# Annual Report 2008/9

Divine™
CHOCOLATE

**The mission of Divine Chocolate Limited is to improve the livelihood of smallholder cocoa producers in West Africa by establishing their own dynamic brand proposition in the UK chocolate market, thus putting them higher up the value chain.**

OWNED BY COCOA FARMERS, MADE FOR CHOCOLATE LOVERS

# Chairman's Report

**Sandy Balfour**
Chair, Divine Chocolate Ltd

**I am pleased to present the annual report and accounts for the year to 30 September 2009. Despite extremely difficult market conditions, we have delivered a profit for the 7th consecutive year. My congratulations and thanks to Sophi Tranchell and her team for their excellent work.**

The year began with celebrations of 'ten years of Divine', as you will see elsewhere in this annual report. There are many significant landmarks along the way, of which we are all very proud. I would highlight two: The first is Sophi Tranchell being honoured with an MBE in the New Year's list. Such recognition is richly deserved and it is a measure of all our success. My heartfelt congratulations to Sophi. It is hard to imagine how Divine could have achieved all it has without her.

For me, Divine is a work in progress. I don't believe there is an end point at which we sit back and say 'our work it done'. We set out a decade and more ago looking to 'change the way that Britain does business' and, in part we have succeeded. But only in part. Divine is not yet a dominant brand. Our particular segment of the market is still dominated by three companies. So when people ask, what in the Divine story makes me the proudest, I have many possible responses. But I think, in essence it is this: a lot of people have come on this journey and – without exception – they have stayed the distance. Divine is an alliance of business, government, NGOs, farmers, consumers. It is the sum of the efforts of many, many people from all over the world. All of us involved in the story have been able to see, articulate and pursue a vision of a more just, more human and more decent set of relationships between farmers and consumers, between workers and management, between the governors and the governed. And to do this, while selling fantastic chocolate – well, that's something to boast about. It makes me very proud.

In almost every other respect the year was more challenging. I do not need to rehearse the dramatic economic downturn from which we are only now emerging. The impact on supermarket shelves was tangible and dramatic and for the first time we found ourselves with flat sales. We were also the victims of our own success. I recall in 1998 saying that when Cadbury's 'went' Fairtrade, we would have won. In July Cadbury's Dairy Milk did just that, and they were able to because Kuapa Kokoo was in a position to supply the high quality Fairtrade cocoa they need. We are very pleased that this will mean more Fairtrade premiums for farmers.

Divine, of course, prides itself in being more than 'just' Fairtrade certified chocolate. The decision of such mainstream and large scale chocolate brands to 'go Fairtrade' highlights what makes Divine special. It is not only that farmers receive a fair price for their cocoa. It is that through our ownership structure we have created intangible value for farmers that goes far beyond the price of their products. Over the years Divine has concentrated on the UK market – with one major exception. We have a significant stake in Divine Chocolate Inc. in the United States and during the year we increased our investment, along with Kuapa Kokoo and others. Divine Inc. is now in its fourth year of trading and I am pleased to say it is on track to become a major contributor to the global success of Divine Chocolate and congratulate Erin Gorman and her team for all their work. The market remains challenging, but Divine has always welcome a challenge. I look forward to Divine's continued success as we lead the way in creating new and better ways to do business.

**Sandy Balfour**
Chair
April 2010

# a DECADE of DIVINE

*Building a brand for the 21st century*

## Despite the challenging trading environment, Divine has managed to continue to deliver a wonderful range of chocolate products while enabling farmers to have a voice and invest in their businesses and their communities.

At Kuapa's AGM in July, Sophi Tranchell received a citation (detail below) from Mr Buah, President of the Kuapa Kokoo Farmers Union.

