

FOR PUBLICATION



TOM PARKER CREAMERY. HAPPY COWS. HAPPY MILK.

Tom Parker Creamery
DBA Design Effectiveness Awards entry –
November 2023.

WHITE BEAR

EXECUTIVE SUMMARY

Design done right can do a lot more than change the look and feel of a brand. It can transform the way a business works. That's what happened at Tom Parker Creamery when they commissioned new brand work to support a 79-store Sainsbury's trial.

Delving into what makes the brand special led to a strategic review that has seen Tom Parker Creamery claim a strong position as supplying free-range dairy products with only natural ingredients.

The rebrand got to the heart of the company's approach to dairy farming: free-range, happy cows, listening to music while they're being milked.

Historically sold through farmers' markets, Tom Parker Creamery hadn't changed much in the three generations since its launch 100 years ago. The Sainsbury's trial provided a catalyst for change – one the company grabbed with both hands. But instead of selling out to compete with the sectors biggest hitters, informed by the brand strategy

work done with its design partner, White Bear, Tom Parker Creamery decided to focus instead on the existing quality of its products, the welfare of its animals, and using natural fats and sugars instead of artificial alternatives.

Tapping into a target audience that's closely aligned with Tom Parker Creamery's way of doing business, the company has seen rapid and sustained growth over the last three years. Every indicator has risen and is still on the up. From revenue to sales volume, social media shout-outs to new supermarket partners. And with inbound approaches about potential own-label collaborations, it's clear this family-owned, century-old business very much has its best years ahead.

It's no surprise that the MD credits the rebrand as the foundation for that growth, as well as a coveted spot on the Sainsbury's Future Brands programme which unlocked listings in 9.5 times more Sainsbury's stores.

PREVIOUS DESIGN



Since the rebrand launched in March 2021, the results are impressive and far ahead of their market:

- Revenue increased by REDACTED CONFIDENTIAL DATA in 2021, up from REDACTED CONFIDENTIAL DATA in 2020 to REDACTED CONFIDENTIAL DATA in 2021 (against a target of REDACTED CONFIDENTIAL DATA)
- Revenue rose again in 2022 by a further REDACTED CONFIDENTIAL DATA to REDACTED CONFIDENTIAL DATA
- Revenue in 2023 is already REDACTED CONFIDENTIAL DATA based on actuals to end September and the forecast for the remainder of 2023 is on track to hit REDACTED CONFIDENTIAL DATA, which represents a more than doubling of sales since the rebrand
- Unit sales are up from REDACTED CONFIDENTIAL DATA in 2020 to REDACTED CONFIDENTIAL DATA in 2021 (target REDACTED CONFIDENTIAL DATA) and hit REDACTED CONFIDENTIAL DATA by end September 2023
- From a limited trial of 79 stores in Sainsbury's to national listings in 733 Sainsbury's stores, 300 Waitrose stores and online at Ocado
- From just Tom Parker Creamery's own herd, to taking milk from four more partner farms with the same welfare and sustainability standards as Tom Parker
- Based on the growth to date, and the addition of new listings above, revenue will hit REDACTED CONFIDENTIAL DATA in 2024, a more than tripling since the rebrand.



CONTEXT AND OVERVIEW

BRIEF

Wiltshire-based Tom Parker Creamery is more than 100 years old. Third-generation family owned and with a heritage look and feel, little had changed for this business, which had been selling its milk, cream, and flavoured milks through delivery service, Milk & More, and at farmers' markets.

In 2021, with a small, 79-store trial listing in Sainsbury's secured, it knew it had to invest in its brand and positioning for the first time in the company's history to secure the listings and revenue it needed.

The brief – to create a brand which continued to showcase the company's proud heritage, but which would provide a platform for future growth.

Shelf stand-out was a must if their aim of gaining a national presence in the supermarkets was to be fulfilled. They had ambitious targets and growth plans, including building a new factory, new product development to create new flavoured milk variants and special editions, and expansion beyond their own farm. Investment in the brand needed to pay off – and it certainly did.

Fast forward to 2023 and you can find Tom Parker Creamery in 733 Sainsbury's stores (more than half of Sainsbury's locations including convenience stores), 300 Waitrose stores (that's 91% of Waitrose stores) and listed online at Ocado. Sales have doubled and based on the new listings, are forecast to triple by end 2024 when compared to before the rebrand. Growth targets are being met, despite tough competition, cost-of-living, and inflationary pressures for this premium category.

