



**B&B**

CLIENT: PETER'S YARD  
DBA DESIGN EFFECTIVENESS AWARDS ENTRY  
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## EXECUTIVE SUMMARY

This is the story of how an evolutionary rebrand has unlocked the potential of Peter's Yard in grocery, transforming the business from a niche artisan alternative into an accessible premium player within the savoury biscuit and cracker category.

While the Peter's Yard redesign is subtle and sensitively done, it offers a masterclass in brand evolution, capitalising on a strengthened positioning, a more emotional and compelling brand story and an expert understanding of design equities and execution.



### HERE ARE THE HEADLINES FOR PETER'S YARD'S ACHIEVEMENTS:

- INCREASING SALES BY 56% IN ONE YEAR IN A DECLINING MARKET
- BECOMING THE FASTEST GROWING BRAND IN THE CATEGORY
- DOUBLING HOUSEHOLD PENETRATION
- SELLING THE BUSINESS TO LOTUS BAKERIES





# CONTEXT & OVERVIEW

## PROJECT BRIEF

Founded in 2008, Peter's Yard is an award-winning, Swedish-inspired UK bakery brand. Known for its premium quality crackers, crispbreads and flatbreads, the brand is differentiated within the market through its commitment to traditional process, with every batch being made from a 47-year-old sourdough starter and fermented slowly for 16 hours.

Launched as a niche and artisan product, Peter's Yard was originally stocked in delis and farm shops, but had made a successful transition into mainstream grocery and was experiencing steady growth. However, the brand had not been created with supermarkets in mind, and there was a clear need to refresh its positioning, design and packaging to enable Peter's Yard to unlock an as yet untapped opportunity as the premium brand within the crispbread category, and set foundations for new product development.

To effectively capture this premium space, Peter's Yard needed to balance the quality associations that came with its existing understated feel with far greater standout and impact: to become more noticeable without feeling more mainstream. Equally, it was key that a more confident look and feel should not alienate the brand's existing base of independent retailers.

## OVERALL OBJECTIVE

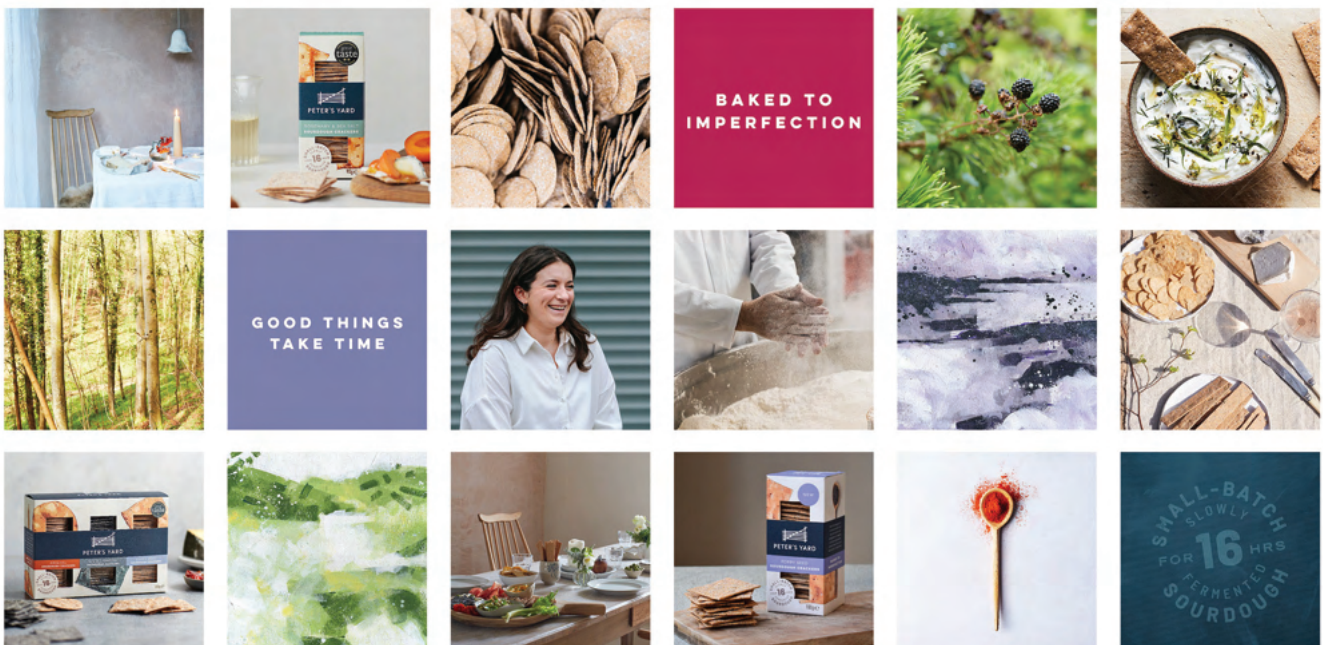
- 1. TO UNLOCK THE PREMIUM SPACE BY BECOMING THE CRISPBREAD THAT'S WORTH PAYING MORE FOR.**