**Citation for Managing Director & Staff of Divine Chocolate Limited**

**"Those who impact positively on the lives of others shall forever live in the memory of the heart"**

**Since 1998 when Divine was born, you have worked tirelessly to make the brand what it is today –**

**"A Heavenly Chocolate with a Heart"**

**Through your efforts, mainstream chocolate giants are signing unto Fairtrade because they have realised it is "Pa pa paa"**

**On the occasion of your 10th Anniversary, the entire membership of Kuapa Kokoo wishes to congratulate you for your good works and also for giving us a voice in the huge chocolate industry.**

**Long live Kuapa Kokoo !!**
**Longlive Divine Chocolate !!**
**Congratulation**
**Yeda Mo Ase !!**

KUAPA KOKOO FARMERS UNION

**P C K Buah**
President
Kuapa Kokoo Farmers Union

Cocoa prices hit a 30 year high, and the pound continued to fall against the Euro. Retailers were concerned about customer confidence and responded with heavy discounting. But Divine remained an affordable treat and Divine's customers proved loyal and were not prepared to give up on their values (or the delicious chocolate) when times got tough.

We have seen impressive growth in USA where we are one of the fastest growing confectionery products in the natural sector. We are continuing to enjoy good growth in export territories, particularly Ireland and South Korea. Our beautiful range of seasonal products ensures our inclusion in gift ranges.

We secured a contract with Starbucks and are now supplying chocolate to them across the whole of Europe.

In Ghana, Kuapa Kokoo took the opportunity of Mr Ohemeng retiring to restructure the organisation. Mr Arthur who has worked for Kuapa over the last six years was appointed as Executive Director of Kuapa Kokoo Farmers Union. Mr Aduse Poku was appointed as the new Managing Director of the trading company. He has an MBA in Finance and 20 years experience working for the Public Buying Company. He joins Mr Buah as a Director on Divine's board.

At Kuapa's 15th AGM in July, the assembled members considered the proposed Fairtrade premium projects, they reviewed Kuapa's policy on child labour and discussed the final amendments to the New Constitution. The seriousness and patience of all the delegates despite the heat and the complexity of the discussions was impressive.

This was the culmination of months of consultation. There was much debate both in English and in Twi and when the policies and New Constitution were finally agreed there was a sense of a job well done.

**Sophi Tranchell**
Managing Director, Divine Chocolate Ltd

# Divine Worldwide

## Divine in USA

Comfort Kumeah meets customers and consumers in USA (above and right)

Sales continue to grow with Divine Chocolate becoming one of the fastest growing brands in the natural and specialty chocolate market in the USA. Divine expanded into new markets through Fred Meyer (Oregon, Washington, Alaska), and Cost Plus World Market (national). We also launched an exciting programme with Landmark Theaters, the premiere independent and foreign film company in America. Our national 'Share the Love Recipe Story' competition encouraged chocolate lovers to share their favourite chocolate memories and recipes.The recipe stories were judged by celebrity bakers Matt Lewis and Renato Poliafito of Brooklyn based Baked.

Their second cookbook comes out in Fall 2010 featuring Divine as a chocolate for home cooks!

Divine continues to gain new fans through sampling partnerships with The Body Shop, Better World Books, Ten Thousand Villages, WNYC, and Gen Art.

We were very excited to take cocoa farmer and Secretary of the Kuapa Kokoo National Executive Comfort Kumeah on a speaking tour in the Spring including a stop at Whole Foods headquarters in Austin TX.

## Producer Support and Development

This year started with a review of what the producer support and development (PS&D) programme had achieved in recent years. We then developed a set of new priorities for our support and development work with Kuapa Kokoo and other producers in cocoa and sugar for the coming years. The objective of the programme, now as in the past, is to help manage Divine's supply chains, while enabling producers to add value to their products and enabling new groups of small-scale producers access the market.

Divine and Twin at a meeting at Kwabeng Society.

Supported by the PS&D, Kuapa Kokoo undertook a major review of their governance structure at all levels of the organisation and representatives visited a coffee cooperative in Tanzania to learn from another system. Following consultation with farmer representatives, a structure was agreed and approved by members at their AGM in July 2009. Funded by PS&D, Kuapa Kokoo's Research and Development Department provided training to its members in over 400 societies on developments in Kuapa Kokoo and on Fairtrade standards. The PS&D also supported a review of their credit union, KKCU, to develop a new strategy for the future, and funded a database expert to assess how to design a new data system to help staff manage cocoa operations and membership data.

In Sierra Leone, Divine's new producer partner, Kpeya Agricultural Enterprises, managed to export their first container of Fairtrade cocoa for Divine. This was an important first step for a small new cooperative thanks to support from Divine. In Malawi, we have supported Divine's sugar producers, Kasinthula, providing training on Fairtrade standards and better systems to manage Fairtrade premiums.

