

DBA 2009 Design Effectiveness Awards

Project Title	Out of Home Healthy Eating	Client Company	Tossed
Category	1 Corporate/Brand Identity	Design consultancy	Honey Creative
Sub Category	4.1 Design and Implementation	Current date	June 2009
	Costs over £100,000		



“Honey’s commercial and creative approach to building the Tossed brand has enabled the business to punch above its weight delivering exceptional growth and ROI! The design has paid for itself 100 times over!”

“We at Tossed were staggered to see the impact effective design had on our bottom line with sales up 447% in four years. The re-brand and design are the single biggest contributing factors to the growth of our sales, profit, footfall, corporate accounts and overall awareness.”

Vincent McKeivitt - CEO, Tossed

2. Executive summary

Brief

Founded in 2005, Tossed is a healthy-eating, foodservice business that opened its first store in Paddington on a shoestring budget. The brief to Honey was for a total strategic brand overhaul including a new brand identity, marketing communications, interior design and packaging, the overall objective being to establish and build a market leader.

Commercial impact

- Overall sales have grown **447%**, from £311,000 to £1.7million over four years
- This year's group turnover – including two franchised stores – has grown 939% in four years!
- Annual sales of the first re-branded store saw like-for-like sales up **31%**
- Salad/Meal volume increase of **19%**
- This increase was delivered by an:
 - increase in footfall of **11%** or **9,072** customers
 - increase in corporate accounts of **715%**
- The average spend per customer has risen by **£1.38** or **285%** over four years
- Sales of 'hot salads' have grown by **815%**
- From a standing start in 2008, Tossed has attracted interest from a dozen prospective franchisees, two of which have signed-up and launched
- When Monsoon moved offices in September 2008, they asked Tossed to re-tender for the management of their in-house facility, which they did and subsequently won. However, the salad bar space was 75% smaller than the original size, therefore requiring Honey to design a new interiors scheme. Sales at the new site are up **159%**

Human effects

Since the re-brand, Tossed have enjoyed lower staff turnover and relatively high staff retention in a sector notorious for high churn. The brand has been positively embraced and has resulted in the creation of a youthful, vibrant, team-oriented working atmosphere.



3. Project overview

3.1 Outline of project brief:

Founded in 2005 by young entrepreneur, Vincent Mackevitt, Tossed is a healthy-eating, 'fast-casual' foodservice business that opened its first store in Paddington on a shoestring budget. When he came to Honey eight months later, Vincent's requirement was for a total strategic brand overhaul, new brand identity and marketing communications, as well as interior design and new packaging. The overall objective was to establish and build a national mass-market foodservices brand, positioned at the forefront of the healthy, 'fast-casual' sector.

All this had to be embraced by a design solution that was affordable, replicable and sustainable, created in a way that facilitated an accelerated roll-out.

3.2 Description

Tossed is the leading salad-bar brand in London, attracting a wider healthy-eating market. The main menu categories include: salad, soups, stews, smoothies and treats. Shoppers choose their salad bases and 'tossers' create bespoke main course salads in full view. Consumption is either on-site or off-site. Office delivery - for formal and informal meeting lunches - is a growing business.

3.3 Overview of market

Size of fresh salad out of home market

It has been estimated that lunchtime dining represents roughly one quarter of the 'eating out market'. In a very recent Mintel study (Attitudes to Eating Salads), it was revealed that salad is now being consumed all year round and 56% of respondents are constantly eating salad, especially as main meals because "they love it" and are happily embracing the concept of a healthy lifestyle.

Rise of healthy eating

Research conducted by Mintel ("Lunch Time Eating Habits" – Leisure Intelligence, November 2005) indicated that there was a significant opportunity in the lunchtime market amongst 'healthy-eater' consumers. That represents 27% of adults, or 13.3 million people. These consumers show a conscious decision to eat healthily and tend to gravitate towards the more premium ranges, characterised by organic, low-fat or functional products pertaining towards a healthy lifestyle.

3.4 Project launch date

June 2006 was the first store new fit-out opening in Paddington, rolling out as follows:

- November 2006: first concession opens in Monsoon HQ at the direct request of founder, Peter Simon on observing that staff were choosing Tossed for the lunch over the in-house canteen
- March 2007: Saint Martins Lane store opens
- September 2008: Harrods '102' store opens (the new 'look and feel' was one of the key factors in Harrods' selection and courtship of Tossed)
- October 2008: flagship store opens at Westfield Shopping Centre
- October 2008: first franchisee signs up to run new Baker Street store
- March 2009: second franchise opens on Tottenham Court Road

3. Project overview - cont.



The logo for 'tossed' features the word in a red, lowercase, sans-serif font. The letter 'o' is replaced by a green circular graphic with a white spiral inside.

