

Project Title:	Clipper Teas
Category:	Packaging
Sub Category:	Branded Food and Drink
Client Company:	Clipper
Design Consultancy:	Williams Murray Hamm
Current Date:	16 June 2004



EXECUTIVE SUMMARY

The Clipper design effectiveness paper is of particular interest because, apart from showing an astonishing commercial impact, it demonstrates how design can make a positive effect on people and communities.

- Annual sales are currently up **259%** and have been building consistently over three years without any other brand building activity
- Listings have **doubled** in most major multiples (eg 17 → 34 in Tesco).
- A thriving export business has been created (sold in 23 countries, previously 1).
- New UK distribution channels have been developed (eg Spas and hotels).
- Clipper has 'seen off' competition from big players like Twinings and Kenco.
- Income on the fair trade estates that supply Clipper has increased so enabling improved quality of life and increased local investment.
- Additional monies from Clipper fair trade premiums have been channelled into specific good causes such as improved housing, schooling, hospitals, ambulance services and medical treatment.

"The implementation of the new identity has, without question, been the single most important activity we have undertaken in our 20 year history."

Mike Brehme, Owner

PROJECT OVERVIEW

Outline of Project

The business objective was to elevate Clipper from being perceived as a niche or 'quirky' tea brand into a serious player in major multiples.

The emergent design challenge was to unite a visually disparate portfolio of products with a compelling creative idea.

Description

Clipper was founded in 1983 by Mike and Lorraine Brehme and their vision was to give the UK consumer 'the tea they deserved'. For them, this meant using organic and fair trade products that they believed deliver superior product quality.

Historically listed in smaller outlets like Holland and Barrett, Clipper benefited from the trend towards organic and fair trade offers in the 90's and found itself gaining listings in major multiples. However, the owners felt uncomfortable about the way the brand looked. To truly maximise the potential, and to build a foundation for the future, they realised that they needed to invest in the development of their brand image.

Overview of the Market

The UK tea market is in long-term decline and there has generally been little innovation in recent years. In 1980 84% of the population drank tea, by 2000 it had fallen to 64% (*National Drinks Survey*).

At the premium end of the market there has been a 'bandwagon effect' as popular brands such as Twinings have introduced organic offers in response to changing consumer needs. Similarly, Café Direct has moved from fair trade coffee to tea. However, Clipper is the only "born to be" brand in this sector, having believed in organic and fair trade products since before they were fashionable.

Outline of Design Solution

Clipper faced three challenges:

1. Build distinction

As with so many categories, premium tea brands have established visual conventions that typically overwhelm the individuality of brands. Moody colours, 'premium' typography, and images of things from a bygone tea era (such as earls, trade ships and fine china) dominate. Clipper decided it wanted to break codes, not conform to them.



2. Heighten consistency

The brand had been evolved in an ad hoc manner over the years and as a consequence had no consistent visual style. The new identity had to clearly carve out different specialist ranges, but also needed to present a strong overall look for the brand.



Outline of Design Solution cont.

3. Maintain integrity

A new identity would need to have genuine integrity and be totally congruent with the beliefs and ethical working practices of Clipper. It would not be sufficient to merely decorate the packs in a gratuitous manner as this would be 'sussed' by the consumer. The design needed to make a very clear statement about the company's point of view.

Having defined the brand as 'the thinking person's cuppa', the idea was simple: to make each pack impart an interesting nugget of information about the various tea growing regions. The inspiration was journals and magazines like National Geographic. Each of the various ranges was given a theme that was then painstakingly researched (for example, 'Specialiteas' features wild animals that are indigenous to the plantations and 'Classics' uses local artefacts and ephemera).



Project Launch Date

New-look Clipper was introduced between March and December 2001.

RESULTS

Increases in Sales

The effect of the redesign was astonishing and Clipper now sells nearly four times the volume of tea it did before the redesign. By the end of 2004, Clipper sales are estimated to increase by 373%.

Tea bag Sales

<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>	<i>2004 estimate</i>
<i>Pre relaunch</i>	<i>Relaunch year</i>	<i>Post relaunch</i>	<i>Post relaunch</i>	<i>Post relaunch</i>
19.8M	42.4M	61.9M	71.2M	93.8M
	+114%	+212%	+259%	+373%

Increases in Market Distribution - Major Multiples

New-look Clipper has won the approval of the all-important trade audience that has led to improved facings in leading major multiples. The brand is now regarded as the new benchmark against which other brands are judged.