# Divine Nationwide

*'Divine has surpassed expectations and proved a beacon to all those working and praying for a better world.'*

**Daleep Mukarji,**
Director, Christian Aid

## a DECADE of DIVINE

*Building a brand for the 21st century*

*'The fact that the primary producers had a substantial part of the equity was a brave imaginative decision.'*

**Gordon Roddick**

*'We'd walk 500 miles for Divine - but fortunately we can get it in our local shop. Happy Birthday and keep up the good work.'*

**The Proclaimers**

*'Divine has enlightened me about the chocolate market especially how my own cocoa can be processed into Fairtrade chocolate. I am more respected in my community and my organization through my involvement in Divine Chocolate.'*

**Comfort Kumeah**, cocoa farmer

The pictures and quotes here are a selection from the Decade of Divine exhibition. Our thanks to the designers and photographers who created this great visual celebration: Design Arrival, Aubrey Wade, Karen Robinson, Elizabeth Hudson, Kim Naylor, Brian Moody and Pete Pattisson.

Back in 1998 Divine burst onto the scene, and over the next ten years proved all those who said "It's a great idea… but can't be done' conclusively wrong! 2008 was the year to celebrate the 'Decade of Divine' and we did so in style, starting with a stunning exhibition of images of the cocoa farmers of Kuapa Kokoo taken by top photographers. We had a special party where we could thank all the extraordinary movers and shakers and determined supporters who believed in Divine and have come on the journey with us. As we celebrated Divine's milestones, we heard the news that one of the company's key objectives – to catalyse change in the chocolate industry – had started to happen as Cadbury's made its first move into Fairtrade with their flagship Dairy Milk brand. Divine and Kuapa Kokoo had together proved that Fairtrade is possible on a global scale, and Cadbury's was first to accept the challenge. We look forward to seeing Cadbury's growing commitment, and to other multinationals making their first steps too – but in the meantime Divine continues to push for further moves to deliver real empowerment to cocoa farmers, and ensure their voices are heard in the continuing debate on trade.

# Divine Nationwide

## Divine on the web

Divine has been actively extending its marketing activities into the social media and digital sphere. We saw a 57% increase in sign-ups to our monthly e-newsletter with 18% click-through to news, competitions and offers. Having previously just blogged during Fairtrade Fortnight we started a regular update with posts from various members of staff, from Kuapa Kokoo and invited guest bloggers. We also set up our own Twitter account and quickly grew a hungry following of chocolate lovers – from zero to 1500 within the year. Twitter has proved a productive way to share news, and point people to our website and blog, as well as plugging our friends and partners and their initiatives. Twitter, and our presence on Facebook, are also great ways to bring together Divine admirers worldwide.

Working with our long term agency St Lukes, we also tried out a cheeky viral idea in the lead up to the G20 summit, which happened to fall close to Easter. Our 'Egg a Politician' campaign gave 7000 people the opportunity to throw 48000 tasty chocolate eggs at the key politicians taking part in the summit reminding them to 'keep Fairtrade top of the summit agenda'. 2000 then took up the option to actually send an e-card to the Summit to press the point. We followed with ads in the national papers promoting our 'Good Eggs' for Easter treats. We are feeling our way and aim to keep fine tuning our use of social media to ensure it both builds the brand, and encourages greater participation and involvement from our diverse audiences.

## Divine on tour

Having launched at the Oxo Tower in London, the 'Decade of Divine' exhibition began a nationwide tour to great acclaim. While the exhibition spread the message in Oxford, Newcastle, Edinburgh, Stamford and Swansea, the anniversary **Fairtrade Fortnight** tour, led by Kuapa farmers James Adiyiah and Anane Mensah, visited Kingston, Croydon, Bath, Keynsham and Bristol. James and Anane were excellent ambassadors for Kuapa, for Divine and for Fairtrade, and made it very clear what the impact and value of owning their own chocolate company meant for the co-operative.