OBJECTIVES

Against the backdrop of a rebrand launch in March 2021, their growth plan in 2021, including the brand redesign, aimed to:

- Increase Year on year revenue to REDACTED CONFIDENTIAL DATA from REDACTED CONFIDENTIAL DATA
- Grow listings and units sold with their two biggest existing customers: Sainsburys and Milk & More by 20%, and solidify the Sainsbury's trial listing to be permanently listed in 250 stores
- Adjust their customer mix to create resilience; gain completely new retail/online distribution
- Deliver cost-neutral more sustainable packaging solutions

After 2021, their plans centred around:

- Building a brand that allowed new product development and seasonal products
- Significantly altering their distribution mix to include multiple retailers, both physical and online

The already ambitious plan faced multiple business challenges, many of which could never have been predicted when they set out:

- On-the-go dairy drinks category only grew by 8.8% value and 2.2% volume in 2022, with sales down 3.9% – the equivalent of 5.4 million litres (source: Kantar 52 w/e 14 May 2023) – as cash-strapped Brits cut back on non-essential groceries. In 2021, category sales rose by 20%, or £43m, in the 52 weeks to 16 May 2021 (Kantar).
- The value of the milk category has grown 23.4% – but that's down to an average price increase of 28.4% per litre (Kantar 52 w/e to 14 May 2023). 227.1 fewer litres of milk were sold – a reduction of 4% on 2022. In 2022 the dairy category lost 6.1% of volume sales equivalent to 419.4m litres (Kantar 52 w/e 12 June).

- There were no sampling opportunities immediately post-rebrand due to the pandemic. Sampling increases brand awareness and the potential for people to buy the product, so a lack of opportunity will have impacted sales.
- High Fat Salt Sugar (HFSS) legislation limits promotion opportunities based on the amount of fat, salt and sugar in products meant Tom Parker Creamery couldn't take advantage of gondola-end promotional locations due to the inclusion of higher fat and sugar natural ingredients over artificial alternatives, reducing sales opportunities.

THE MARKET

Tom Parker Creamery offers fresh milk, cream, and flavoured milks including iced coffee.

Flavoured milk

The UK flavoured milk category is worth £672m/year with 500 million units sold (Nielsen Sept 2022).

Market volume growth for take home dairy drinks was just 2.2% in 2022 (Source: Kantar).

And the dairy drinks category overall was down 3.9% in the 52 weeks to 14 May 2023 (Kantar).

With traditional products from large brands like Yazoo and Friij taking 54% of the dairy drinks market, iced coffee has the next largest segment at 24.5% (Nielsen). There was strong growth in the iced coffee segment during the pandemic as consumers turned to drinking it at home when going to a coffee shop wasn't an option, and this has continued with growth of 8.4% in 2022/23. (The Grocer).

The top five flavoured milk competitors have remained the same for two years.

Competitors and position – flavoured milk (Nielsen IQ, 52 weeks to 10 September 2022)

1. Starbucks
2. Yazoo
3. Emmi
4. Friij
5. Shaken Udder
6. UFit
7. Arctic

8. Costa
9. For Goodness Shakes
10. Dunn's River

Milk and cream

In the 52 weeks to 20 September 2023, the whole dairy category, which includes yogurts and yogurt drinks, was worth £15bn, representing 18% value growth according to Kantar.

Of this, milk is worth £4.2bn, but volume is down by three per cent (source: Nielsen 52w/e 15/7/2023). In 2022 the dairy category lost 6.1% of volume sales equivalent to 419.4m litres (Kantar 52 w/e 12 June 2022).

The dairy category is dominated by large brands and own label products. Competitors include farmer-owned Arla, Müller and Cravendale, all with strong marketing might and deep budgets to support their continued success.

TARGET AUDIENCE

Tom Parker Creamery's insight showed their consumers are usually middle-class professionals, aged 25 to 54 and mid-high affluent young professionals or families. They have consumer profiles ranging from "foodies" through to "on trend chefs". What matters to them is taste and quality, brand heritage and a strong story, and delivering on welfare, ingredient, and sustainability standards.

