



SUBMISSION TITLE
JOHNNIE WALKER
COLLECTION

CATEGORY
4. PACKAGING

SUB CATEGORY
4.2 BRANDED – DRINK

CLIENT COMPANY
DIAGEO

DESIGN CONSULTANCY
LEWIS MOBERLY

SUBMISSION DATE
27 JUNE 2014

FOR PUBLICATION

Net Sales Value increased by 112%

“The new design with its attention to every detail and beautiful materials and finishes has transformed Johnnie Walker Collection into a highly desirable gift pack with great displayability. The commercial results speak to the success of the redesign.”

Clare Negus
Design Leader, Global Design Team, Diageo



2. EXECUTIVE SUMMARY

JOHNNIE WALKER COLLECTION

Johnnie Walker Collection is a set of four miniature 20cl bottles, each containing a different blend of whisky and housed in an outer pack. The packaging has been redesigned to great commercial effect for Global Travel Retail.

Since redesigning the Johnnie Walker Collection:

- **Net Sales Value has increased by a massive 112%**
- **Net Sales Value per case has increased by 51%**
- **Sales Volume has increased by 40%**

While JW Collection sales have grown by 40% the total Scotch whisky market has slightly decreased – down -0.8% from 2013 compared to 2012 [total Scotch sales 96million cases in 2013 versus 96.5million cases in 2012].

Growth of this product is significantly ahead of the sales growth of any other Johnnie Walker product in GTR.

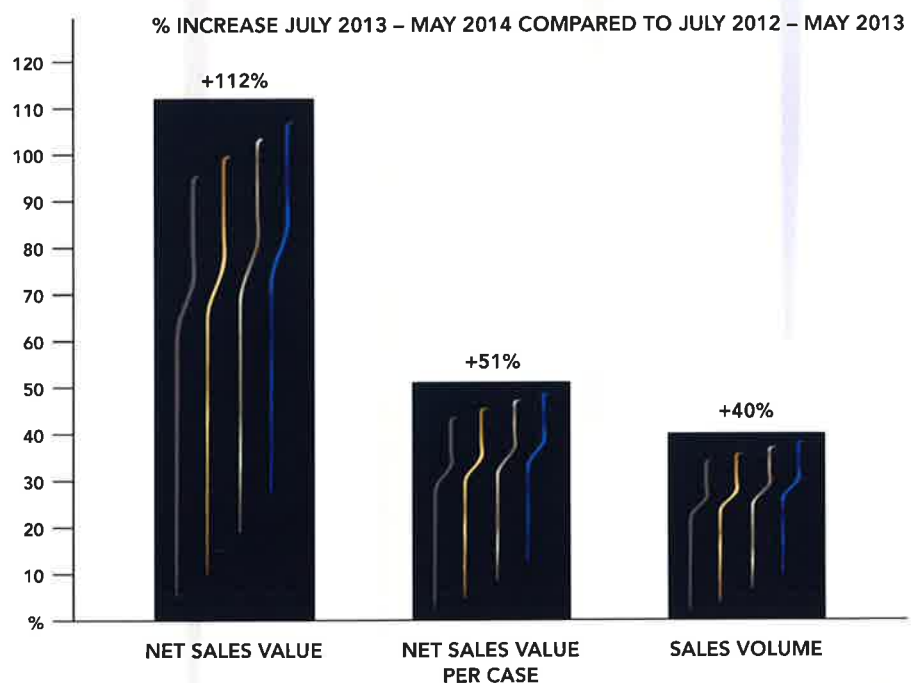
The retail price varies from global travel retail operator to operator, but has broadly risen in line with the Net Sales Value per case.

Consumer perception is of a far superior pack – they clearly appreciate the new design and are prepared to pay significantly more for it.

The pack structure is now premium and robust, avoiding quality issues sometimes encountered with the previous pack. It also takes up less space when open for display in Global Travel Retail. The overlapping front flap of the previous pack no longer exists, so more packs can now be stocked on shelf and display management is made easier.

There are no other influencing factors; the Diageo team are convinced that the sales uplift is wholly due to the stunning new design and the display opportunities it provides.

(256 words, maximum 300)



3 PROJECT OVERVIEW

OUTLINE OF PROJECT BRIEF

- Create increased desire
- Drive incremental volume and value
- Make more premium in both appearance and feel, in order to raise price and encourage more gifting
- Create a pack format including tasting notes to encourage consumers to compare and contrast the four blends and generally increase their involvement and knowledge about the blends
- Emphasise the inclusion of the highly aspirational JW Blue Label as the ultimate variant within the Johnnie Walker range
- Resolve and overcome problems sometimes encountered with the previous structural pack becoming damaged over time
- Reduce the space the pack takes up when open on display on shelf.