Old identity and store

3.6 Outline of design solutions

The design solution had to reflect a dynamic marketplace (lots of new foodservice brand entrants), new consumer movements (eco/sustainability search for genuine provenance), resistance to conventional 'fast food' offerings and with a limited budget. Equally, Honey were required to establish a strong visual 'look and feel' to appeal equally to the media and to prospective franchisees. The brand and the store were the principal communication channels during the early trading period.

Honey's inspiration for the resulting, visually powerful concept came from:

- Our desire to reflect the values and character traits of the founder – e.g. loads of vitality, dynamism, fun, energy and, a strong sense of humour!
- The idea of creating an inviting and warm 'shell' to merchandise the generous fresh food 'hero' products
- The mission to establish Tossed as 'challenger brand' to established industry players such as Pret A Manger and McDonald's
- The need to adopt a 'category killer' position in advance – Tossed has always punched above its weight in terms of design and brand credentials
- The requirement for the brand to be deliberately positioned as being inclusive: not female-led but female-friendly, appealing to a wide spectrum of consumers including shoppers, office workers, hotel guests, builders and commuters
- Our vision to find elements that reflect the local environment of each store

4-7. Summary of results



The vibrant, fun communications supported with the use of large photographic backdrops of different countryside views, and icons that present the quirky story of Tossed and the benefits of healthy eating, help to endorse the fresh and natural provenance of the product. Almost effortlessly, customers are quickly transported away from their immediate 'city-centre' working mindset into a more peaceful and pleasing head-space.

Honey additionally generated the strapline: 'Turning Over a New Leaf' which encompasses everything that the brand stands for, and which is a reflection of customer aspirations.

All packaging has been designed to reflect Tossed's passionate environmental stance and their desire to keep packaging to the minimum using environmentally friendly materials.

Commercial impact

- Overall sales have grown **447%**, from £311,000 to £1.7million over four years
- This year's group turnover – including two franchised stores – has grown 939% in four years!
- The first re-branded store to open in Paddington (launched in 2006) had an immediate positive impact on sales, which demonstrated the strength and effectiveness of Honey's design solution. Below is a summary of the store's like-for-like financial data:
 - Annual sales up **31%** in the period April 2005/06 – April 2006/07
 - Salad/Meal volume increase of **19%**
 - Tossed found themselves in a position where they were able to increase their salad prices with the average spend up **37p**

4-7. Summary of results - cont.

- This increase was delivered by:
 - increase in footfall of **11%** or **9,072** customers
 - an increase in corporate accounts of **715%** - volume up by 745% or 5482 salads/meals
- As a direct effect of the launch of the re-branded first store in Paddington, when Monsoon's founder (Peter Simon) observed his staff choosing Tossed for their lunch over his in-house canteen facility, he asked Vincent to tender (against Compass Group) for the management of the in-house facility. Tossed won the contract and duly open their first concession



4-7. Summary of results - cont.

- The following table is a detailed illustration of the astonishing effect the re-branding exercise has had on sales and growth

	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
	2005	2006	2007	2008	2009	2010	2011	2012
Number of company stores	1	2	3	5	6	9	13	18
Sales growth %	NA	59%	101%	71%	20%	50%	50%	42%
Volume salad/meals	79,135	115,349	231,395	320,151	384,181	576,271	864,407	1,224,576
Volume growth %	NA	46%	101%	38%	20%	50%	50%	42%

- The average spend per customer has risen by £1.38 or **285%**
- Sales of 'hot salads' have grown by **815%**. This is directly attributed to the store design, navigation, POS and packaging

The strength of the brand has had a direct impact on the franchise opportunities for Tossed. It is the design – as expressed across branding interiors and marketing communications – that has been a key influencer in this respect.

From a standing start in 2008, Tossed has attracted interest from a dozen prospective franchisees, two of which have signed-up and launched.

4-7. Summary of results - cont.

Store openings

When Monsoon moved offices in September 2008, they asked Tossed to re-tender for the management of their in-house facility, which they did and subsequently won. However, the salad bar space was 75% smaller than the original size, therefore requiring Honey to design a new interiors scheme. Sales at the new site are up **159%**. Since the re-branding exercise, demand has increased to such a level that the store roll out programme has been accelerated:

	2006	2007	2008	2009	2010	2011	2012
New openings	1	1	3	5	10	13	16
Total stores	1	2	5	13	23	36	52
New franchise openings			1	4	7	9	11
Total franchise sites			1	6	13	22	33
New company openings	1	1	2	1	3	4	5
Total company sites	1	2	4	6	9	13	18

Not wishing to rest on their laurels, Honey and the Tossed team have recently been working on a store interiors re-refresh concept that will be launched in September 2009.