## COMMERCIAL OBJECTIVES

- 2. ACHIEVE A 20% UPLIFT IN SALES IN YEAR ONE.**
- 3. DOUBLE HOUSEHOLD PENETRATION.**
- 4. REDACTED CONFIDENTIAL DATA**
- 5. ENABLE NEW PRODUCT LAUNCHES.**
- 6. ATTRACT EXTERNAL INVESTMENT.**

## SCOPE OF WORK

Upfront strategic thinking was an integral part of the project, and influenced every aspect of the rebrand. B&B Studio undertook the entire project, and the scope of work included a refined brand positioning, creative strategy, visual identity, packaging design, messaging and communications, brand world and digital look and feel.



## DESCRIPTION

When B&B Studio partnered with Peter's Yard, the brand was in its tenth year and had achieved nationwide distribution in Waitrose, Ocado, Sainsbury's and Wholefoods, and was also sold in approximately 2,500 farm shops and delis. At that time, the range consisted of 18 SKUS.

Peter's Yard's existing packaging was certainly communicating premium craft credentials, but its recessive look wasn't living up to the brand's potential in grocery. As the category became more crowded, a refreshed positioning and design was required that could justify the brand's premium price point and more clearly establish its status as a brand worth paying more for. Articulating the brand's key point of difference – that its sourdough is fermented for 16 hours – was crucial to achieving this aim.

## GOOD THINGS TAKE TIME

Keen to communicate premiumness through the authentic story of Peter's Yard's shortcut-free process, the strategic team focused on the theme of Time Well Spent, aligning the brand's existing values with emerging cultural trends around deceleration and mindful wellness. The brand belief that Good Things Take Time is born out of product and process, but also sets a template for calm, considered and crafted design, while inspiring a philosophy that celebrates simple pleasures and is in keeping with a Swedish-inspired pace of life. The strategy introduced a set of new key creative values – time-honed, time-honoured and unhurried – to enable the brand to retain its signature understated style but give it a renewed sense of purpose and story-telling.



In line with these values, the redesign is sensitive and evolutionary. The logotype has been sympathetically modernised with a more contemporary sans serif font and the introduction of a small quirk to the A to echo the gate icon. Colours, including the brand's signature blue, have been subtly refreshed to maintain a similar, but bolder, palette. Across packaging design, the introduction of a central branding band creates more impact from shelf and enables the brand's story to be told across the pack. Consumer-friendly windows are more successfully integrated into the overall layout, while the brand's original illustrative pack imagery – derived from a photograph of crispbread – has been reimagined to more clearly represent the product. Ingredients and serving suggestions are represented through photography across the range, with all elements interacting in a more considered design system.

