



DULUX ONCE

A first class finish

CATEGORY
4 Packaging

SUB-CATEGORY
4.2 Branded – Other

CLIENT COMPANY
Akzo Nobel

DESIGN CONSULTANCY
Design Bridge

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Executive Summary

Challenge

Dulux needed to lift the paint category out of its sluggish 4% annual growth with its premium 'Added Value' range. And brush over the dominant own label brands. It needed to stand out.

Context

Justifying a premium price is harder than ever these days. In a recession and housing slowdown, nobody moves, nobody buys paint and nobody pays a premium. Especially when the store environment is dominated by cheaper own label products, which are continually on offer. What's more, the category is confusing with many shoppers leaving the store without purchasing anything.

Solution

Our design did three important things that were crucial to Dulux's success:

Firstly it made it easy to understand the benefit of the new formula that needs just one coat (through the semiotics of the identity and the photography).

We gave clarity to the shopper on what's required, the benefits and how to use the products. Even the least DIY literate could understand the benefits of Once and how to use it.

Secondly, we inspired people by making the design overwhelmingly positive. By reducing the time and complications incurred with existing solutions we gave people the confidence that they could make a life changing transformation to their own homes.

Thirdly, we overcame scepticism that the brand worked (in research some consumers called it "Twice"!) and was worth the premium price. We made several improvements including changing the tub from rectangular to round and increased premium coding throughout the design.

Impact

We doubled sales of a premium paint without any advertising support.

305 words

The brand delivered a
94.8%

increase in sales volume
(outperforming the category increase of 12% YoY 2012-13). This was without any advertising support and despite retailers coating the store in 3 for 2 own label promotions.

This represents a
10:1
return on investment

Every pound invested in design yielded £10.23 - proving the effectiveness of design.



“The new Once design exceeded our expectations – doubling our sales value and helping to improve retailer support around our strategically important Added Value ranges. Internally our supply chain was made more efficient and we improved our environmental footprint.
All of this without any advertising support!”

Mark Woor, Brand Manager Dulux



Project Overview

Outline of Project Brief

Re-design the packaging for the 'added-value' Once range in order to:

Step-change in-store presence

- Create ownable standout from a category dominated by own-brand
- Increase perceptions of quality and innovation vs. competitors
- Simplify the fixture by providing easy navigation and clear communications of point of difference
- Develop more consumer-friendly back-of-pack communication
- Empower consumers to make a purchase by reassuring them that it is easy and possible to use within their timescale

Improve value

- Increase added-value share of sales mix to 20% by 2013
- Align to the new global brand identity of the Masterbrand to create consistency
- Improve supply chain efficiency
- Reduce environmental footprint

Dulux is the world's leading decorative paint brand. It's now owned by Akzo Nobel which acquired the previous parent company, ICI, in 2008 to form a leading global paints and coatings company. Dulux Once is one of a range of 'added value' specialist products designed to make the decorative journey for consumers more achievable. Time is the key constraint facing consumers in the category.

Dulux Once addresses this time constraint on people by guaranteeing a perfect finish in just one coat.



Before



After

Project Overview (cont.)

Overview of market

The paint category has limited growth (4% in 2012, source: Paint & Decorators Retail Association) which has been a challenge for manufacturers and retailers alike. In the midst of the recession and concerns about economic stability, consumer confidence was at a three year low, with an understandable impact on frugality and price sensitivity. This has been a significant challenge for a 'Added Value' proposition, which retails for £25 per 2.5 litre tub (vs. £18 for own-brand equivalent). In addition to this, own-brand dominates the category and is often on three for two deals.

However, a flat housing market meant that there was stronger appeal for people to create a new living space by decorating. And by doing it themselves, rather than forking out for a tradesman. Could Dulux capture the imagination of unrealized decorators with a premium proposition? One that could overcome the dominance of a promotionally driven own brand category?

