



# Face Value

**PROJECT TITLE** : **SUPERDRUG BEAUTY FACE MASKS**  
**CATEGORY** : 4 - PACKAGING  
**SUB-CATEGORY** : 4.6 - OWN BRAND OTHER  
**CLIENT COMPANY** : SUPERDRUG  
**DESIGN CONSULTANCY** : BILES INC.  
**DATE** : 28-06-2013



**Biles Inc.**

BRANDING & DESIGN CONSULTANTS



# Superdrug<sup>☆</sup>

**In 2011**, Superdrug were witnessing a decline in sales of their own-label beauty face mask offering, with sales falling -16% YOY; and although Montagne Jeunesse, the market leader, continued to grow sales in Superdrug stores at +4% YOY and monopolise the category, the category was actually in overall decline in Superdrug stores, falling at a rate of -20% YOY.

**Wishing to be reactive**, Superdrug asked Biles Inc. to help by redesigning their packaging in order to reignite consumer engagement, stabilise sales and drive growth.

**One year on** and Superdrug Beauty Face Masks are now experiencing success beyond their expectations. Montagne Jeunesse has been delisted, and sales of the new own-label retail range outperform sales of the previous Superdrug and Montagne Jeunesse ranges combined!

**Market share grew by +6%. Design investment was recouped within 3 weeks of new profit.**



# 362%

**COMPARABLE GROWTH  
YEAR-ON-YEAR WITH NO  
ABOVE THE LINE SUPPORT**

H2 SALES 2011 £262,040, H2 SALES 2012 £948,055  
(YEAR FOLLOWING THE LAUNCH OF THE NEW PACKAGING).

# 3. Project Overview

## I. OUTLINE OF THE PROJECT BRIEF:

### BUSINESS OBJECTIVES:

- Reverse category sales decline of -20%
- Increase own-label volume to flat sales (Stop own-label decline)
- Move to own-label profit growth
- Strengthen instore position against the market leader (Montagne Jeunesse)



[ Market leader NOT OUR DESIGN ].

### DESIGN & MARKETING OBJECTIVES (The Challenge):

- Drive consumer engagement
- Broaden appeal to a wider audience
- Clearly communicate product benefits
- Create shelf standout



### DELIVERABLES:

- Redesign of the Superdrug own-label beauty face masks range (24 SKUs) targeting predominately females + 16yrs, but also males, from existing footfall.



## 2. DESCRIPTION:

Superdrug, with 850+ stores, is the second largest beauty and health retailer in the UK. Their offer is to be the best in everyday accessible beauty, and they are committed to bringing innovation and the latest styles and trends to every high-street in the UK at very affordable prices.

In Superdrug stores, own label offerings and independent brands live side by side.

## 3. OVERVIEW OF THE MARKET:

The UK beauty industry is valued at over £15bn<sup>[1]</sup>, with the facial care category forecast to be worth £1bn by the end of 2013<sup>[2]</sup>.

The face mask category is dominated in the UK by one brand 'Montagne Jeunesse' who boast £4m<sup>[3]</sup> in sales, but while in Superdrug store their sales were growing at +4% YOY<sup>[4]</sup>, nationwide they were showing a decline of -3.9% YOY<sup>[5]</sup>.



## 4. PROJECT LAUNCH DATE: June 2012

## 5. SIZE OF DESIGN BUDGET: £10,500

[1] MINTEL DATA - JULY 2012

[2] MINTEL DATA - JULY 2012

[3] SYMPHONY IRI DATA - MAY 2012 - VIA THE GROCER

[4] SUPERDRUG PLC SALES DATA

[5] MINTEL DATA - JULY 2012

#### 6. OUTLINE OF DESIGN SOLUTION: (433 words)

It was clear following discussion with the marketing team at Superdrug, and a critique of the incumbent packaging, that the existing design had two key failings that were contributing to the poor performance of the own-label sales.

1) The existing packs weren't quickly identifiable in store as face mask products. Face Masks are often bought on impulse rather than as a planned purchase, and within the beauty environment, the product type wasn't identifiable with enough immediacy.

2) The existing packs had narrow consumer appeal, being slightly too grown up for the predominant younger face mask shopper, but not quite sophisticated enough to arrest a strong position with 30+ consumers.