**The new design was executed across 24 SKUs, comprising 16 of the original 18, plus 2 replacement cracker products, offering a like-for-like comparison, and a brand new range of Sourdough Bites (6 new SKUs), which was factored into the brand's sales targets.**





## OVERVIEW OF MARKET

In grocery, Peter's Yard sourdough crackers entered a category that was traditionally dominated by legacy brands such as Carrs, Ryvita and Jacobs with little innovation beyond rice cakes. In recent years, the category has opened up, with artisanal brands such as Crosta & Mollica and Peter's Yard itself moving into a more premium space, while the legacy brands have opted instead to respond to consumer desire for function, speed and convenience. Supermarket own-brands have also entered the category leading to a declining market share for legacy brands. For context, the biscuits for cheese category declined overall by REDACTED CONFIDENTIAL DATA in 2020, with stalwart Jacob's declining by REDACTED CONFIDENTIAL DATA.

## KEY FACTS

The new design was launched in store in October 2020.  
REDACTED CONFIDENTIAL DATA.



# RESULTS

## OVERALL OBJECTIVE:

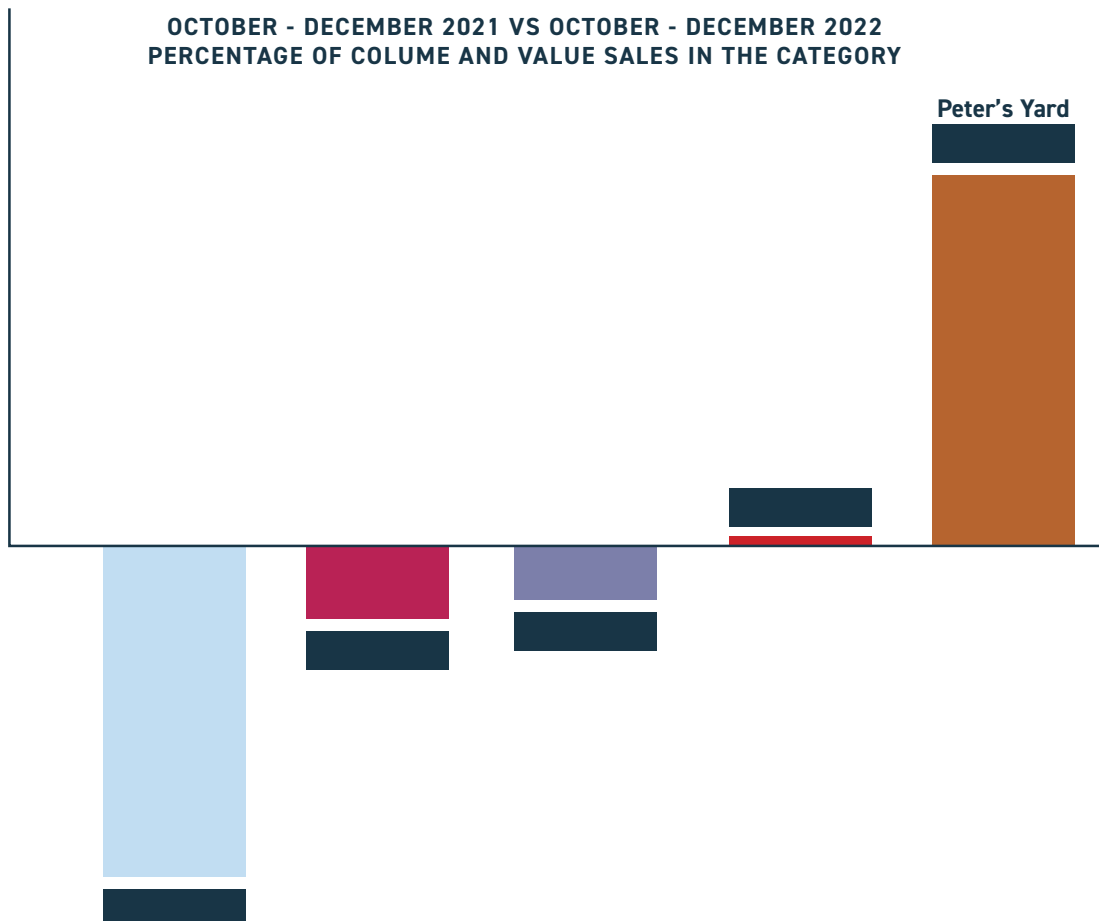
### 1. WORTH PAYING MORE FOR

#### OUTPERFORMING THE CATEGORY

Since the redesign, the Peter's Yard brand has shown strong uplift in a declining category despite its premium price point, clearly demonstrating success in its ambition to become the crispbread that's worth paying more. Comparing YTD July 2022 with YTD July 2020, category sales have declined REDACTED CONFIDENTIAL DATA overall, while Peter's Yard sales have grown by REDACTED CONFIDENTIAL DATA. That's despite a far higher price point: for context, Carrs Water Biscuits retail on average at REDACTED CONFIDENTIAL DATA for 125g, while Peter's Yard Original Sourdough Crackers are priced on average at REDACTED CONFIDENTIAL DATA for a smaller 105g pack.