"Feedback from most buyers is that the new identity places us in the premier league."

Lorraine Brehme, Owner

	<i>Facings pre-relaunch</i>	<i>Current facings</i>
Tesco	17	34
Sainsbury	20	27

Increases in Market Distribution - Export Business

Clipper has also successfully developed its export business using the innovative design as an inherent selling feature. Previously it exported to Australia, now it has 23 export territories:

Australia	Austria	Belgium	Czech Republic	Cyprus
Finland	France	Germany	Greece	Hong Kong
Hungary	Iceland	Italy	Japan	Latvia
Netherlands	Norway	Poland	Portugal	Russia
Singapore	South Korea	Sweden		

RESULTS CONT.

Increases in Market Distribution - New Channels

The brand has successfully broadened its distribution base in the UK to include food service, hotels, and health clubs (including Aveda, Henlow Grange, and Cannons). In addition it has been listed in Boots and Superdrug as associations of tea and health grow.

Increases in Market Share

Clipper does not buy market share information, suffice to say it knows that it is growing in a market that is currently in 5% annual decline (National Drinks Survey). In Asda, Clipper is now the only organic tea and coffee brand listed, and in other retailers it has maintained listings whilst organic offers from Kenco and Twinings have been completely delisted.

Changes in Consumer Perception

The new design has prompted a flurry of spontaneous consumer compliments. For example:

"I am terribly impressed by the philosophy behind Clipper. The packaging is sleek fresh and modern - not what one usually finds from an organic product."

Clare Round, Twickenham

"I think the new look for Clipper is excellent. It is good to show an international range."

A J Epps, Winchester

"New Clipper tea packaging reflects the message of 'one world' very well."

Irene Docherty, Chippenham

Other - Benefiting Communities

Clipper pledges **'Tea made without exploitation of people or planet'** on back of pack, so it seems appropriate that the success of the brand has made a small but nevertheless valuable impact on several small communities.

Fair trade producers, who have been facing a depressing time in recent years due to over-supply, have seen a dramatic rise in orders since the relaunch enabling them to improve conditions at their facilities.

For example, an estate in Sri Lanka has used its increased income to fund a new ambulance to take people the 70km to the nearest hospital. In India Clipper Fairtrade premiums have

been used (with a government grant) to help fund improved housing, schooling and healthcare.



New hospital in South India



New ambulance in Sri Lanka

SOURCES AND OTHER INFLUENCING FACTORS

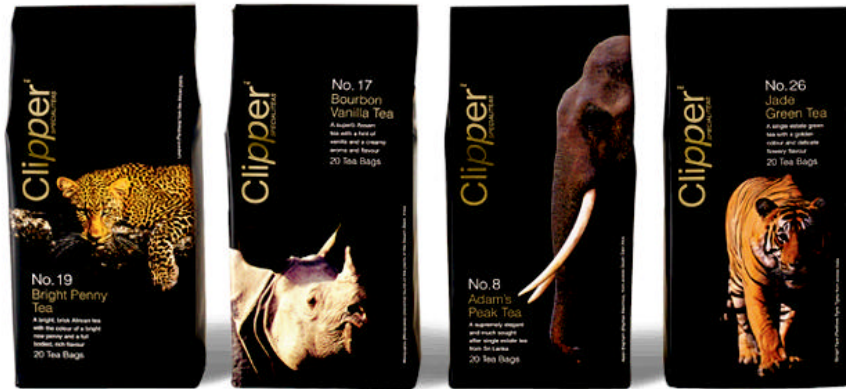
Sources

- National Drinks Survey
- Clipper ex-factory sales

Other Influencing Factors

Clipper has continued its consumer and trade PR efforts at a similar level to the period pre relaunch (the business has a dedicated in-house resource). However, it has **stopped** the press advertising that it previously relied upon to build brand image and to stimulate interest, in the belief that the new design is a more cost effective means to achieve this.

APPENDICES



Specialiteas Range



Classics Range

APPENDICES CONT.



Green China Range



Infusions Range

APPENDICES CONT.



APPENDICES CONT.