SCOPE

Tom Parker Creamery had no positioning and a visual brand rooted in heritage with limited shelf shout. With a modest budget of just £45k, the rebrand needed to develop:

- A strong, future-proof market positioning linked to real, authentic, brand values
- A fresh new visual identity to act as a catalyst for their ambitions and which could compete on crowded supermarket shelves – something they'd never had to do before
- A website that told the revised story of Tom Parker, and brought the brand to life

THE SOLUTION

The new brand needed to be future-proof and speak to consumers in a competitive segment. And it needed to work across cream, milk, and flavoured milk.

When White Bear looked at target audiences, they discovered those most likely to buy Tom Parker Creamery products valued animal welfare and ingredient integrity over price. Fortunately for Tom Parker Creamery, that's exactly what it already offered – it just wasn't making the most of those values in its branding.

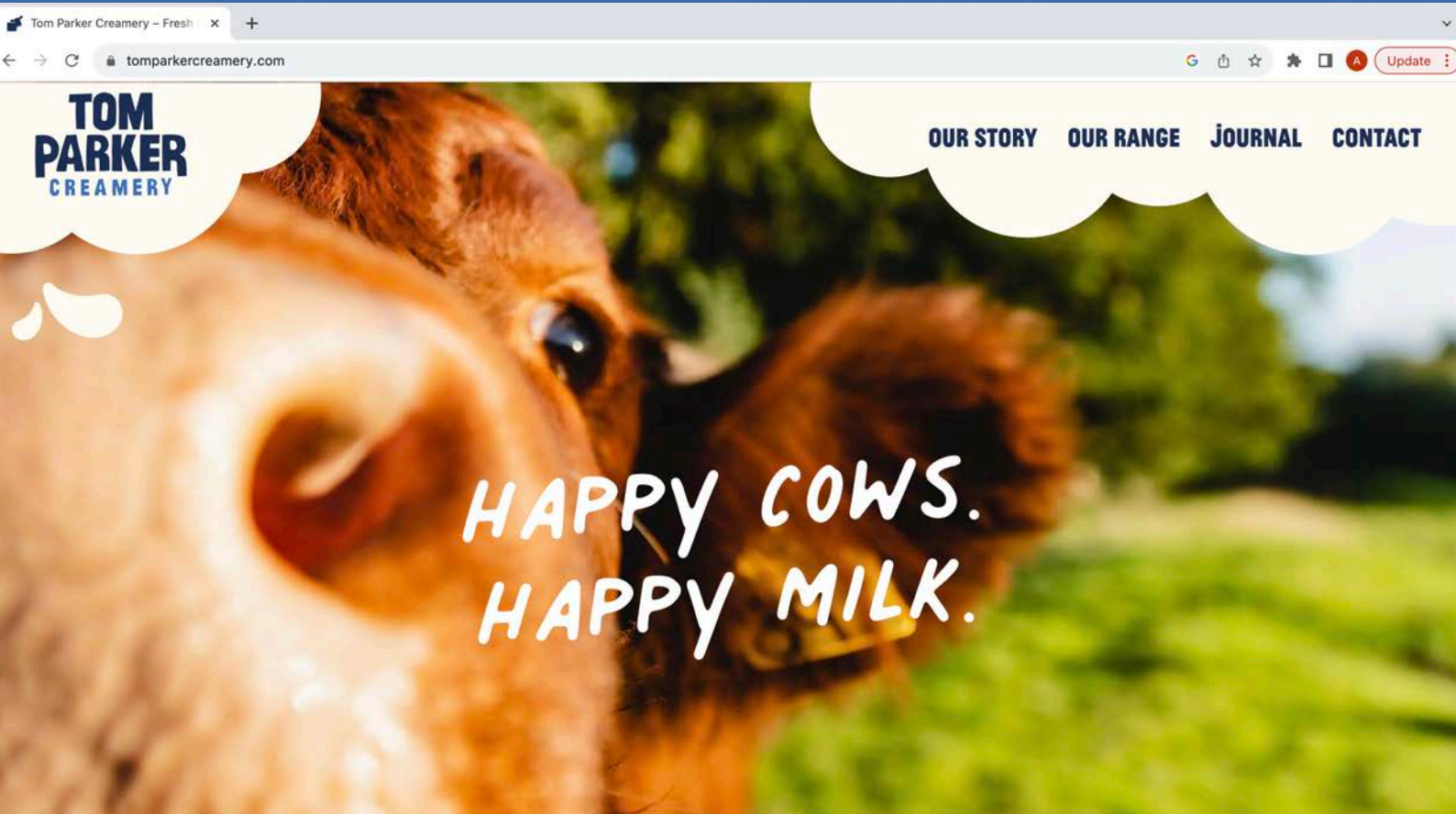
In a world where nothing seems to stay the same, White Bear looked for what was constant. Those elements were the cows, and the unique way they are treated due to the company's ethics.