Peter's Yard is now the fastest growing brand in the category, with both volume and value sales outperforming the competition. Comparing the last 12 weeks of 2022 with the same period in 2021, the brand achieved REDACTED CONFIDENTIAL DATA growth compared to declines of REDACTED CONFIDENTIAL DATA for Ryvita, Private Label and Pladis (Carrs) respectively. And it's not as simple as a general consumer shift towards premium - comparative artisanal brand Crosta & Mollica only REDACTED CONFIDENTIAL DATA in the same time period.

It's also worth noting that the new Peter's Yard design launched in a period characterised by lockdowns and a cost of living crisis - a difficult landscape for a premium non-essential product to navigate. In this context, expressing why the brand is worth paying more is all the more crucial - and Peter's Yard's growth demonstrates that this was successfully achieved through design.





## BEATING PRIVATE LABEL

The fact that each of the big four retailers have launched own-label copies of Peter's Yard's best-selling sourdough products in itself demonstrates the impact the brand is having on the category. But what is key from a design effectiveness point of view is that these copies are not selling as well as Peter's Yard despite their lower price point. In Sainsbury's, Peter's Yard's Original Sourdough Crackers outsell their private label equivalent by REDACTED CONFIDENTIAL DATA even though there is a marked difference in price: REDACTED CONFIDENTIAL DATA.

## INCREASING PERCEIVED VALUE

Peter's Yard's own YouGov research from 2021 shows a REDACTED CONFIDENTIAL DATA increase in likelihood to buy the new designs vs the old, and a clear consumer perception that the quality justifies the price:

**“WELL WORTH THE (SLIGHTLY) EXTRA COST EVEN NOW WE ARE ALL WATCHING THE PENNIES”**

**“AN AFFORDABLE LUXURY”**

**“YOU CERTAINLY GET WHAT YOU PAY FOR!”**

**“WORTH THEIR PRICE - ALWAYS A GOOD QUALITY PRODUCT”**

**“DEFINITELY WORTH THE EXTRA”**

A recent consumer survey also suggests that the design has played a significant role in increasing consumer understanding of the brand's USPs:

