



ENTRY TITLE:
SAVING SEED AND BEAN

DESIGN CONSULTANCY:
FAMILY (AND FRIENDS)

INDUSTRY SECTOR:
FOOD PRODUCERS

SUBMISSION DATE:
1ST JULY 2016

CLIENT COMPANY:
ORGANIC SEED
AND BEAN COMPANY

FOR PUBLICATION



KALEIDOSCOPIC
moments OF pleasure

EXECUTIVE SUMMARY

Saving Seed and Bean

Seed and Bean isn't just about profits. It's about ethical business and responsibility for the environment. It has been making great chocolate since 2005, all handmade in small batches in the UK. But nine years in, it was failing. Retailing in health food chain Holland and Barratt and farm shops, it was not selling high enough volumes, and needed to go mainstream. The aim of the rebrand was simply to survive. The new design delivered much more than that.

**"If we hadn't done the project,
we wouldn't be in business"**

Colm Curran, Financial Director, Seed and Bean

The new branding stood out on shelf, celebrated the exciting flavours, and gave the product the potential to work as a gift. The arresting design secured free editorial coverage in lifestyle publications. And buyers from Selfridges and Waitrose who had previously dismissed Seed and Bean placed orders. Seed and Bean was successfully exported to Scandinavia, Australia and the US, and now sells in 22 countries. Sales continued to more than triple over two years with no significant increase in advertising spend. The business objectives were exceeded four times over.

**"I will always be grateful to
Family (and Friends)"**

Jonathan Shorts, Managing Director, Seed and Bean

At the same time, Seed and Bean set a new standard: 100% ethical chocolate. It became the first and only chocolate to be sold in entirely recyclable foil. And with it's Fairtrade premium, the more it succeeds, the more it supports small-scale growers in extreme poverty in Ecuador, West Africa and the Dominican Republic. Our design helped Seed and Bean to grow. But better than that, it helped this ethical business make the world a slightly better place.
(295 words)

LISTINGS IN
WAITROSE
and
SELFRIDGES

EXPORTED to **22**
COUNTRIES

THE *only* CHOCOLATE WITH
BIODEGRADABLE
FOIL

SALES
more than
TRIPLED
IN TWO YEARS

Over
300%
ROI

PROJECT OVERVIEW

Standing out

Seed and Bean chocolate was sold in health food chain Holland and Barratt and farm shops but lacked mainstream distribution. It had been turned down by Selfridges and Waitrose because it failed to communicate its quality and didn't stand out on shelf.

In 2010, the business was close to collapse. Jonathan Shorts and Colm Curran came on board as investors and partners. They admired the quality of the product and believed that there was a place for it. Family (and Friends) worked closely with the directors to develop a brand strategy and identity that would really make a difference.

With a retail selling price higher than both Divine and Green and Black's, Seed and Bean needed to establish itself as a credible premium brand. The aim was to create a profitable business with a turnover of at least 436k in two years (25% growth per year). As a Fairtrade brand, this would also mean that a greater value 'Fairtrade Premium' would be invested directly into growers' communities, which was a significant motivation for the enterprise. To achieve this growth, the business wanted to secure shelf space in Waitrose, which would mean becoming one of only six premium chocolate brands listed by the store. Waitrose would be a good fit for the brand and a launchpad for further growth.

At the same time, the business wanted to increase its ethical credentials further by reviewing its packaging and ensuring that it was as environmentally friendly as it could be. Millions of inner foil sleeves found in chocolate bar packaging end up in landfills every year. Seed and Bean wanted to reduce its negative impact on the planet.

Business objectives:

1. To achieve an annual turnover of 436k in two years
2. To become one of six luxury chocolate brands listed by Waitrose
3. To increase Seed and Bean's ethical credentials
4. To justify a high retail price by communicating what's special about Seed and Bean

"We had to find out who we were"

Jonathan Shorts, Managing Director, Seed and Bean

After



Before



PROJECT OVERVIEW

Doing good

Since the company's foundation in 2005, the mission has been to create the most ethical, sustainable and delicious British chocolate.

This commitment is evidenced by its accreditation as the most ethical chocolate producer in Britain by the Ethical Company Organisation's good shopping guide. This is based on its organic ingredients, support of Fairtrade farming and transport, pioneering of biodegradable packaging, and nurture of good agricultural and artisan practices.

It is the only chocolate brand that scores highly across the board on every factor making it the only one that is 100% ethical. But it hasn't stopped because it topped the index. Seed and Bean continues to pursue ethical and environmental practices in all that it does. Packaging materials and production processes are an important part of this.

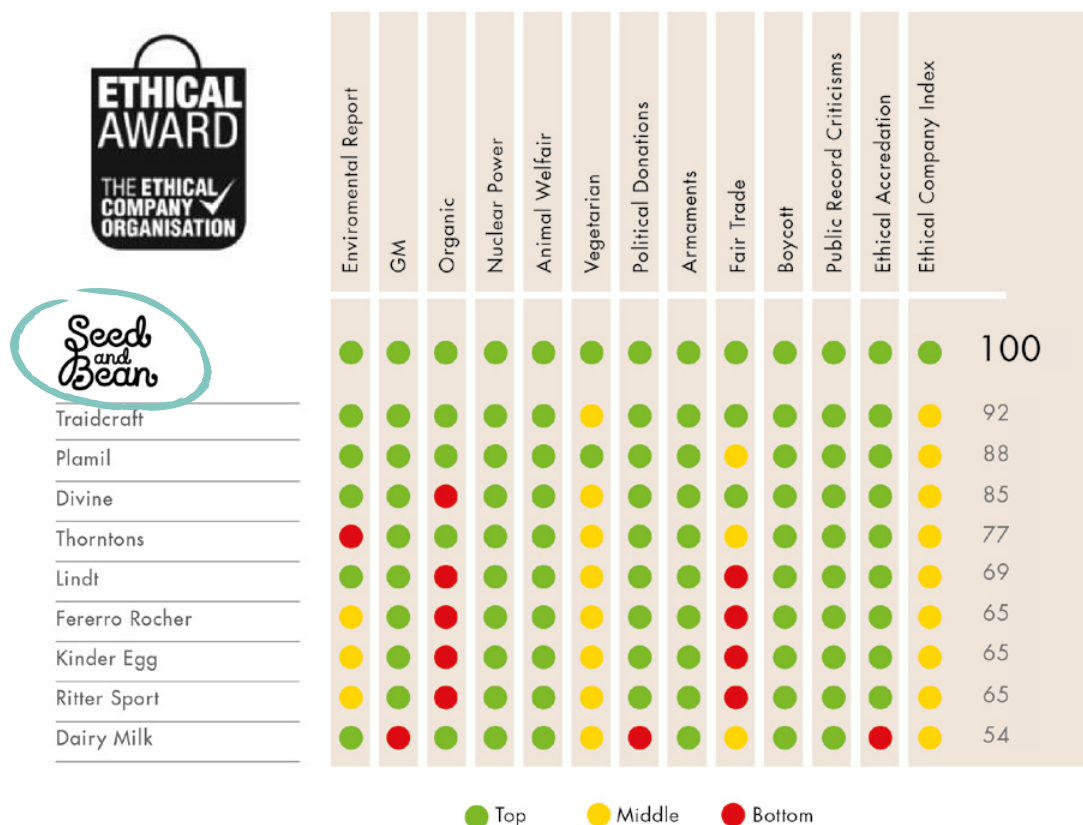
"We know **exactly** where our cocoa comes from. Not just the region, we can visit the plantations, which for a small chocolate company is **unique**."

"The consumers get a **better taste**, the cocoa farmers get a better price and higher yield."

Seed and Bean

The Good Shopping Guide

www.thegoodshoppingguide.com/ethical-chocolate



Britain's most ethical chocolate!

OVERVIEW OF MARKET

High risk industry

The chocolate market is indeed growing, but it's far from an easy place to compete. In 2014 the total market grew by 6% driven largely by emerging markets. We have seen a surge in sales of dark chocolate due to perceived health benefits and a trend for premium, fairtrade, and variety in flavours. But chocolate is a low margin product, making volume necessary for business success. Cocoa prices fluctuate hugely making it a high risk industry for small producers. Many try but a large number don't survive.

Chocolate is not a product that is usually bought online. A KPMG report stated that in 2013 in the UK only 6% of online grocery shoppers bought confectionary from a website. The battleground is in store where impulse purchases are made. But Waitrose stocks just six "luxury chocolate" bar brands. The competition is fierce.

Seed and Bean has a high retail selling price. A 85g bar retails at £2.49, the same price as Montezuma's, and considerably more than Divine Chocolate and Green and Blacks which retail at £2.00. Lindt sells for £1.89.

The challenge for Seed and Bean was to secure coveted shelf space and justify its price and by communicating its quality in a stylish and engaging way.

(788 words)

project launch date

February 2014

size of design budget and production costs

£20,000

"A rising market benefits everybody, but the real winners in the long term will be those companies that make the most of the game-changing opportunities ahead."

KPMG A taste of the future report 2014

Seed and Bean would need to justify it's price by communicating it's quality



OUTLINE OF DESIGN SOLUTION

Creating a brand story

Our challenge was to create a brand that had instant recognition and stood for something beyond ethics. We ran a series of workshops with the business owners to develop a completely new strategy and rewrite the brand's story to be more compelling for 'foodie' consumers and premium retailers

Amplifying pleasure

Seed and Bean rightly strives to be as ethical as it can be, but to succeed in a mainstream market, we realised that that the brand's tastes and flavours needed to be the big story. This was driven by the insight that no other mainstream brand offers more innovative flavour combinations, using all-real ingredients.

Kaleidoscopic Moments of Pleasure

"Kaleidoscopic Moments of Pleasure" was the big idea we conceived to help drive the brief for more creative, effective and joyful packaging. It was such a strong catalyst, that it actually became the brand's outward-facing strapline.



Celebrating flavours

The design was strategically conceived as a range of complementary colours. A palette of 'flavours' based on intuitive taste cues, was devised to enhance the appetite appeal of the wrappers.

OUTLINE OF DESIGN SOLUTION

Hierarchy analysis



Poor eye tracking
Six focal points



Optimised eye tracking
Minimised focal points

OLD DESIGN:

Elements fragmented across pack.
No sense of hierarchy.
Makes your eyes dart around.
Pack lacks appetite appeal.

NEW DESIGN:

1. Brand
2. flavour
3. ethics
4. provenance and craft.

More effective messaging and pack layout

Shelf presence

The new pack hierarchy ensures better legibility, shelf presence and merchandising opportunities. The large scale, friendly looking kaleidoscope motif has become a highly a recognisable icon for the brand.

An effective use of print

Over 18 different packs were achieved by smartly utilising the 4-colour process plus just one pantone special. This planning meant that many different labels could be printed simultaneously. Labels for any flavour could be produced cost effectively on demand with minimum wastage.



Standout shelf presence

OUTLINE OF DESIGN SOLUTION

A solution that has exciting gifting and bundling appeal

With attractive packaging, it is now considered credible as a gift or stocking-filler, which would not have been the case without the improved design.



Pushing environmental design

Millions of inner foil sleeves found in chocolate bar packaging ends up in landfills every year. Even though foil wrappers contain such materials as paper and aluminium that can be recycled, their light-weight, texture and small size give waste management companies have little incentive to handle them. But Seed and Bean bar inner is made from plant cellulose and are entirely biodegradable. Seed and Bean is the only chocolate to use entirely sustainable chocolate wrapper packaging.

In addition, the outer paper is an uncoated paper which is FSC® certified (The Forest Stewardship Council) and rewarded with the EU Ecolabel certification. This ensures that products come from well-managed forests that provide environmental, social and economic benefits. The inks are low migration, Natura inks which are 'food grade', natural plant-based.



**The only
chocolate to use
Biodegradable,
entirely sustainable
wrappers**



SUMMARY OF RESULTS

Objective 1.

Turnover of £436k in two years

Before the rebrand, sales had been stagnant at around £70k per quarter and the business was not making a profit. Annual turnover for the year before the rebrand was £279k.

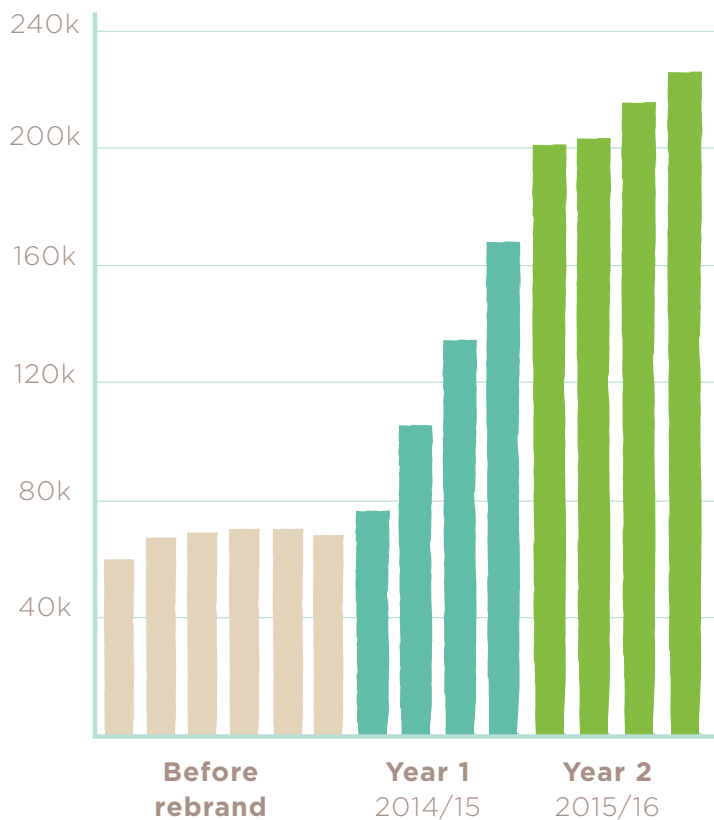
The goal was to see 25% growth per year and achieve an annual turnover of £349k in the first year and £436k in the second year.

In fact, after the rebrand, the business achieved a turnover of £683k in year one which rose up to £906k in year two. Income has more than tripled and growth is projected to continue in the coming quarter. Based on an investment of £20,000 in design, this represents a 300% ROI.

“When retailers come to you to ask for a listing it makes it all worthwhile”

Jonathan Shorts, Managing Director, Seed and Bean

Quarterly sales



906K
TURNOVER

**TWO YEAR
TARGET
EXCEEDED**
IN just ONE YEAR

**BUSINESS
OBJECTIVES EXCEEDED
FOUR TIMES
OVER**

Yearly sales



SUMMARY OF RESULTS

Objective 2:

To become one of six luxury chocolate brands listed by Waitrose

A top objective was to be listed by Waitrose. The retailer had previously rejected the brand but after the rebrand, Seed and Bean become one of just six premium chocolate brands stocked by the store. Additionally, the team was delighted to attain a listing by Selfridges. The packaging design was instrumental in securing sales to these design-conscious organisations.

Sales from new customers alone increased by 119% between 2014 and 2015. The brand now exports to 22 countries with significant sales in USA, Iceland and Netherlands.

“We’ve flourished because people recognise Seed and Bean”

Jonathan Shorts, Managing Director, Seed and Bean

UK
WHOLESALE BUSINESS HAS
more THAN DOUBLED

RATE OF SALE
IN EXISTING STOCKISTS HAS
more THAN DOUBLED

EXPORTED
to **22 COUNTRIES**

SALES
more than
TRIPLED
IN TWO YEARS

ONE OF *just*
6 **PREMIUM**
CHOCOLATE BARS
IN WAITROSE

SELFRIDGES&CO

Waitrose

WHSmith

**WHOLE
FOODS**

SUMMARY OF RESULTS

Objective 3.

To increase Seed and Bean's ethical credentials

Saving to landfill

Due to use of the introduction of the compostable wrapper, we estimate that 2.3 tonnes of wrappers have potentially been saved from landfill.

Benefit to growers

Seed and Bean proudly carries the Fairtrade Mark on the majority of its lines. As turnover has increased, so too has the benefit to Seed and Bean's suppliers as they work to improve their lives and their communities. Fairtrade works to benefit small-scale farmers and workers, who are amongst the most marginalised groups globally.

The 'Fairtrade Minimum Price' is set to cover the cost of sustainable production for that product in that region. Over and above the Fairtrade price, the 'Fairtrade Premium' is an additional sum of money, which goes into a communal fund for workers and farmers to use as they see fit to improve their social, economic and environmental conditions.

In line with this, Seed and Bean has been able to contribute a proportion of its £627k increase in turnover since the rebrand to the Fairtrade Premium.



Giving back

Much of our Dominican republic cocoa is produced by the CONACADO co-operative of producer associations and has a total membership of 10,000 farmers.

Mariano Manzuela is a 64-year-old cocoa farmer and member of one such association. He has run his small half-hectare farm for over 30 years, working from 6am to 3pm every day tending his cocoa trees and other crops. He is one of the poorest farmers in the community and has benefited from the Fairtrade premium in many ways, including supporting his six children's education.

His children have received secondary scholarships from the Fairtrade premium to pay for school expenses and exam fees. Mariano is now proud that two of his children won university places. Premium funds are also being used to build a new classroom at the primary school his youngest son attends

TRIPPLED
OUR PURCHASE of
FAIRTRADE
CHOCOLATE

2.3
TONNES
OF WRAPPERS
SAVED
From LANDFILL

SUMMARY OF RESULTS

Objective 4:

To justify a high retail price by communicating what's special about Seed and Bean

Since the rebrand it has been much easier to secure free editorial coverage in style-led mainstream lifestyle titles such as Good Housekeeping. Blog and social media response to the new packaging has been very positive too.



Other influencing factors

Chocolate is an affordable luxury and has enjoyed growth over the last five years. Recently there has been a trend for artisan chocolate, ethical chocolate, and British made food.

To put this in context, in the year 2013-14 Divine Chocolate saw UK sales rise by 7% (Divine Chocolate Annual report). Montezuma's has been growing at around 25% per year with a turnover in 2014 of £7m (Fine Food Digest Best Brands Survey 2013-14).

With annual growth of 145% in year one and over 30% in year two, Seed and Bean has out-performed the general trends in this category. Its threefold surge in sales was directly driven by its redesigned packaging. It was achieved with a limited budget, limited PR and no advertising spend, within a competitive category.

RESEARCH RESOURCES

SEED AND BEAN FINANCIAL FIGURES

GOOD SHOPPING GUIDE

KPMG TASTE OF THE FUTURE REPORT

FINE FOOD DIGEST BEST BRANDS SURVEY
2013-14

2013/14 rate of growth



"I love the new packaging for the Seed and Bean chocolate bars, they've created a **classy retro feel**."

Janey Lee Grace. Founder Imperfectly Natural and Co-host Steve Wright in Afternoon.

"After a recent rebranding their lively and attractive packaging design really catches the eye, especially compared to their previous minimalism".

Blogger,
chocolatindulgence.blogspot.co.uk

"I love the packaging for this chocolate. It is bright and bold. I think the logo is just lovely with its playful font."

Blogger, www.stylishlondonliving.com