



WELLINGTON CHOCOLATE FACTORY

Every bar is a story | engage your customer every step of the way

"There is no textbook for making something new. Colin understands this. During Wellington Chocolate Factory's startup period he helped bring together our strategy, our people, our message, and a thousand tough decisions on the way to success. All with the highest integrity. I would recommend Man on Fire to anyone."

- **Rochelle Harrison** | Co-founder of Wellington Chocolate Factory, Co-founder of Mushroom House



Chocolate has long been known as the food of the gods (theobroma). Many people love chocolate and have a deep relationship with it, but the history and production of cocoa has often been wrapped in colonialism, slavery, and industrial compromise. Founded in late 2013, The Wellington Chocolate Factory (WCF) is a leading light of the global bean-to-bar artisan movement.

We worked with WCF during its startup phase, when operations and strategy were evolving at speed to keep up with rapid growth. The key was to help the company stay focused on a core strategic story that drove every aspect of supply, production, brand, and the customer experience.

The centre of this story placed great positive pressure on the concept of a 'better tasting world'. Each step in the value chain was constantly tuned to embody this to the fullest extent possible.

www.manonfire.org | hello@manonfire.org

Great stories are purposeful and human. They spark positive change.
That's exactly what you can expect from working with us.



DEEP ADVANTAGE, BIG CHALLENGE

The emotional advantage of chocolate is that so many people already have a deep connection to it. The challenge is that the supply and production of chocolate is deeply ethically tangled and historically has always been so. Ethically sourced chocolate has often struggled to taste good or be produced at scale due to the dominance of West African mass producers. At the centre of that knot is where the strategic opportunities for bean-to-bar chocolate lie.

SUPPLY CHAIN POINT OF DIFFERENCE

WCF used its ingredient sourcing to gain an active advantage in taste profile and branding. They ignored the industrial combines and formed individual partnerships with cocoa plantations from around the world (Madagascar, Peru, Samoa, Nicaragua and more). Those partnerships provided access to distinct cocoa varieties that avoid the West African issue of slave labour and the bland, blended cocoas favoured by mass producers. The same approach drove sugar purchasing.

RETAIL EXPERIENCE

The factory itself was set up as a combination artisan production facility and compelling retail experience. Every aspect communicated the core story of a better tasting world: the grinders in view, the smell of the beans roasting, product philosophy of distinct strong flavours and unique varieties, the history of cocoa and chocolate, guided tours, and staff service standards. Bars themselves were wrapped in vibrant locally sourced artwork with the story of the supply chain woven in, which strongly separated WCF products on distributor shelves.

END TO END STORYMAKING

This level of strategic integration, where every aspect of the offering contributes to a deeper customer story experience, reflected the bold, purposeful, risk-taking mindset of the co-founders. As WCF enjoyed unusually rapid success, we were able to push boundaries and go even further in tying marketing, supply chains, and product development together.

WELLINGTON CHOCOLATE VOYAGE

The Wellington Chocolate Voyage was a successful crowdfunded campaign to build a new trade relationship with a cocoa farm in Bouganville. The first delivery of beans was sailed across the pacific on a wind powered traditional vessel, before being made into a limited edition new bar as a gift to backers and the next WCF product. The campaign, the voyage itself, and the product release gained international coverage and further drove WCF's success.

WCF continues to make ethical, delicious, bean to bar chocolate that contributes to a better tasting world.



MAN ON FIRE KEY DELIVERIES (2014-2016 STARTUP PERIOD):

- Strategic guidance for co-founder leadership team
- Operational discipline and execution during growth period (debt-free within 1 year)
- Core story development & implementation across all channels
- Successful, innovative crowdfunding campaign