**“THE PACKAGING ITSELF REFLECTS YOUR PRODUCT AND I FIND THE DESIGN HAS MAX APPEAL”**

**“IT DOESN'T LOOK MASS PRODUCED, BUT HOME BAKED”**

**“IT FEELS ARTISAN BUT NOT OLD FASHIONED.”**

**“I FIND THE BRAND ELEGANT AND SOPHISTICATED, AND I CAN TRUST IT TO BRING SOMETHING SPECIAL TO THE TABLE”**

**“THEY STANDOUT FROM OTHERS ON THE SHELF, SO IT'S SO EASY FOR MY PARTNER TO SHOP FOR THEM WHEN I CAN'T”**

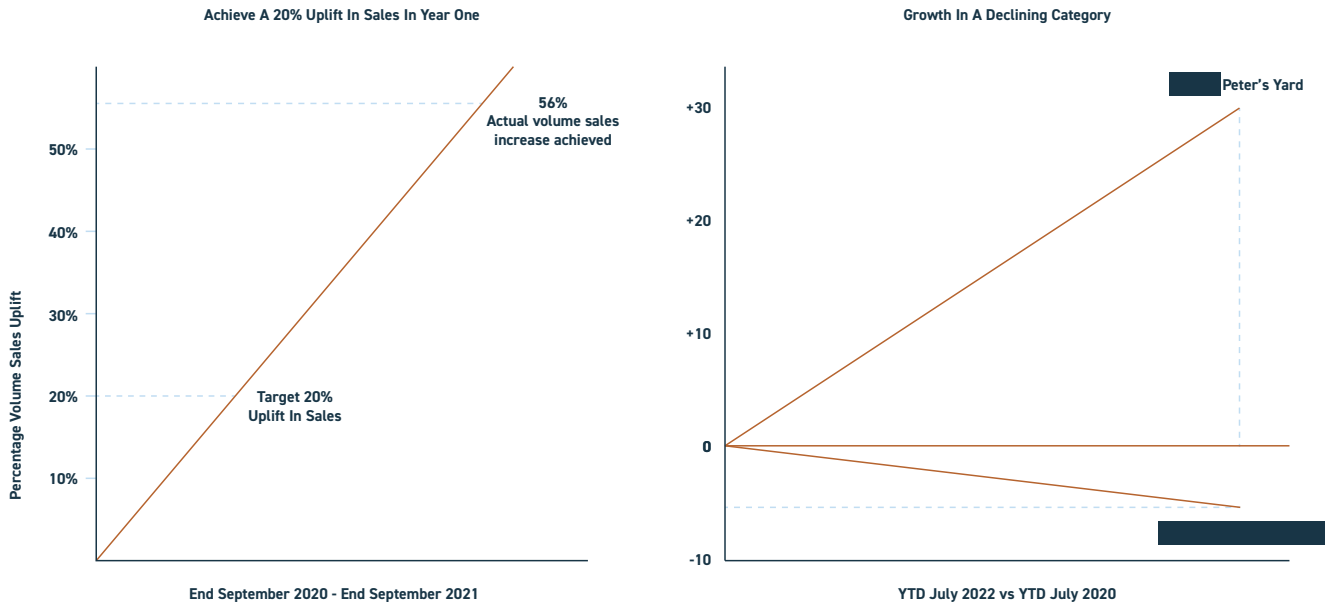


## CONTINUED SUCCESS IN INDEPENDENTS

The Worth Paying More For strategy has not only helped grow the brand in mainstream grocery, but also protected its relationships with independent premium retailers that have historically stocked Peter's Yard as a quality artisanal product. Not only has there been no negative impact on these relationships, but the channel has seen significant growth since the launch of the new design, with a +34% difference in sales figures between January - July 2020 and January - July 2022. In addition, the brand has won new and highly prestigious accounts in premium retailers, including Daylesford Organic and Selfridges (where the brand had previously been delisted).

# COMMERCIAL OBJECTIVES

## 2. ACHIEVE A 20% UPLIFT IN SALES IN YEAR ONE



Peter's Yard's key commercial objective was for the brand evolution to create a 20% uplift in sales in its first year. In fact, in the first 12 months since the relaunch Peter's Yard achieved a 56% volume sales increase compared with the previous year, (end September 2021 vs end September 2020) smashing that target by 180%.