With the previous pack, consumers just didn't understand or believe the benefit of Dulux Once – a new formula that combines primer and topcoat in one paint, meaning only one application is needed. They'd usually already made a decision to buy something else. When they could find it (on rare occasions) they didn't understand it or didn't believe it. This was backed up in research when consumers insisted that "it must be at least Twice!". The category is simply all too confusing and many shoppers simply abandon their projects.

Project Launch Date

March 2012 with a roll out over two months.

Size of design budget

£25,000

471 words



Price comparison

A Dulux Once
2.5ltr tub retails for

£25

A 2.5ltr own brand
equivalent retails for

£18

4. Outline of Design Solution

The design team worked closely with the client to define the challenges and design objectives. The design needed to simplify the category for consumers – making it easy to understand. It had to give them positivity and confidence in their choice to transform their home into a better place. It needed to deliver a premium experience that would convince people it was worth it to trade up from the dominant and heavily promoted own label competitors. Finally, internal efficiencies in terms of cost, logistics and sustainability would make the project truly successful.



Making it easy

The category is difficult to navigate and we were not making it easy for people to understand how to use our product. On front of pack, we developed a chip with a consistent position, shape and language. At a glance, this makes it easy to see what the product is all about. Colour and application surface are now always contained within this chip, making Dulux easy to shop.

On the back of pack, we clarified communication around 'Prepare, Paint, Clean' supported by iconography. This makes it easy to read and understand and stands out from the legal copy. Who really knows the difference between satinwood and eggshell? We've made it easy on front of pack with a sheen guide.



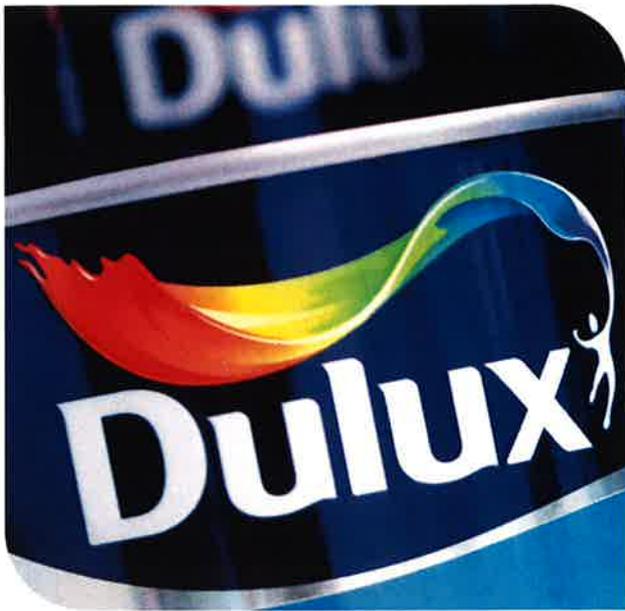
Outline of Design Solution (cont.)

Positive and uplifting

The crafted logotype of the Dulux Masterbrand identity has a colourful and inspirational flourish, which communicates the positive values of the brand. This sends a strong message to shoppers that they should have confidence to transform their homes. To reinforce this there's a roller/brush stroke and keeping it straight feels calm, confident and easy.

The call to action 'saves you time' was added, to reassure consumers that in straight talking language what the benefit is to them. Helping to overcome time is one of the biggest barriers to the category. Lastly, the shape of the chip also echoes the character styling and ties everything together in an ownable way.





