

Fairy cleans up for P&G



FAIRY



Industry sector Household goods
and home construction

Client company P&G

Design consultancy Elmwood

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EXECUTIVE SUMMARY

P&G's overall business strategy was to streamline its portfolio of brands and focus on 10 key categories for growth - one of which was Dish, including both Hand Dish Washing (HDW) and Auto Dish Washing (ADW). Their leading brand, Fairy, was number 2 in the ADW market behind Finish.

P&G wanted to increase its sales, grow market share and become the number one brand - a tough challenge in a mature declining market, and one which has low consumer engagement. Consumers don't really want to spend too much time thinking about dishwashing - it's necessary but, essentially, boring.

Also many consumers were unaware of the auto dishwash (ADW) products. Those that were, found it difficult to navigate the range, with 80% of consumers being unable to differentiate between its good, better and best products.

It was our role to refresh the range, to make it meaningful to consumers and encourage them to trade up to the premium tier. Following the brand refresh, in 2016, overall Fairy sales increased by +5.7% in value to £319.3m.

This increase was driven by a 4.2% improvement in the price mix, meaning consumers were successfully trading up and driving profitability.

Word count 219

+5.7%

overall increase
in value sales

30%

market share

4.2%

improvement in
the price mix

PROJECT OVERVIEW



OUTLINE OF BRIEF

P&G's ambition is to serve the world's consumers better than their nearest competitor, delivering superior product performance in every category and every country where they compete, and creating superior shareholder value in the process. Part of their current strategy for creating growth and value creation is through accelerating topline growth and streamlining the product portfolio. And one of their leading brands to achieve this is Fairy, which competes in the Dish category.

In auto-dishwashing (ADW), Fairy was the number two brand behind Reckitt Benckiser's Finish. In order to grow Fairy, the opportunity was to grow its share of the market in ADW. But, faced with a powerful sea of blue at shelf, Fairy needed to increase shelf stand-out.

Research had shown that consumers lacked awareness of Fairy's ADW products - 100% named washing up liquid, but only 55% named dishwashing tablets when asked 'What fairy products are you aware of?' And that when they were asked to put the products in order of good, better, best 80% got it wrong.

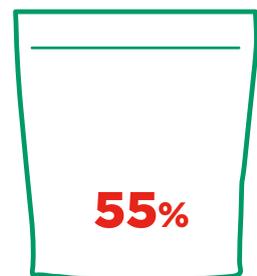
Research had shown that consumers lacked awareness of Fairy's ADW products

It was clear that Fairy needed to make its range of dishwashing tablets meaningful to consumers to make its portfolio easier to shop, and to make consumers understand why it's worth paying more for.

At the same time, Fairy had to introduce a new phosphate free product formulation, driven by EU legislation.



100% of people associated Fairy with washing up liquid



Only 55% of people associated Fairy with dishwashing tablets

PROJECT OVERVIEW (CONTINUED)



ADW market leaders Finish dominating the supermarket shelves

DESCRIPTION

Fairy is P&G's brand in dish care, and as well as the UK, is present in other parts of Europe, Africa and Australia. It is one of the brands in P&G's Fabric and Homecare business segment.

OVERVIEW OF MARKET

P&G's brands are organised into 10 categories. They are the market leader in seven of these categories and number 2 in the remaining three. Across all of these they have 21 brands with annual sales of \$1 billion to about \$10 billion, and 11 brands with sales of \$500 million to \$1 billion – many of those with billion-dollar potential. In 2016, the Fabric and Homecare business segment accounted for 32% of P&G's net sales, whilst 23% of sales were from Europe.

The Dish category is divided into two parts, Hand Dish Washing (HDW) and Auto Dish Washing (ADW), