

Project Title

Daniel Thwaites
Signature Ales

Category:

Packaging

Sub Category:

4.2 Branded Drink

Client Company:

Daniel Thwaites

Design Consultancy:

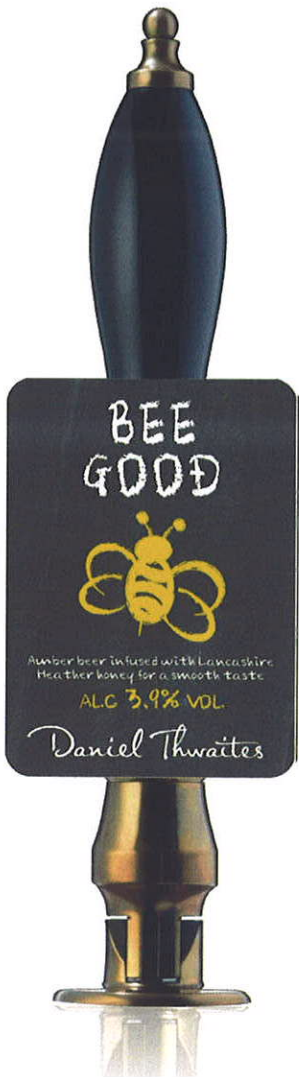
WPA Pinfold

Date:

08.07.11

“Through the redesign and repositioning of our Signature range, WPA Pinfold has had a significant impact on our craft beers, both in terms of presentation and our approach to brewing, which has a new found confidence. We are delighted with the results and put simply, WPA has answered our brief superbly.”

Sue Allen, Commercial Director
Daniel Thwaites



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Daniel Thwaites Signature Range

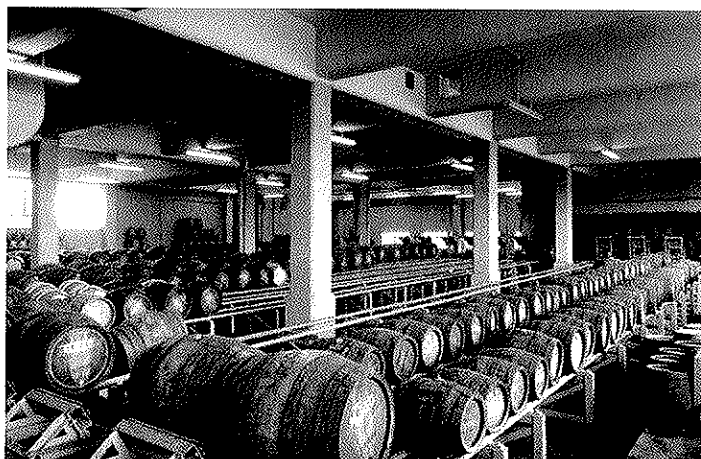
Daniel Thwaites first started his brewery in 1807 in Blackburn, Lancashire, and over two centuries later it is still a family run business.

Over the years the brewing industry has change considerably, however for Thwaites, the art of brewing has remained the same and the company still uses recipes and processes that Daniel Thwaites would recognise.

Thwaites has grown in stature over the years and is now the one of the largest family brewers in the country with on-trade sales focussed across the North West. The challenge has been to tap into the growing demand for craft brewed beers, by allowing their experienced brewers to unleash their creative potential, and reinvent itself for the seasonal ale market.

We believe that Thwaites Signature Range is a worthy contender for a Design Effectiveness Award as it clearly demonstrates how a simple and cost effective design approach can:

- create the catalyst for change within the brewery by creating a new niche market
- arrest declining sales, and morale, by creating a look and feel that delivers 'freshness' and 'craft'
- significantly contribute to the 18% category growth and win potentially major new customers.



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Commercial Impact (period 2010/2011):

- Increase in sales 87%
- Outperformed market by 1,144%
- Net profitability +39.2%
- Return on investment 1,442.6%
- Three new Signature Range national accounts won



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The Brief

Redesign and reposition of Daniel Thwaites Signature range of seasonal cask ales.

Key Objectives:

- Establish Thwaites credentials and profile as a significant craft beer brewer.
- Increase sales
- Increase market reach and number of customers
- Gain new listings with national accounts
- Add value.

