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*Fudges*

## Leading by design

Understanding  
the perfect  
recipe for  
branding  
success

### Client

Fudges Bakery

### Designer

Idealogy

### Project summary

What goes into making an irresistible brand? Fudges Bakery had to find out before they could move forward in their market. That's where Leading by Design stepped in.

The South West Design Programme has grown out of the Leading by Design programme. Building on the goodwill and reputation established under Leading by Design, we continue to work with funding provided by the South West Regional Development Agency, helping small and medium sized businesses in the South West realise their potential through high quality design advice.

## Client summary

Fudges Bakery makes bakery and confectionery products that are sold through many large chains and retailers throughout Britain. The company is based in Stalbridge, Dorset, and has been winning awards for its breads, cakes and biscuits consistently since 1936.

## Designer summary

Ideology Limited is a full-service business consultancy, based in Southampton. It specialises in business development, brand development and demand strategies.



# Design process

Fudges Bakery wanted to develop new products and push the company's brand forward. For input and advice they turned to Leading by Design.

The Leading by Design Regional Design Facilitator matched up Fudges Bakery with Idealogy. Although it wasn't the first time the two companies had met (they were already working together on producing tactical public relations), the facilitator felt Idealogy had the right ingredients to help Fudges Bakery develop their brand further.

As James Surridge, Director of Demand Strategy at Idealogy, explains:

"[the facilitator] felt that we had a different approach to other businesses he had seen offering similar services...he felt that our more feet-on-the-ground approach, but with appropriately applied creativity, would be more of a comfort to businesses thinking about buying strategic services for the first time."

Part of Idealogy's brief was to propose new packaging design rationales based on the Fudges' brand. But the team soon ran into problems. As many small to medium-sized companies have not worked with design agencies before, they do often know how to set strategic objectives.

This was certainly the case with Fudges Bakery. So much so that the whole process of building an understanding with Idealogy seemed in danger of floundering.

Faced with this situation, the Regional Design Facilitator helped organise a two-day DesignStretch workshop for Fudges' managing director, sales and new product development director, and newly appointed marketing manager.

Devised by Roberto Fraquelli, currently Head of 3D Design at Plymouth University, DesignStretch workshops are action-centred events that give teams of designers the chance to work on real-life business briefs to help solve a company's specific issues.

This particular workshop was facilitated by Roberto Fraquelli and pulled together the skills of four independent designers from different backgrounds (graphics, corporate ID, communications, and products.)

Its aim was simple: to help Fudges fully understand the design and branding process, focus on business branding objectives, and set an agenda for developing their future brand strategy with Idealogy.

The workshop started with a presentation by Roberto Fraquelli about techniques for carrying out consumer-centred design. The group were then asked to discuss brand equity – the essence of a brand that exists in the minds of the consumers – and identify the characteristics of the Fudges' brand.

After that it was time for the designers to really get under the skin of the company and into the minds of its customers. For that they visited local shops to see how Fudges' products were displayed and bought.

This helped them understand the reasons customers have for choosing Fudges' products and their buying preferences. It also helped remove any preconceived ideas that they may have had about the company's products or the company itself.

Next the team visited the company's production centre, to watch the biscuits and confectionery being made. Whilst there, the designers saw how enthusiastic, passionate and proud Fudges' staff and management are about what they do.

In the second stage of the workshop, Roberto Fraquelli split the group into three teams. He asked each team to create a framework to help move the Fudges' brand forward. The group came back with three distinct ways to do this, by:

- Looking at Fudges today and examining its history. Then creating a story that could be implemented to develop a brand.
- Exploring a radical new direction that Fudges could take in terms of branding and joint ventures.
- Creating a totally new retail approach in order to sell products more effectively and, at the same time, re-educate the public about the company's brand and products.

In a final session, the design teams developed the three frameworks, producing scenarios, prototypes of new products, and display materials and advertising. They then presented their final ideas to Fudges' management personnel.

This final stage provided Fudges Bakery with something tangible that they could take away and develop further.



## Outcome

Since the workshop took place, the company now has a better understanding of how to plan the development of its brand. Fudges' management recognise that they need to resolve a number of previously unanswered questions about the direction this might take. And what new routes-to-market they'd have to explore to move the brand forward radically.

Most importantly, Fudges and Idealogy have a much better working relationship thanks to the workshop – and will be working together in 2006, conceiving and implementing a brand strategy to take a new Fudges' product into untapped markets. James SurrIDGE is confident that Fudges will go from strength to strength with input from Idealogy:

"The workshop has got Fudges to think in a different way. We have helped them understand and be rightly proud of what they've created... but there is room for improvement and significant growth... and we hope to work with them until they become at least a £12m business."

## Key learning points

Small to medium-sized business need to be able to set clear brand goals if they're to harness the potential of brand development. As James SurrIDGE from Idealogy says:

"We always try and set clear objectives from the start. In the context of Business Link's work, I suspect the customer needs a lot more help with setting objectives."



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If you would like more information on the South West Design Programme, please call

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