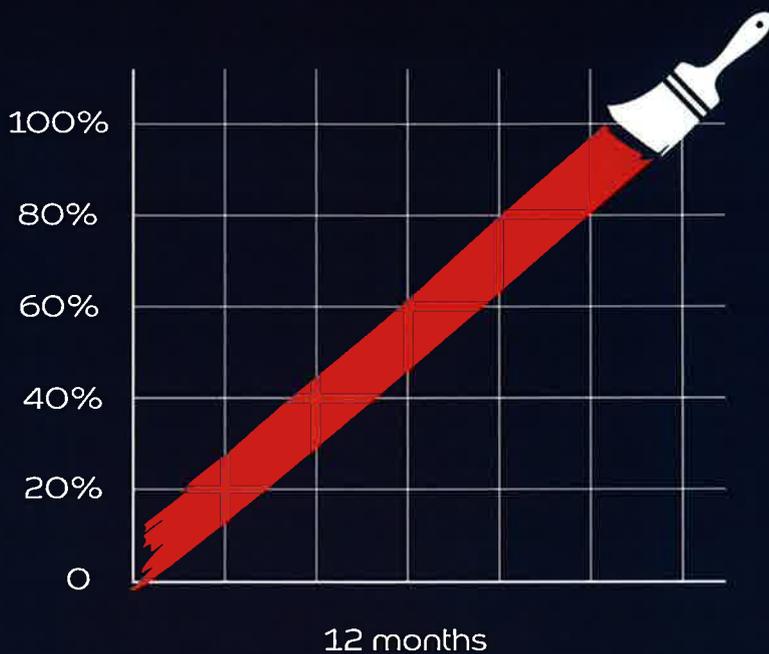
A premium experience

By moving to a round can we achieved global consistency and stepped away from the rectangular world of retailer own brands. Placing the masterbrand at the top of the pack re-establishes Dulux's confidence and pride. And retaining the soft wave of blue keeps the premium, professional edge. The Dulux logotype gives the impression of a precise brushstroke to underline the colourful, inspirational flourish.

The handpainted Once logotype is clean, simple and fresh, alluding to the speed and simplicity of the product. We removed the heavy, flat burgundy from the previous design and introduced a more contemporary and uplifting palette, which adds to the premium feel but also makes the pack more approachable. Last but not least, the iconic Dulux dog adds reassurance of quality.

464 words

Summary of Results

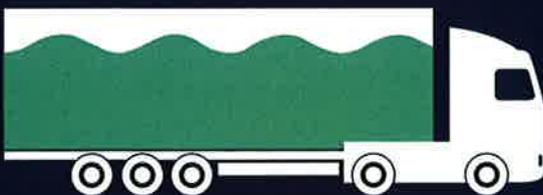


94.8%

Increase of sales volume against a category increase of 12% (YoY 2012-2013). All without any advertising support.

10.4pp

Increase in market share



There were significant savings in the supply chain due to using a standardized round pack format. Despite being larger (5 litres vs. 4.5 litres), they stack better (120 per palette vs. 100), compared with the square versions, leading to saving on transport costs.



75%

of B&Q stores now give Dulux Once its own space, since competitor products have been delisted, a first for the brand in its largest retail channel.



Increased stakeholder engagement

Retailer shelf space – Retailers are able to merchandise the new design more effectively since the change from rectangle to round packs. This has increased facings. In B&Q, the redesign and results persuaded them to give the brand its own space in three quarters of their stores. A first for the brand.

The new design also paved the way for the redesign of the trade range. This was potentially challenging as the trade were traditionally very resistant to change. Dulux Once was the only consumer product stocked for trade and changed perception of the brand enough to open up the redesign, further helping manufacturing and supply chain efficiencies.

Environmental impact

The round tubs use 25% recycled plastic, something that was not being used before. The round tubs made a significant environmental impact by reducing the carbon required for transport (Dulux can fit 20% more new packs onto a palette). These are part of the company's efforts to retain its number one ranking in the Dow Jones Sustainability Index.

B&Q gave the brand solus distribution in 75% of its stores – a massive win with the largest retailer.