Key Challenges:

- Increase in competition with many new craft brewers entering market.
- New entries to market outstrip market volume growth.
- Price competition from smaller breweries due to tax break (Progressive Beer Duty) – less duty to pay on their beer.
- Demand by trade for better presentation at point of sale and more differentiation from permanent beers.
- The seasonal beers have a limited shelf life and quick rotation, so there was a need to ensure that costs were controlled and production was practical.



Source: Signature Range original Designs

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Project Scope

In 2009 the brewery went through a significant refocus of its business. The decision was made to reduce its contract brewing and concentrate on its own beer brands, where the real profit lay. This has required a culture change within the brewery and a need to build on the reputation of their brands. The Signature range of seasonal ales was the first point of focus, as the existing branding lacked credibility, did not add value and was not felt to represent the future market positioning for Thwaites.

This was an opportunity to test the new strategy for the brewer to position itself as a significant player in the craft ale market. The brief was to totally redesign and reposition the branding and the range of 15 pump clips.



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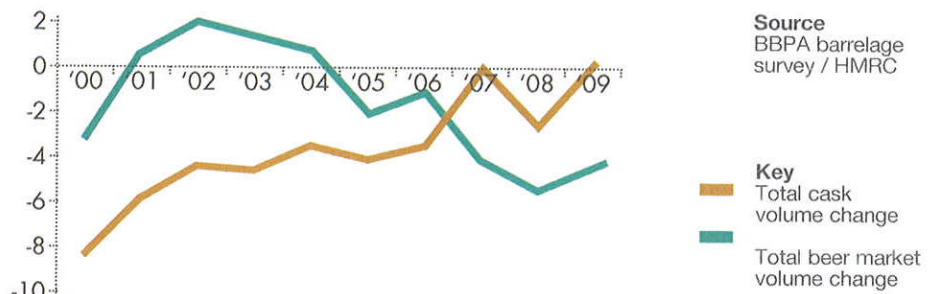
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The Market

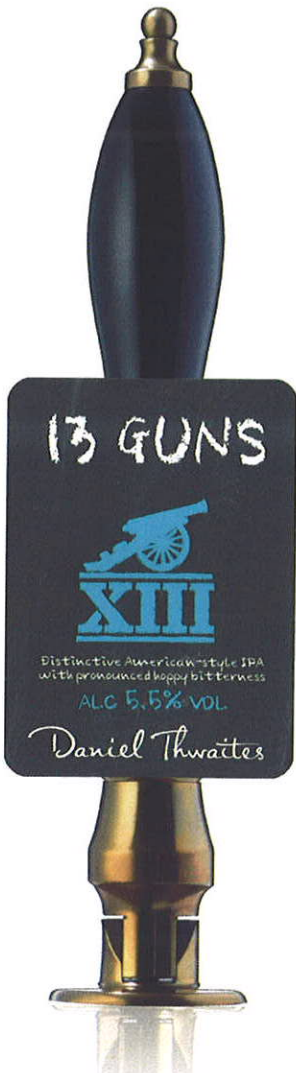
The cask ale sector has experienced steady decline over the past 50 years, as keg beers and lagers have taken market share. However, recent years have seen some signs of growth, at a time where lager and keg beer sales have stagnated or declined. The growth in cask ale volume for 2009 was static.

Cask volume now consistently outperforming the overall beer market

Annual percentage volume change 2000–2009



Source: CAMRA The Cask Report 2010/11



Thwaites finds itself squeezed between the large national brewers who have the muscle to dominate the national accounts, by offering significant discounts and are able to offer a programme of guest ales. And the small micro-brewers who get significant tax breaks from the government, which gives them greater profit margins.

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The Solution

The existing Signature Ale pump clip designs were clumsy, the typography was poor and there was no integrity across the range. There was no added value or support for the brand equity.

The budget was limited (the investment in each pump clip had to be realistic, as the seasonal beers had a limited shelf life) and there was a requirement for the design to be consistently applied across a relatively large number of different ales.