This comprehensive discovery process uncovered the brand's core values, from which a unique positioning was created – **Happy Cows. Happy Milk.** This made Tom Parker Creamery the only dairy company to focus on free-range as a selling point and clearly spoke to target audience buying considerations and priorities.

The positioning codifies the company's vision to create the highest standard dairy products that are traceable, transparent, and sustainable. Their cows are all free-range, pasture-fed, and have music played to them while they're milked, even having their backs scratched. The highest welfare standards are the driving force behind the company's approach and methods, but for a century, this was just how they treated their cows, they'd never before put these values front and centre.

The impact of this positioning goes way beyond how the packaging looks. Aligning the brand to Tom Parker Creamery's existing values provided a platform for growth, clearly enabling consumers to make choices which linked to their own values. It also created a point of difference in the market and provided reassurance for provenance-conscious customers.

Codifying the brand's values also influenced business strategy, creating a clear framework for recruiting other farm partners with the same welfare and sustainability standards.



White Bear recommended retaining the glass bottles as a more sustainable alternative to plastic but replacing the vinyl labels with paper ones, making them fully recyclable. The solutions were delivered without increasing cost, which was a win for Tom Parker Creamery as well as the environment.

With its brand values clearly codified, making business decisions became easier too. High Fat Salt Sugar (HFSS) legislation means that products considered to be “high” in fat, salt or sugar can’t be included in supermarket promotions. These promotions provide prime supermarket space, drawing customer attention and foot traffic and, ultimately, driving sales. Whereas other brands have replaced natural ingredients, such as fat and sugar, with artificial alternatives, Tom Parker Creamer resisted swapping natural sugars for sweeteners or full fat milk for skimmed with additives to create the creamy texture. Its “all natural” stance was easy to take as this aligned very clearly with the positioning and newly visible values.

The core brand elements of free-range, all natural and high welfare standards also framed the approaches to partnering with new milk suppliers. New farm partners have to sign up to a new welfare manifesto, created by White Bear after the rebrand process, before Tom Parker Creamery will use their milk.

And when Waitrose moved to free-range for its own brand milk, Tom Parker Creamery’s unique free-range positioning created the perfect alignment to unlock the opportunity to have their flavoured milks stocked at the chain.

Along with product packaging, White Bear created a new landing page website (not ecommerce) which tells the brand story – great for when buyers are researching the brand – and new social media assets, and brand video.



DESIGN RESPONSE & CREATIVE EXECUTION

At the centre of the design response were two things – the brand’s USPs (its free-range cows, high standards of welfare and heritage) and the key consumer audience (families).

Research suggested Tom Parker Creamery’s key audience are more likely to be committed to sustainability considerations and want to know their family is consuming great-quality products with strong provenance and high welfare standards.

In response, the new brand tells the company’s story through their biggest assets – “the girls”. Happy Cows. Happy Milk creates a clear position for Tom Parker Creamery which sets products apart from mass-produced, conglomerate-owned competitors.

The rebrand took place during the pandemic, presenting a challenge when considering how to present it visually, both on-pack and on the new website which was also part of the brief.

But from big challenges come smart solutions. Online the brand seamlessly integrates cut-paper feel graphics with real photography of the cows (many looking just like selfies) drawn from Tom Parker Creamery’s archive (no new photography could be commissioned due to lockdown restrictions). On the packs, illustrations hero the cows and the landscapes they roam free on.

A hand-drawn font with negative space with the A shaped like a drop of milk formed the starting point for the bold text-only logo.

This visual language led to vibrant, hand-drawn, on-pack illustrations with strong cow outline shapes which reflected the actual breeds at the Tom Parker farm. Collaged within these outlines are strong, graphic landscapes to emphasise the cows are free-range.

