PROFILE OF THE LICK FROZEN YOGURT AND DELIVER THE MADE WITH 100% YOGURT MESSAGE IN A 'DISCOVERY' MOMENT AROUND THE LID OF THE TUBS.



PROJECT LAUNCH DATE

On the 24th February 2014 the new design was launched to market in Sainsburys and all on trade partners.

SIZE OF THE DESIGN BUDGET AND PRODUCTION COSTS

The core rebrand project budget was £12,000. Additional budget was required to developed design for the 125ml single serve tubs used to generate immediate trial and design of the Soft Serve packaging, which used the core branding and provided the on-trade with a non chilled frozen yogurt mix which was significantly better than competitor products and did not require fridge storage.



OUTLINE OF DESIGN SOLUTION

THE CHALLENGE

The challenge with lick was to reinvent their busy brand and take the range into retail. We wanted to hero the act of licking, making it a unique and ownable brand idea that would instantly be recognisable as lick and have maximum impact in store.



By updating and finessing their current logo mark and making the mouth and tongue the main focus of the brand we created, not only a pack that had impact and encapsulated their fun personality and modern outlook, but also created a great catalyst with which to show off their scrumptious flavours with clear and simple differentiation.



We brought the hand-drawn visual styling onto the back of pack to tell the story of the brand with individual and quirky illustrations of the founders and their story. We wanted to highlight to the consumers that lick was a small passionate company with real people behind it. Telling the story of ky and owain did this, and made the brand and everything it did something people wanted to connect with.





OUTLINE OF DESIGN SOLUTION

The mouth and tongue icon could now easily be taken onto every form of communication to deliver instant recognition.

The team at This Way Up translated the brand identity to the lick clothing line and other printed communication.



'THIS WAY UP' HAVE BEEN INSTRUMENTAL IN DRIVING GROWTH OF THE LICK BRAND THROUGH THEIR EYE CATCHING AND MEMORABLE REIMAGINING OF OUR ORIGINAL IDENTITY.'

**OWAIN WILLIAMS
CO-FOUNDER, LICK**



SUMMARY OF RESULTS

INCREASE IN SALES

£100K → £600K → £1.3M

TO END FEB 2014

(new designs launched
in feb 2014)

TO END FEB 2015

TO END FEB 2016

projected sales. So far the business
is on target to exceed this target.
(includes the new soft serve)

INCREASE IN MARKET VALUE

+600%

600% INCREASE IN MARKET VALUE
FROM FEB 2014 TO FEB 2015

INCREASE IN MARKET SHARE

+500%

500% INCREASE IN MARKET SHARE
BY FEB 2015

INCREASE IN MARKET DISTRIBUTION

The relaunch generated a massive increase in national listings including:

Waitrose

95 STORES

100

INDEPENDENT
STORES

TOYS R US

80 STORES

20

SCHOOLS
NATIONALLY

Budgens

144 STORES

Sainsbury's

540 STORES

210 LOCALS & 330 SUPERMARKETS

The co-operative

35 STORES

50

OFFICES
NATIONALLY



SUMMARY OF RESULTS

IMPROVEMENTS IN STAFF MORAL

The Lick team are a highly motivated team, but the new design gave a renewed sense of connection and morale to the team

REDUCTIONS IN PRODUCTION COSTS

10% due to larger production runs

INCREASED LEVELS OF ENGAGEMENT

1500% increase in engagement on line in Facebook followers

IMPROVEMENTS IN CONSUMER ATTITUDES OR BEHAVIOUR

Consumers regularly buying
Advocates among new consumers
Rate of sale increasing everywhere

INVESTMENT FUNDING

In April 2015 as part of a drive to raise revenue to increase marketing activity Lick offered 6.25% of their business on Crowd Cube. The business raised £294,000 for marketing, additional staff and operating capital. The investment level generated was 50% above the target £200,000, and has secured the resources necessary to take the business to the next level of growth through NPD and additional marketing activity.



OTHER INFLUENCING FACTORS

Lick continued to engage in the same levels of marketing activity through the period of relaunch and in the following 18 months.

The activity Lick undertook through 2013-15 included their on going social media activity based around the Lick happenings, music and art.

Additional sales were clearly generated via the new listings in Sainsbury's and Waitrose, but the rate of sale and the increased trial can be directly associated with the new design.



RESEARCH RESOURCES

Mintel – Frozen Yogurt Market Report
Lick sales data