James and Anane meet the Mayor of Croydon

High points included some lively Ghanaian dancing in Croydon, a day at a flagship Co-op store talking to local shoppers, the mayor and council members, and a visit to a local farm to exchange notes with a UK farmer and eat home-made scones and jam for tea. **Chocolate Week**, which Divine has sponsored for several years now, is another opportunity to bring Divine into the lives of people all over the country. This year we increased its scope yet again and worked with 36 different partners and five top chefs to create diverse Divine chocolate experiences - from delicious dishes on restaurant menus, to chocolatier demonstrations and workshops, and a host of sampling opportunities. Divine also supported **The Big Lunch,** a new initiative which launched in 2009 to encourage people to get together with their neighbours and create a big informal community-bonding social occasion. All the great participants who put their energy and enthusiasm into organising these lunch events all over the country were offered Divine discounts and prizes – and lots of Big Lunch Divine tray bakes were enjoyed!

## Divine on show

We make sure that Divine has a big presence at key shows and exhibitions and our programme this year kicked off in full Christmas mode for the **Spirit of Christmas** show at Olympia and the **BBC Good Food Show** in Birmingham. As we enjoy so much attention and interaction at these big shows we invested in a new purpose-built exhibition stand to ensure we look Divine, and have all the space we need to store and sample chocolate as fast and efficiently as possible. This year for the first time we also had a stand at the new **Ethical Emporium**, organised by Hand Up Media, bringing together an exciting mix of ethical products and providing the perfect one-stop-shop for special Christmas presents. In summer we joined **Ben & Jerry's Sundae** for a sunny day in the park and also had our biggest presence yet at **Greenbelt,** where Divine was everywhere from entry wristbands, a feature in the festival programme, to chocolate fountains, sampling, and workshops.In September we did brisk business at our stand at **The Mayor's Thames Festival**.

The new Divine exhibition stand

## Young people get elected and connected

In November 2008 Dubble featured in a BBC TV series called Election where young people accepted a series of challenges with the aim of proving how 'electable' they were. The Dubble team was invited to take part in the episode that looked at campaigning skills, and set the brief and judge the teams' efforts to create a new Fairtrade chocolate bar. To help inspire the teams a weblink was set up with one of the Kuapa schools in Ghana – and kids described their lives in the cocoa farming community and their dreams for the future. The show was presented by Angellica Bell and overseen by Jonathan Dimbleby and the show's winners have since agreed to become Dubble's Dream Team – advising on all things youth and Dubble related.

Dubble was also delighted to team up with Puffin author Tom Palmer this year. He was researching his

The Dubble Dream Team

latest book in his popular series, where the young football-playing hero solves mysteries and problems in his community. His latest is about a young Ghanaian boy, son of cocoa farmers, who is lured to UK with the promise of football glory, but it all goes wrong. Tom went out to meet Kuapa Kokoo farmers and their children to find out what their lives are really like, and talked to one of the boys who has visited UK – to get a real feel for what it's like to arrive in a strange country for the first time. The story all ends well and Kuapa Kokoo and Fairtrade play a key part. You will be able to buy "Off Side" by Tom Palmer from May 2010.

Tom Palmer at a Kuapa school

## Divine Sales

As well as looking back at a very successful Decade of Divine, we were proactively addressing very tough economic conditions. Whilst these issues were also facing Divine's competitors, and chocolate is generally seen as a still affordable treat when budgets are tight, it was a particularly challenging year fighting for shelf space.

We also felt the impact of the new healthy eating legislation in schools in Scotland which came into force this year, as this had been a growing market for Divine.

Over the year Divine also suffered from a price-war in the supermarkets on Divine 100g bars.Two of the multiples reduced the RSP of Divine Chocolate to below cost price as they sought to out-promote each other on a larger basket of goods. Whilst this stimulates sales in the short run, in the long run other retailers realise that they cannot compete on price and have to examine the benefits of listing products caught up in this skirmish. Eventually, in an attempt to break the downward spiral, we reluctantly decided to withdraw the product from sale in Asda.

However these tough times were lightened with good news too. Divine's strategy is to ensure more delicious Divine products reach more people in more places. To this end we launched our own online Divine Shop - designed to offer the perfect chocolate gifts for all occasions as well as the full Divine range at your fingertips. We also created two great new products and added two new listings in Waitrose, while the weak pound just made Divine Chocolate an even more attractive proposition to export markets leading to sales growth in this market segment.