As accounted for in the sales target, the above figures include the introduction of the 6 additional Sourdough Bites SKUs. However, volume sales data from Sainsbury's demonstrates the exact like-for-like impact on the existing range. Comparing January - July 2021 with January - July 2020, we can see an uplift of 40% REDACTED CONFIDENTIAL DATA. For context, the cracker category in Sainsbury's declined during this period by REDACTED CONFIDENTIAL DATA, highlighting an exceptionally strong performance by Peter's Yard. Peter's Yard's growth within a declining category has continued to this day. Comparing YTD July 2022 with YTD July 2020, category sales have declined REDACTED CONFIDENTIAL DATA overall, while Peter's Yard sales have grown by REDACTED CONFIDENTIAL DATA.





### 3. DOUBLE HOUSEHOLD PENETRATION

In the first year of the redesign, Peter's Yard also achieved its second key objective – to double the amount of UK households reached. The brand's penetration leapt between 2020 and 2021 from REDACTED CONFIDENTIAL DATA, and stands at REDACTED CONFIDENTIAL DATA as of May 2022.

In both of Peter's Yard's key grocery retailers – Sainsbury's and Waitrose – the brand's market share is increasing. Sainsbury's saw a 32% boost, growing from REDACTED CONFIDENTIAL DATA in March 2021 to REDACTED CONFIDENTIAL DATA March 2022. Over the same time period, the brand's share in Waitrose has increased by 50%. Crucially, the brand attracts new consumers to the category and appeals to new store visitors – REDACTED CONFIDENTIAL DATA of Peter's Yard customers in Sainsbury's are either new to the category or new to Sainsbury's.



As a result, awareness of Peter's Yard is at an all-time high - national awareness grew from REDACTED CONFIDENTIAL DATA pre-rebrand to REDACTED CONFIDENTIAL DATA by June 2022 according to YouGov.

### 4. ACHIEVE REDACTED CONFIDENTIAL INFORMATION TURNOVER IN 2021

This ambitious goal was almost reached, despite the impact of Covid on food service sales, with turnover peaking at REDACTED CONFIDENTIAL DATA.

Crucial to reaching this goal has been increased distribution. Since the launch of the new design, Peter's Yard has secured new listings in Co-op and entered Morrisons with 1258 distribution points across 3 SKUs, exceeding targets for that retailer. In addition, the brand has begun to penetrate the convenience sector with new listings in Little Waitrose and Sainsbury's Local.

### 5. ENABLE NEW PRODUCT LAUNCHES

#### EXTENDING THE RANGE

The redesign was key in setting the necessary foundations for the brand to introduce new flavours to its existing ranges, and also extend the brand into new categories. Following the redesign, two replacement cracker SKUs were introduced – Rosemary & Sea Salt, and Poppy Seed flavours. Rosemary is now the brand's 2nd highest seller, and is crucially bringing in new customers to the brand (REDACTED CONFIDENTIAL DATA incremental customers, switching from own-label, Jacobs, Ryvita and Carrs) rather than cannibalising its existing products.



## ENTERING NEW CATEGORIES

As part of the redesign, the brand entered the Savoury Snacks category with the launch of Sourdough Bites. The original sales strategy for Bites was to drive trial through single-serve packs in both food service and grocery as part of an on-the-go lunch offer, then focus on larger sharing packs once familiarity had been built. However, the effect of COVID and a national lockdown severely reduced the on-the-go opportunity, so sales depended on sharing packs. While these were a hit in the market - REDACTED CONFIDENTIAL DATA in turnover in their first year from a standing start - overall sales and distribution of Bites were understandably below initial forecasts. The range has been relaunched as of August 2022 and now has distribution in 200 Sainsbury's stores and 80 Waitrose stores.



## 6. ATTRACT EXTERNAL INVESTMENT

### LOTUS ACQUISITION

A key objective of the redesign was to enhance the brand's attractiveness to potential investors and garner additional external investment – at the time of the redesign, Belgian biscuit company, Lotus Bakeries, REDACTED CONFIDENTIAL DATA in the business. In 2022, Lotus was offered the opportunity to acquire a further REDACTED CONFIDENTIAL DATA, but instead opted to buy the total business. The strength, impact and potential of the new branding and positioning was key to this decision.