DESCRIPTION

- Build on consumer insight that purchasers already use JW Collection to compare and contrast different expressions within the portfolio. These enthusiasts explore new tastes and acquire aspirational variants of JW for a smaller, out-of-pocket than a 1litre bottle
- Purchased by 25yo+ whisky-loving men for self and status gifting. An ideal gift for your father-in-law or boss! The well known, high status Johnnie Walker brand makes JW Collection a 'safe' gift
- Key motivation is status – both the JW brand generally and specifically JW Blue Label
- JW Collection is displayed in GTR next to JW Blue Label standard sized 1litre bottles to emphasise the value for money ratio.

OVERVIEW OF MARKET

- The total Scotch whisky market has slightly decreased – down -0.8% in 2013 compared to 2012 (total Scotch whisky sales 96million cases in 2013 versus 96.5million cases in 2012).

Source: IWSR data

PROJECT LAUNCH DATE

Launch date varied slightly with market but was essentially July–August 2013.

SIZE OF DESIGN BUDGET

Disclosed in the CONFIDENTIAL – NOT FOR PUBLICATION entry.

(271 words, maximum 650)

While JW Collection sales in GTR have increased by 40%, the overall Scotch whisky market has decreased by -0.8%.



4 OUTLINE OF DESIGN SOLUTION

Previous design:

- Flimsy rigid board with two compartments closed by a hidden magnet
- Wrapped in a faux leather sleeve closed by a side magnet bar
- The overlapping front flap takes up unnecessary space when the opened pack is displayed on shelf
- Problems were sometimes encountered with the pack construction over time.



PREVIOUS PACK



PROBLEMS ENCOUNTERED

New design:

- Outer sleeve – much stronger focussed communication of contents re four bottles – each graphically ‘stepping up’ in elevation and aspiration. Contents listed together with foiled silhouettes of four bottles giving a more contemporary and clearly branded appearance
- Sleeve is removed to reveal more discretely branded, sturdy rigid box with smart, neat, magnetic closure – all the satisfaction of a heavy car door closing!
- Rigid board box structure with three compartments created. Hidden magnets in board sides to hold pack closed. Forward opening to display all four bottles and invite consumers to compare and contrast the four blends. The new pack is more space-efficient on shelf
- Individual bottles now held securely at base and top so feel more precious (previously rested loosely in shallow mould)
- Colour of sleeve changed from black to blue to emphasise inclusion of JW Blue Label within the pack and to elevate the overall impression (JW Blue Label sells at approx £150 for 1litre)
- Light cream neutral interior to showcase the beautiful golden colours of the whiskies – more premium than the previous interior colour
- Addition of tasting notes printed on outer pack. Previously had been a separate, small printed leaflet – lacking in a sense of importance, easily mislaid and not display worthy
- We introduced pace and ritual – the consumer now really engages with the pack – slides the sleeve off, opens the main pack with a navy grosgrain ribbon tag to reveal the tasting notes and finally the bottles. Premium packs, especially those given as gifts, create more theatre and value through ritual and a sense of discovery
- The famous Johnnie Walker name is spelt out in an elegant font in the title replacing the signature, which now appears inside, endorsing the whiskies
- The pack copy is now more particular, e.g. on the sleeve the four blends are not merely listed but prefaced by ‘Presenting...’, further emphasising the specialness and giftability. On the back of the sleeve, short tasting notes for each of the four blends are included with the inviting title ‘A Journey Through the Senses’ to emphasise the pack’s value as a means to compare and contrast the different blends
- The Royal warrant adds the ultimate seal of approval.