## New from Divine

In 2009 we came up with the inspired combination of our 70% dark chocolate with real raspberries, a distinctive new flavoured bar which was immediately snapped up by Waitrose, and Liberty here in the UK. In the States it was acclaimed by the influential blog 'The Huffington Post' where one of their tasting panel said 'The aroma promises, and the taste packs the punch. They are coordinated like a symphony', and here Zest magazine pronounced it their new treat of choice. We also added a new glamorous egg to our Easter range. The Divine Milk Chocolate Egg with six Hand Finished Milk Chocolate Marc de Champagne Truffles offered extra gift appeal and completely sold out through Oxfam and independents across the country.

## Divine new people

Sarah Sodiya was a very welcome addition to the accounts team. She joined Divine as Accounts Assistant from the Retail Motor Industry Federation, and is also studying for CIMA qualifications.

Trading Visions

**Trading Visions is an educational and campaigning charity set up to build on the award-winning Fairtrade education work undertaken in partnership between Divine Chocolate, Comic Relief and Kuapa Kokoo.**

Trading Visions has been working in partnership with Kuapa Kokoo, using new media to bring together young people in Ghana and the UK.

We have reached the exciting stage where the young people in Ghana are co-creating a lot of our online educational and campaigning resources. They are producing webcasts and vlogs, and beginning to contribute to online forums on the Dubble website.

Our new Pa Pa Paa LIVE website – created in partnership with Comic Relief – launched in February and is promoting Fairtrade in an innovative new way. It is a subscription service bringing themed monthly webcasts created by young people in Ghana into UK classrooms.

The webcast model allows one school in Ghana to talk to many schools in the UK, with a managed interactive element as UK schools can post questions for the Kuapa Kids in advance of webcasts and comment on webcasts that have been posted online.

Trading Visions also took part in a packed programme of events this year. Some of the highlights included a video conferencing Q&A between a Kuapa farmer and 800 students at the People & Planet 'Shared Earth' conference, a Christmas Carol video link between Coin Street Community Choir in London and Akom-adan Methodist Choir in Ghana, and a panel debate at the LSE on the topic 'Who Owns Fairtrade?' with powerful contributions from Kate Sebag of Tropical Wholefoods, Dyborn Chibonga of NASFAM, Malawi, and activist-academic Pauline Tiffen.

The Trading Visions website was re-launched at the beginning of 2009, with a focus on putting more interactive content online, including a blog with occasional comment on fair trade and the chocolate industry.

For more information, please visit **www.tradingvisions.org** or contact **tom@tradingvisions.org.**

# Divine Accounts

## SUMMARY FINANCIAL HIGHLIGHTS - PROFIT AND LOSS ACCOUNT

For the year ended 30 September 2009

| | 2009 £ | 2008 £ As restated |
|---|---|---|
| TURNOVER | 11,766,564 | 12,376,340 |
| Cost of sales | (9,729,447) | (9,913,074) |
| Gross profit | 2,037,117 | 2,463,266 |
| Other operating expenses (net) | (1,789,854) | (2,050,457) |
| Other Operating Income | 29,090 | 44,982 |
| OPERATING PROFIT | 276,353 | 457,791 |
| Interest payable and similar charges | (86,941) | (108,531) |
| Interest receivable | 198 | 204 |
| PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION | 189,610 | 349,464 |
| Taxation | (59,362) | (96,568) |
| PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION | 130,248 | 252,896 |