4-7. Summary of results - cont.

Increase in market share:

Tossed is building a very strong positioning against its direct competitors – such as ‘Chop’d” and the likes of Pret and other healthy food propositions – which means that they can defend their position when threatened. For example, in early 2008 Pret and Sainsbury’s Local opened stores within 30 yards of Tossed Paddington. Working with the re-designed brand, they immediately produced leaflets and promotions that attracted the customer’s attention, defending Tossed’s position, and retaining sales at the same volume and price.

“ It is our belief that the Tossed brand has found a place in customer’s hearts – it’s such a cool and fun place to be, with a great product. Why would they want to go anywhere else!”

Vincent McKeivitt - CEO, Tossed/Zest Foods



4-7. Summary of results - cont.

Changes in perception

Tossed and founder, Vincent, have won numerous awards (see list below) and have established strong relationships in the business and media communities. The professional presentation of the Tossed brand has been instrumental in raising awareness and positively influencing a variety of third parties. Evidence of a change in the perceptions of various stakeholders include:

Awards

- 'One to Watch' - Observer Courvoisier Future 500
- Finalist "Fast Growth Business Awards" 2009
- Growing Business Magazine "Young Gun" 2008 (top 30 entrepreneurs under 30)
- Hotel & Caterer's Acorn Award Winner 2009 (top people in food under 30)

Customer:

“I so missed Tossed when I moved from Monsoon to Harrods to become a PA to a Director, that I recommended that they open one. I never thought they really would. Just shows how good the product and design is for Harrods to agree!”

Amy Broch - Customer

“I love the quirky brand and the salads. The team at Tossed put a smile on my face every day.”

Sarah Jonstone - Customer

Staff:

“It made my time in London this summer (2008) working at Tossed!”

Debbie Lovell - Staff

“It's really fun working at Tossed and being part of young funky growing brand”

Paula Keswick - Staff

Landlords:

“We enjoyed Vincent's pitch, the presentation of the brand was well designed.”

Landlord - Derwent London



4-7. Summary of results - cont.

Improvements in staff morale and recruitment

Since the re-brand, Tossed have enjoyed lower staff turnover and relatively high staff retention in a sector notorious for rapid staff turnover. The brand has been positively embraced and has resulted in the creation of a youthful, vibrant, team-oriented working atmosphere where staff are increasingly being made up from employees friends, and recommendations from former employees.

Designed internal brand communications have been a critical component in building and communicating the Tossed spirit.

Over the past four years, head-count has risen from 12 in 2006 to 101 in 2009 and the process of recruitment has been made easier by the 'look and feel' of the overall brand and recruitment communications.

“ The brand is so cool, and the design of all the recruitment and HR tools have had a direct impact on our recruitment campaign, and our staff retention programme!”

Darine El Nasser - “Salad Lady, Trainer and Director of Social Stuff”



4-7. Summary of results - cont.

Improved vendor/supplier relationships

Tossed is now enjoying the benefits of working closely with their chosen suppliers who have completely embraced the new brand perceiving it to be greatly improved, a joy to work with, and far more professional.

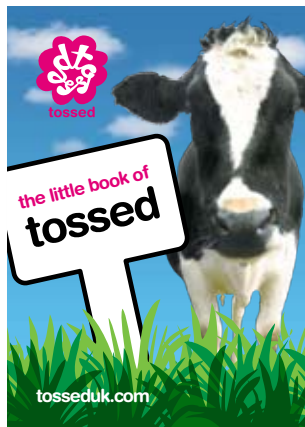
That professional 'look and feel' has led to a new openness with suppliers and a greater willingness to enter into negotiations, enabling Tossed to get the best deals across the board.

“In our view, the brand now looks credible and well-designed. It shows us that Tossed is investing in all the right things to ensure success so we were happy to negotiate terms on the basis that Vincent and his team appear to be taking the business seriously.”

Sally Stainton - Leathams PLC

“It is our belief that the Tossed brand has found a place in customer's hearts – it's such a cool and fun place to be, with a great product. Why would they want to go anywhere else!”

Vincent McKevitt - CEO, Tossed/Zest Foods



8. Research resources

The project team reviewed research and used:

- Published data
- Trade and sector best practice research, i.e. 'competition shopping'
- Mystery shoppers
- Epos output

Other influencing factors:

Tossed has never advertised directly, limiting exposure to giving interviews to the press. A PR strategy in place which has delivered 32 articles over the four years (28 of those in the past two years.)

The fact that Tossed has won four awards needs to be taken into account.

10. Entry form

Submitted by **Tossed**

Signature



Name **Vincent McKeivitt**

Position **CEO**

Submitted by **Honey**

Signature



Name **Doug James**

Position **Managing Director**