Other influencing factors

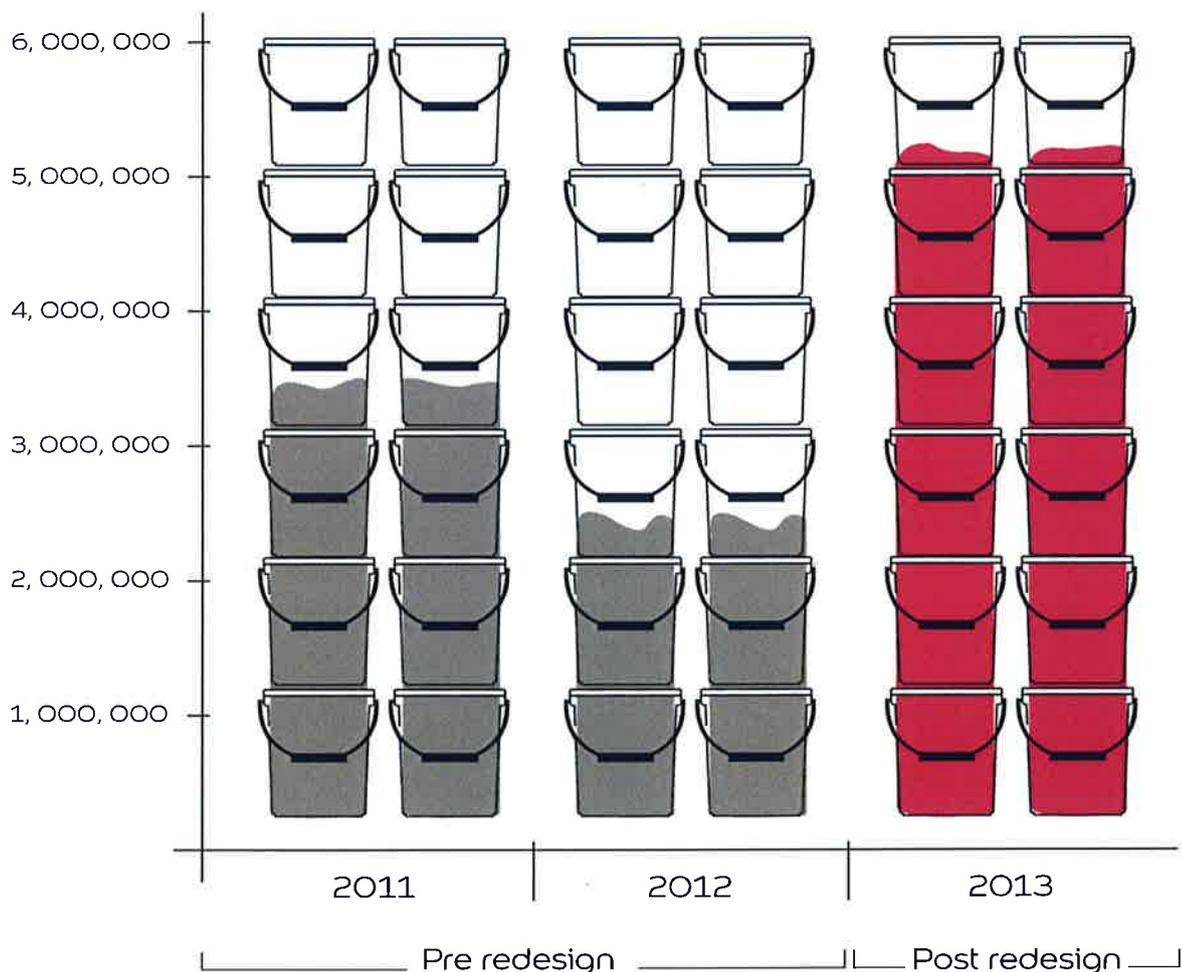
The project launched at Easter, when there's an expected annual lift in sales. The project ensured this was a record Easter period and crucially, this was sustained throughout the year, and ever since.

Dulux Once wasn't advertised during the change, demonstrating the importance of the design solution in improving the business.

The move to a consistent can format was part of a global initiative - not unique to this project, but the decision to leave behind the unique square can equity was.

275 words

Sales 2011- 2013



Research Sources

- GFK Data sources for market share
- Internal client data for revenue, sales and margin
- Paint & Decorators Retail Association.

Thank you