## SUMMARY FINANCIAL HIGHLIGHTS - BALANCE SHEET

30 September 2009

| | 2009 £ | 2008 £ As restated |
|---|---|---|
| FIXED ASSETS | | |
| Tangible fixed assets | 17,299 | 26,702 |
| Investment in associates | 714,610 | 504,824 |
| | 731,909 | 531,526 |
| CURRENT ASSETS | | |
| Stock | 1,757,067 | 2,145,673 |
| Debtors: amounts falling due within one year | 1,920,718 | 2,247,137 |
| Cash at bank and in hand | 252,700 | 88,282 |
| | 3,930,485 | 4,481,092 |
| CREDITORS: Amounts falling due within one year | (2,435,072) | (2,891,903) |
| NET CURRENT ASSETS | 1,495,413 | 1,589,189 |
| TOTAL ASSETS LESS CURRENT LIABILITIES | 2,227,322 | 2,120,715 |
| CREDITORS: Amounts falling due after more than one year | (1,081,008) | (1,094,739) |
| NET ASSETS | 1,146,314 | 1,025,976 |
| CAPITAL AND RESERVES | | |
| Called up share capital | 122 | 122 |
| Share Premium Account | 111,568 | 111,568 |
| Capital Redemption Account | 15,000 | 15,000 |
| Profit and loss account | 1,019,624 | 899,286 |
| SHAREHOLDERS' FUNDS | 1,146,314 | 1,025,976 |

| | 2009 | 2008 |
|---|---|---|
| Producer Support | £235,335 | £246,021 |
| Fairtrade Social Premium | $239,850 | $253,650 |
| Tonnes of beans used | 1,599 | 1,691 |

These summary financial highlights do not constitute statutory financial statements for the years ended 30 September 2009 and 2008. The reports of the auditor on the statutory financial statements for the above years were unqualified. The statutory financial statements for the year ended 30 September 2008 have been delivered to the Registrar of Companies. The statutory financial statements for the year ended 30 September 2009 will be delivered to the Registrar of Companies following the Company's Annual General Meeting.

For further information, the full Directors' Report and the full statutory accounts containing the audit report for the year ended 30 September 2009 should be consulted. Copies of these can be obtained from the registered office.

**Note:**
These statements are highlights from the full set of published accounts.

After exchange gain and equity dividend paid, retained profit for the year would be as follows:

| | £ |
|---|---|
| Profit after tax | 130,248 |
| Exchange gain | 20,590 |
| Equity dividend paid | (30,500) |
| | 120,338 |

The exchange gain arose as a result of revaluation of overseas fixed assets, investments and a matched US Dollar loan.

OWNED BY COCOA FARMERS, MADE FOR CHOCOLATE LOVERS

Divine™
CHOCOLATE

**DIRECTORS**

Alexander Balfour
Paul Langley
Ian Barney
Cornelis van den Burg
Paul Celestine Kofi Buah
Gordon Roddick
Sophi Tranchell
Pauline Tiffen
Michele Settle
Patrick Fleming
Kwasi Aduse-Poku
Carol Wills

**COMPANY SECRETARY**

Caelia Pereira

**COMPANY NUMBER**

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**THE DIVINE TEAM**

Sophi Tranchell
Managing Director

Sarah Watson
Operations Manager

Pauline McRae
Financial Controller

Charlotte Borger
Head of Communications

Alistair Menzies
Head of Sales & Marketing

David Greenwood-Haigh
National Account Manager

Wendy Rowan
Account Manager

Laura Blake
Marketing Manager

Rosanna Mayhew
PR Assistant

Sonja Salter
Operations Assistant

Paul Dennis
Finance Manager

Sarah Sodiya
Accounts Assistant

Natasha Procter
PA to Managing Director

Simone Lindsay
Receptionist

Kika Williamson
Special projects

Tom Mitchell
New Product Development Manager

**DUBBLE**

Sara Barron
Dubble HQ Producer

**TRADING VISIONS**

Tom Allen
Policy and Projects Manager

**A BIG THANK YOU**

To all the staff, board and everyone at Kuapa Kokoo

James Adiyiah and Anane Mensah from Kuapa Kokoo for being Divine ambassadors on our Fairtrade Fortnight tour

The creative people who make Divine look as good as it tastes: Kathryn Samson, Helen Mills, Chris Basista, Dan Adams, Stephen Waterhouse, GHP, SS Print Solutions.

St Lukes for our advertising, and Uber for our web design.

Volunteers at Divine: Jack Williams, Jamila Hanze, Natasha Lewis, Laura Falk, Fiona Menzies, Karen Walford, Kes John, Mathilde Duchez, Judith Wheeler, Duncan Miller, Lucy Whalley, Theresa Haddon, Oli Knowles.

**Front Cover:**

Photo of Aminatu Kasim by Aubrey Wade

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