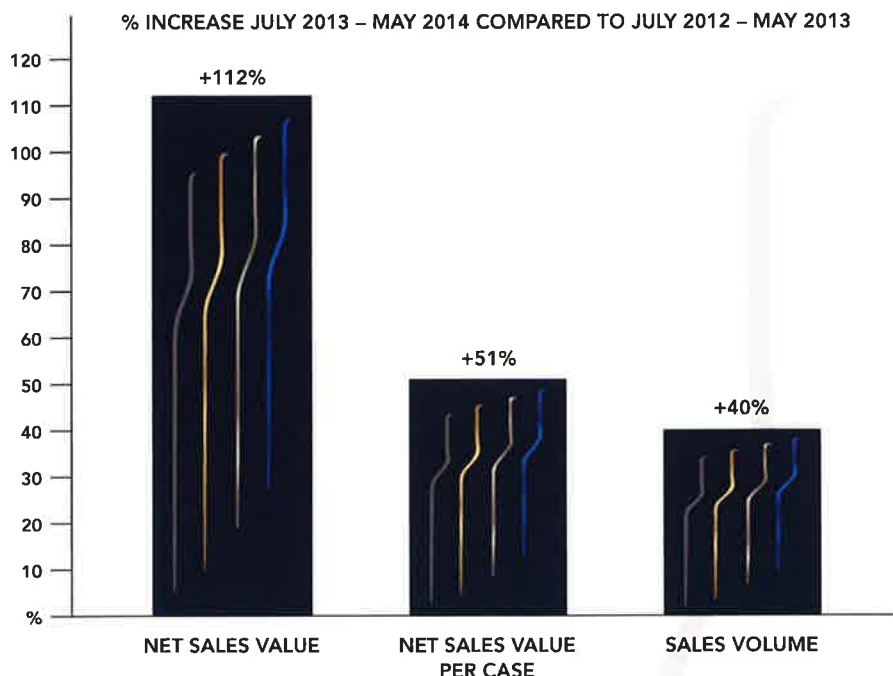
NEW PACK

(414 words, maximum 500)





5 SUMMARY OF RESULTS



INCREASE IN MARKET VALUE

Net Sales Value (an increase in number of cases sold and the value per case) increased by a massive 112% over the time period.

Net Sales Value per case (each case contains 6 packs, each containing 4x 20cl bottles) rose by 51% – a reflection of the higher wholesale price which in turn converted into a higher retail price.

INCREASE IN SALES

Sales Volume in GTR has increased by a significant 40% comparing July 2013 – May 2014 (new pack only) with the like-for-like period July 2012 – May 2013 (previous pack only).

The increase could have been more, except that some remaining old packs were being sold at the start of this period. Old packs accounted for 5% total sales in the period July 2013 – May 2014.

Since the introduction of the new pack design and the massive lift in performance, domestic markets are now clamouring for it.



5 SUMMARY OF RESULTS (continued)

INCREASE IN MARKET DISTRIBUTION

Previously JW Collection was sold only in GTR. GTR distribution increased with some additional stockists such as the Caribbean.

Since the introduction of the new pack design and the massive lift in performance, domestic markets are now clamouring for it. For the first time it is now being stocked and sold in selected retailers in USA and Western Europe including the UK, Germany, Italy and Benelux. These figures cannot be expressed as a percentage increase and Diageo prefer to keep the actual sales figures confidential so the sales data in this entry relates to GTR sales only.

INCREASED LEVELS OF CONSUMER ENGAGEMENT

Qualitative consumer research showed the new pack was very positively received.

The engaging structure had a strong initial impact and was **felt by many to have the 'wow' factor**.

It was felt to be greater than the sum of its parts – premium appearance and finishes prompted associations with collector's items and keepsakes.

A clear raison d'être was perceived – many expected the pack to be used to compare and contrast blends. **A showcase of taste.**

Many envisaged the intended recipient as being a distinguished whisky lover – an aspirational cue for the brand.

Overall the pack reinforces the specialness and exclusivity of Johnnie Walker.

Presenting the JW range in this way is easily understandable, offering a gateway to greater involvement with the brand.

Opening and unfolding the pack is described as being **"like opening a treasure chest"**.

"The JW Collection pack delivers both love and flattery. Its specialness makes it appropriate for high value, status gifting – it flatters both the giver and the recipient".

Source: Firefish Intelligent Research

"The previous pack did not list the four blends on the front so failed to communicate the contents unless the pack was picked up and turned round so the back of pack copy could be read".

Online research proved the **new pack successfully communicates the four blends on the front of the pack** both through the listing and the four different coloured foil bottle silhouettes.

Source: Diageo Altitude Lounge Community

OTHER

JW Collection was recognised as a desirable, premium design winning Best Duty Free/Travel Retail Design in this year's World Whisky Design Awards.

It is also nominated in the 2014 Pentawards (results pending).



6 OTHER INFLUENCING FACTORS

No additional advertising or promotion activity took place on this product. Johnnie Walker Collection is not advertised in GTR outlets, no promotional activity was undertaken and no product sampling took place. The Diageo team are convinced that the sales uplift is wholly due to the stunning new design, the display opportunities it provides and the operational improvements that result for the stores.

Total Johnnie Walker spend has stayed constant as a percentage of sales.

7 RESEARCH RESOURCES

- IWSR data
- Firefish Intelligent Research
- Diageo Altitude Lounge Community