**Therefore, our task was to develop packaging that would instantly be recognised as beauty face masks, while broadening consumer engagement across wider consumer profiles.**



[ Packaging before re-design NOT OUR DESIGN ].



#### 6. OUTLINE OF DESIGN SOLUTION: (continued)

We recognised and addressed the key issues preventing the incumbent Superdrug Beauty Face Masks from driving greater sales:

#### BE ACCESSIBLE:

Superdrug consumers are diverse, as indeed are the users of face masks. Predominantly female, but men buy them too; younger as well as 30+ and from all ethnicities.

Clear range segmentation was introduced to help achieve wider consumer appeal, with some products made more colourful and fun for younger shoppers, others more grown-up and sophisticated, and some specifically targeted at men.

The models used reflected the ethnic diversity of Superdrug's consumers, and were selected for their everyday, obtainable beauty.

#### TELL THE PRODUCT STORY:

The younger range was inspired by the uplifting sensation of an energising cleanse - fruity fun.

The 30+ range was inspired by the SPA experience, a more calm, gentle and peaceful moment - wind down and detox!



#### 6. OUTLINE OF DESIGN SOLUTION: (continued)

##### BE UNDERSTOOD:

Clear product information was of course a prerequisite, but importantly shoppers needed to know that these were beauty face masks at just a glance. The obvious solution and the one that would most immediately communicate this, was to have photography showing the face masks in use (applied).



##### SHOUT THE BENEFITS AND BUILD CONSUMER CONFIDENCE:

Beauty consumers are looking for benefits both as a reason to believe, and as a point of difference to drive choice. We ensured that these benefits were up-front, bullet pointing some and creating an icon system for others.



The products contain Natural Extracts which is welcomed by the target consumers. Again this was communicated through a symbol.



The styling of these icons was such that they feel like stamps of authority, creating impact and reassurance.



## 4. Summary of Results

### A GOOD INDICATION

The client comes bearing good news within just a few weeks of the launch...

**"Have you heard? The new design is outselling the old design and the market leader combined, and it has only rolled into two thirds of the stores so far".**

NEIL PEDLIHAM - DESIGN MANAGER, SUPERDRUG PLC

### INCREASE IN SALES

Sales in H1 2011 were £267,34. Sales for the same period in 2012 were £948,055, a growth of 362%

PERIOD	SALES
H1 2011	£267,324
H2 2011	£262,040
H1 2012	£225,193
NEW DESIGN	LAUNCHED
H2 2012	£948,055

# 362%

**COMPARABLE GROWTH  
YEAR-ON-YEAR WITH NO  
ABOVE THE LINE SUPPORT**

H2 SALES 2011 £262,040, H2 SALES 2012 £948,055  
(YEAR FOLLOWING THE LAUNCH OF THE NEW  
PACKAGING).

### INCREASE IN MARKET SHARE

Market share moved from 17% in the 6 months before the redesign to 23% in the six months after the redesign.

# 6%

**INCREASE IN MARKET SHARE**

H1 MARKET SHARE 2012 17%, H2 MARKET SHARE 2012



### CATEGORY SALES

Superdrug's sales across this category moved from a decline of -27% to +19% from 2011 to 2012 attributed to the own-label relaunch.

# 46%

**CATEGORY GROWTH IN STORE**

### CATEGORY PROFIT

Superdrug's profit across this category increased

# 30%

**MORE CATEGORY PROFIT**

### RETURN ON INVESTMENT

With a year's data only just being compiled now (design launched June 2012), a full diagnosis of ROI isn't yet available. However, the investment in design was returned from new profit in 3 weeks.

# 3 weeks

**FOR THE DESIGN INVESTMENT  
TO BE RETURNED**

We achieved all of this with:

**NO ADVERTISING CAMPAIGN**

**NO PR CAMPAIGN**

**NO POS PROMOTION**

All the sales increases have been achieved by the new design's more successful consumer engagement combined with approach with broader appeal.

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## 6. Research Resources

Page 2 Superdrug PLC. sales Data 2011 to 2013

Page 4

[1] Mintel data - July 2012

[2] Mintel data - July 2012

[3] Symphony IRI data - May 2012 - via The Grocer

[4] Superdrug PLC. sales Data 2012 to 2013

[5] Mintel data - July 2012

Page 8 Superdrug PLC. sales Data 2012 to 2013

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