### UNEXPECTED SUCCESSES

In addition to meeting commercial objectives, the rebrand has helped boost Peter's Yard in a number of unforeseen ways, including:

#### PRESTIGIOUS OFFICE ACCOUNTS

- new corporate customers for Sourdough Bites, including REDACTED CONFIDENTIAL DATA, Microsoft, LinkedIn and Spotify.

#### PREMIUM BRAND PARTNERSHIPS

- new marketing opportunities with comparable premium brands, including Yeo Valley and Belvoir Drinks.

#### SOCIAL MEDIA ENGAGEMENT

- design-driven growth and engagement in social media, with the brand's Instagram following doubling since the redesign.

#### INTERNAL TEAM-BUILDING

- the team has grown from 12 to 17, with new starters keen to work for a brand that feels premium, modern and more like a small business.



## SUSTAINABILITY WINS

While increased efficiency and sustainability were not a key objective of the initial brief, the new design was crafted with the environment in mind, and has achieved a number of wins. The packaging board is now FSC certified on all packs, and the film is now recyclable on both Sourdough Bites and the inner sleeves of Savoury Biscuits. The addition of a 'no palm oil' claim on the redesigned packs has increased awareness of this commitment and garnered positive consumer feedback.



## FOUNDER FEEDBACK

**“ONCE WE SAW THE FINAL DESIGNS, WE FELT EXTREMELY EXCITED AND TOTALLY CONFIDENT ABOUT TAKING THEM FORWARD TO OUR CUSTOMERS AND CONSUMERS. WE HAVE RECEIVED NOTHING BUT POSITIVE FEEDBACK SINCE THE CHANGE AND EVERYONE IN THE BUSINESS IS UNITED IN SEEING THE NEW DESIGNS AS A SIGNIFICANT STEP FORWARD. WE ARE DELIGHTED WITH THE RESULTS.”**

Wendy Wilson Bett, Co Founder, Peter's Yard.



## **OTHER INFLUENCING FACTORS**

### **REDUCED RRP**

Peter's Yard had reduced its RRP (from an average of £2.95 to £2.40) 8 weeks prior to the launch of the redesign. While this may have affected comparative annual figures in terms of volume sales, it was factored into the brand's commercial objectives as part of a three-part strategy to drive growth (price decrease, redesign and launch of Sourdough Bites).

### **MARKETING ACTIVITY**

There was no significant change in Peter's Yard's marketing team, its budgets or activities from pre- to post-design, and all the accompanying marketing was designed to showcase the power of the new branding and packaging. No change was made in promotional activity in-store that would have affected sales comparisons pre and post design.

### **SOCIAL MEDIA ENGAGEMENT**

While the brand's social media engagement has doubled post the redesign, there was no change to the team or strategy. The rebrand was envisaged with social media in mind from the start, with the Time Well Spent essence created to enable a more lifestyle-focused outlook that gives the brand more to talk about with consumers. All of Peter's Yard's social content is born from the messaging, design and aesthetic created through the rebrand.

### **COVID**

Many food and drink brands experienced an uplift throughout 2020 as out of home eating and drinking fell during the pandemic, and the savoury biscuits category was no exception. According to Mintel, volume sales of savoury biscuits increased for the only time over the last five years, up 7%, with the major beneficiaries being the bigger brands like Jacobs, Carrs and Ryvita. According to brand owner Pladis, Jacob's Cream Crackers benefited in the first lockdown from people stockpiling and turning to them as a long shelf-life bread substitute - a trend that would be unlikely to have affected a premium priced brand like Peter's Yard. As 2021 progressed, the growth of mainstream brand slowed, and Peter's Yard was able to outperform them in terms of year on year growth.