The illustration style is playful – clouds feature milk-shaped droplets – appealing to the core family audience identified.

Taking the Happy Cows. Happy Milk theme through to the visual cues and on-pack language saw amusing touches such as a hill-shaped barcode. Within the cow illustrations an old-fashioned cart and horse heads over a hill, harking back to the

brand’s heritage. It heads downhill along the top of the bar code.

And using the whole of the packaging real estate, a poster-style band features key messages about the brand which change according to the flavour.

A strong colour palette with limited variation in colours on pack lends an air of sophistication. Colours and patterns within the illustrations change to reflect the different products and flavours, supporting the all-important shelf-shout.

Metal lids feature the Happy Cows. Happy Milk strapline and a Union Jack in white – reflecting the brand’s proud British heritage but steering away from associations with unhealthy patriotism.

New glass bottles – made from 30% recycled content – use metal caps and paper labels so everything is now fully recyclable. Sustainability is important to Tom Parker Creamery, so this change reflected that aspect of the brand’s values, as well as creating a clear differentiator against all the plastic bottles in the category. The bottles have a heritage feel in a nod to the brand’s longevity.

And that’s not all on sustainability. The bottles are delivered to shops in cases made of cardboard and sealed with paper tape. All of the pallets for transport are packaged using biodegradable shrink wrap.



RESULTS

The rebrand has done more than overhauled Tom Parker Creamery's visual identity. It has provided a strong platform for growth in every aspect by identifying and building on the brand's values. From additional supermarket listings to more units sold, which all translate into revenue. Milk now comes from four farms, all aligned to Tom Parker Creamery's values, in addition to the family farm. A new factory to create additional manufacturing capacity is in the plan for 2023/24.

OBJECTIVE 1 – Increase Year on year revenue to REDACTED CONFIDENTIAL DATA (20%) in year 1 post rebrand

Revenue

2020 REDACTED CONFIDENTIAL DATA
2021 REDACTED CONFIDENTIAL DATA
2022 REDACTED CONFIDENTIAL DATA
2023 REDACTED CONFIDENTIAL DATA
to 30 September

November and December are the two busiest months for sales. At the current run rate, 2023 revenue will be REDACTED CONFIDENTIAL DATA.

REDACTED
CONFIDENTIAL
DATA



OBJECTIVE 2 – Grow listings and units sold with two biggest customers, Sainsbury's and Milk&More and solidify the Sainsbury's trial listing by being permanently listed in 250 stores

- 733 Sainsbury's stores now stock Tom Parker Creamery products (target 250), 9.5x increase compared to before rebrand, and more than half of the total number of Sainsbury's (including convenience stores)
- The trial listing with Sainsbury's listed 2 products. They now have 7 listed with Sainsbury's.
- Within one year of the rebrand, Sainsbury's listed cream and vitamin-enriched milk in addition to flavoured milks – cream accounts for > REDACTED CONFIDENTIAL DATA of Tom Parker Creamery sales by value, so this listing was an important win
- Doorstep delivery service Milk&More have lost 50% of their customer base after moving to accepting orders only online, a rate which is reflected in their Tom Parker Creamery sales. However, these sales have been replaced by new listings with other supermarkets. Growing Milk&More sales was an objective in 2021, but it's no longer a top sales channel in 2023 due to the refocus on and growth in listings with national supermarkets and other delivery services such as Ocado and Zapp which account for around 20% of Tom Parker Creamery sales.

OBJECTIVE 3 – *Adjust their customer mix to create resilience; gain completely new retail/online distribution*

- The customer mix is now significantly more resilient – in 2020 it was 1% wholesale, 99% Milk&More. In 2023 it's 70% supermarkets (Sainsbury's 26%, Waitrose 29%, Ocado 15%), 15% Milk&More, 9% wholesalers, 6% The Modern Milkman
- New retail/online distribution – Ocado and sustainable online delivery service Zapp now sell/distribute the full range of Tom Parker Creamery products
- Waitrose listed Tom Parker Creamery milk when it went to free-range milk on its own label. The brand positioning and free-range stance very clearly put them in a strong position to take this opportunity. Flavoured milks are now in its Food2Go offering at the front of stores. Products are stocked in 300 Waitrose stores (91% of Waitrose footprint)
- The sustainability story unlocked the listing with Zapp, a local delivery service in London with strong environmental credentials – they deliver by electric bike