The key communication imperatives were: quality; fresh; and craft. We based the new design on the idea of the brewer's chalk board, as a simple and practical way to keep a record of the beers and the simple illustrations were added to embellish the pump clips and help with differentiation and stand out. The pump clips are a Bakerlite type of material (instead of the usual Foamex) to add authenticity and quality.

The simplicity of the designs made them easy to roll out across the range and the chalk board style ensured that there was consistency and integrity. Daniel Thwaites signature was given prominence to communicate the provenance of the beer, without over doing the branding.

Ultimately the design is about clarity and style, with simplicity that gives the range credibility that stands out from the clutter of the typical bar top.

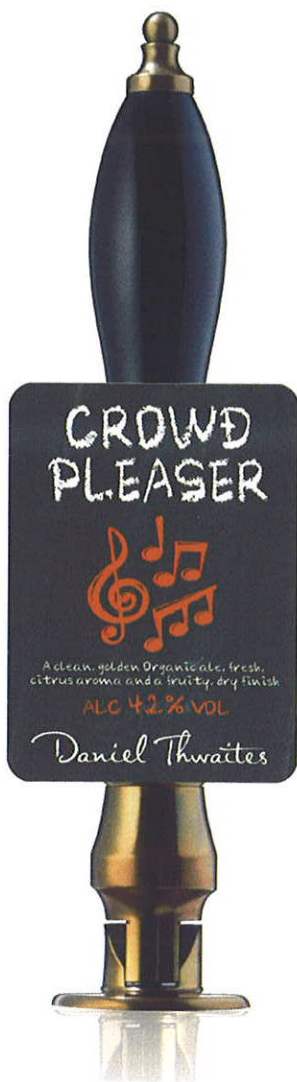
The design holds together as a range and is immediately recognisable, helping to build a fan base for the range of ales as they are rolled out.

Timings and Budget

The redesign commenced in September 2010 and was launched in January 2011. The budget for the range of 13 pump clips was £11,000

“Daniel Thwaites is committed to creating new and exciting ales that not only ignite interest in the cask ale category with our customers but also excite and encourage our consumers to try the latest Signature Ale,”

Lee Williams, marketing manager, Daniel Thwaites.



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87% Increase in volume

Number of barrels sold for the first four months period of 2011 (when the new design for signature was launched) compared to the previous comparable period, first four months of 2010, increased to 2 800 barrels from 1 500 barrels. This coincides with the redesign of the Signature range for January 2011, with the incremental gains being attributed purely to the new design.

	2010	2011	Variation
Increase in	1500	2800	1300
			+87%

Source: Daniel Thwaites Sales

Outperform market by 1,144%

In 2010/2011 Campaign for Real Ale (CAMRA) stated that the growth in cask ale was +7.6 %. Thwaites growth in this period, during the time that the new Signature range was available, increased by 87%. Thwaites Signature range outperformed the market by 1,144%.

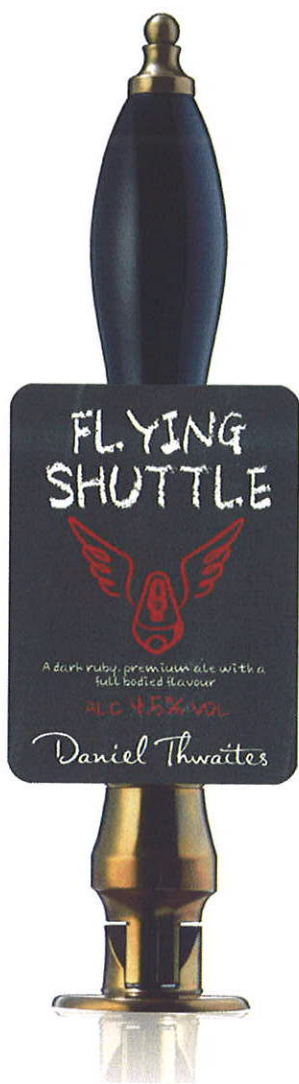
Source: CAMRA The Cask Report
2010/11

160% Increase in Profit

Like for like profit for the first four months period of 2011 (when the new design for signature was launched) compared to the previous comparable period, first four months of 2010, increased to £546 000 from £210 000 . This coincides with the redesign of the Signature range for January 2011, with the incremental gains being attributed purely to the new design.