REDACTED
CONFIDENTIAL
DATA

REDACTED
CONFIDENTIAL
DATA

OBJECTIVE 4 – *Deliver cost-neutral more sustainable packaging solutions*

- Moved to paper labels from vinyl as part of the rebrand – vinyl labels previously made the bottles hard to recycle
- “So, as part of our recent brand refresh, we took the decision to move from the plastic label to a paper label meaning that from our glass bottles and metal caps right through to the paper labels, we're proud to share that our bottles are fully recyclable.” From the Tom Parker Creamery website
- New glass bottles made from 30% recycled glass content
- No additional packaging costs created by the changes
- Paper tape and cardboard boxes are used for deliveries

Testimonial

“The rebrand has been a catalyst for our incredible growth. We've moved into the mainstream, claiming our place on the shelves among the big brands in supermarkets up and down the UK.

“After the rebrand launched we were accepted on to the Sainsbury's Future Brands programme, which unlocked a lot of support and profile with the buyers, leading to our increased listings. I'm in no doubt about the new brand and positioning's contributing massively to being accepted on to the programme.

“Making the most of our free-range credentials at the heart of the brand also put us in prime position when Waitrose went free-range for all their milk. We secured a listing with them not long after and our flavoured milks are now offered in their meal deal, something we could never have imagined before the rebrand.”

**Rob Yates, managing director,
Tom Parker Creamery**



INFLUENCING FACTORS

Tom Parker Creamery's MD, Rob Yates, describes the rebrand as an essential ingredient in the company's success. Sainsbury's buyers said the commitment to the rebrand was the key to unlocking a place on the Sainsbury's Future Brands programme; it has provided a strong platform for growth ever since.

DID MARKET GROWTH DRIVE THE IMPROVEMENTS?

The flavoured milk category has seen limited growth – 8.8% in value, 2.2% volume in 2022, with sales down 3.9% – the equivalent of 5.4 million litres (source: Kantar 52 w/e 14 May 2023) – as cash-strapped Brits cut back on non-essential groceries.

Tom Parker Creamery improved its flavoured milk sales by value REDACTED CONFIDENTIAL DATA (REDACTED CONFIDENTIAL DATA) in 2021, REDACTED CONFIDENTIAL DATA (REDACTED CONFIDENTIAL DATA) in 2022, and REDACTED CONFIDENTIAL DATA (REDACTED CONFIDENTIAL DATA) in 2023 year to date (YTD).

The value of the milk category has grown 23.4% – but that's entirely down to an average price increase of 28.4% per litre (Kantar 52 w/e 14 May 2023). 227.1 fewer litres of milk were sold – a reduction of 4% on 2022. In 2022 the dairy category lost 6.1% of volume sales equivalent to 419.4m litres (Kantar 52 w/e 12 June).

Against this backdrop, Tom Parker Creamery grew milk and cream sales REDACTED CONFIDENTIAL DATA (REDACTED CONFIDENTIAL DATA) in 2021, REDACTED CONFIDENTIAL DATA (REDACTED CONFIDENTIAL DATA) in 2022 (when they launched milk) and REDACTED CONFIDENTIAL DATA (REDACTED CONFIDENTIAL DATA) in 2023 YTD.

By volume, their sales in both categories have grown REDACTED CONFIDENTIAL DATA (REDACTED CONFIDENTIAL DATA units) since 2020 based on figures to 30 September 2023 which exclude the busy Christmas season, which delivers the highest monthly sales of the year for cream. By value, sales in both categories have increased REDACTED CONFIDENTIAL DATA in both categories.

The company has launched three new products since 2021 which will have contributed to some of the growth. The brand identity and packaging solution was specifically designed with this in mind, allowing enough flexibility to rapidly launch new product iterations or seasonal variants.

An increase in dairy-hesitancy driven by confusion about the health impacts of consuming dairy could also be expected to have a negative impact on this sector, along with cost-of-living and inflationary pressures meaning people splash out less on non-essentials such as flavoured milk drinks and cream.

WOULD THE ADDITIONAL DISTRIBUTION HAVE BEEN SECURED WITHOUT THE REBRAND?

Tom Parker Creamery credits the rebrand as being the springboard for being accepted on to the Sainsbury's Future Brands programme based on feedback from buyers. Being on the programme opened up listings in more stores nationwide.

The positioning developed as part of the rebrand unlocked the opportunities with Waitrose. The supermarket had moved to free-range milk for its own-brand and Tom Parker Creamery is the only UK brand producing free-range flavoured milks. Being free-range and caring about sustainability also helped land the listing with sustainable delivery service Zapp.

Owning a unique positioning in the marketplace enabled Tom Parker Creamery to have conversations with supermarkets about its clear point of difference. They were not just another range of products in a crowded category, but a brand with a clear story, values and strong visual identity to match.

Tom Parker Creamery is a very small team, only directly employing 14 people. New business development is carried out by the MD and a small in-house team. It's highly unlikely this level of growth could have been achieved by such a small team without the platform of a strong brand.



DID MARKETING AND PR DRIVE SALES?

With limited marketing budgets mainly dedicated to in-store promotion and a small amount of advertising, plus a modest new business development team, there is a not a huge machine driving this brand's growth.

Price promotions are a key tactic but rely on strong shelf-shout from packaging to be effective, especially when you are such a small brand

Tom Parker Creamery mainly promotes their flavoured milks, with only quarterly promotions on cream and milk. Cream accounts for REDACTED CONFIDENTIAL DATA of sales (YTD 2023). Limited price promotions won't have had the same impact as for flavoured milk. Promotions do generate additional sales – on average REDACTED CONFIDENTIAL DATA more units of flavoured milk are sold each week when on promotion.

Due to legislative restrictions, Tom Parker Creamery can't take advantage of gondola-end promotion opportunities in supermarkets, restricting the flavoured milk products' visibility when compared to others in the segment.

Gondola ends are a prized position in a supermarket because they play a key role in getting shoppers to notice the products, which in turn drives sales. According to research by Shopper Intelligence in conjunction with The Grocer, shoppers are 2.6 times more likely to visit an aisle if a gondola end promotion in that category has previously caught their eye. And the impact was even higher for categories targeted by the HFSS legislation which limits whether products can be displayed on gondola ends. Separate research by IRI forecast that losing aisle-end sales could cost the chilled dairy and desserts sector almost £500m. Tom Parker Creamery chose to forego this potential revenue in place of maintaining its principles but has still maintained sales growth.

	No of weeks of price promotion	Average additional unit sales per week when on promotion	Additional revenue created by price promotion
2021	20	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA
2022	26	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA
2023 (to 1 Nov)	20	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA

Revenue	2020	2021	2022	2023
Flavoured milk	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA
Milk	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA
Cream	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA

Marketing budgets – excluding price promotions:

- 2020 REDACTED CONFIDENTIAL DATA
- 2021 REDACTED CONFIDENTIAL DATA (including rebrand @£45,000)
- 2022 REDACTED CONFIDENTIAL DATA
- 2023 REDACTED CONFIDENTIAL DATA

Several Tom Parker's Creamery products won Great British Food awards in 2021 and 2022, which could have influenced sales once the logo was placed on the product.

DID PRICE RISES LINKED TO INFLATION DRIVE THE REVENUE GROWTH?

Price rises will have had some impact on revenue but average price per product changes have been very modest, with the 250ml flavoured milk average price reducing since 2020 due to the price promotions – see table below.

Tom Parker Creamery has also seen unit sales almost double – from REDACTED CONFIDENTIAL DATA Jan-Dec 2020, to REDACTED CONFIDENTIAL DATA in 2023 (to end Sept), demonstrating that plenty of the growth has come from the number of products sold, not just higher prices.

This increase in volume bucks the dairy category trend. According to the Agriculture and Horticulture Development Board, in 2022: "In terms of retail sales, all dairy products saw lower volume sales."

Based on this insight, Tom Parker Creamery are confident the rebrand was the essential ingredient which provided the springboard for growth.

Average price per product

	2020	2021	2022	2023
Milk 500ml	N/A	N/A	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA
Cream 250ml	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA
Flavoured Milk 250ml	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA
Flavoured Milk 500ml	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA	REDACTED CONFIDENTIAL DATA