	(£) 2010	(£) 2011	Variation
Increase in profit	£210,000	£546,000	336,000
			+160%

Source: Daniel Thwaites Sales figures



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Net profitability up 39.2%

Profitability for the first four month period of 2011 (when the new design for signature was launched) compared to the previous comparable period, first four months of 2010, increased to £195 per barrel barrels from £140 per barrel. This coincides with the redesign of the Signature range for January 2011, with no other factors apart from the new design being accredited to the incremental gains.

	(£) 2010	(£) 2011	Variation
Net profitability	£140 per barrel	£195 per barrel	£55 per barrel

Source: Daniel Thwaites Sales figures

+39.2%

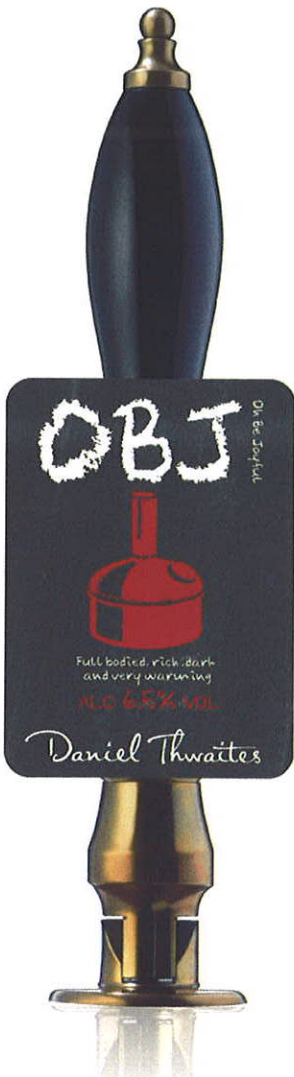
Return on investment + 3147.5%

Design cost £10,675 vs increase in profit £336,000

The investment in redesigning the Signature range to improve it's positioning and add value cost £10,675 and has delivered an incremental increase in profit £336 000, compared to the previous four month period for the range. This equates to a ROI of 3147.5%.

New Signature Range listings

Three new Signature Range national accounts won with Wetherspoon, Punch Taverns and Ember Inns– this has added benefit by enabling Thwaites to also sell in their permanent range of beers and additional new beers.



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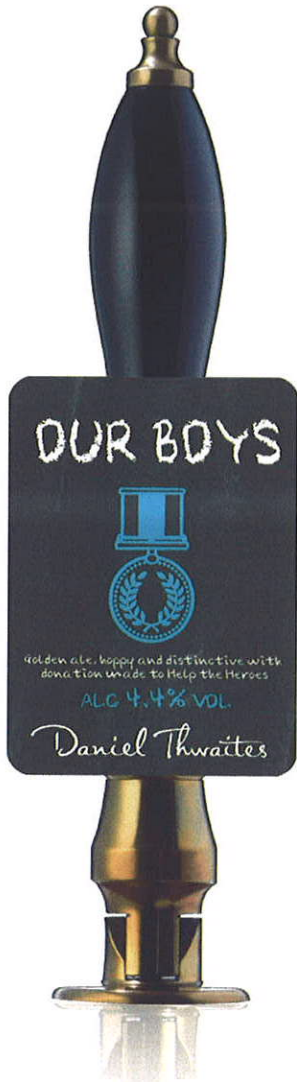
Human Impact:

In 2009 Thwaites had to go through a cost cutting exercise which resulted in 18% redundancies across the brewery, this had a serious impact on morale as this is a family business and major employer in Blackburn – many of the staff have been with Thwaites for most of their lives. The new range of beers have breathed life back into the business and created optimism about the future of the brewery.

“It’s fun. They’re uninhibited. It’s what we’re missing,”

**Ian Bearpark, production and distribution director
Daniel Thwaites**

The success of the relaunched Signature Range of beers has paved the way and created the confidence to find the investment to build a new micro-brewery alongside the main brewery. This is to cater for the increased demand and interest in Thwaites craft beer ranges (including Signature Range).



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Declaration

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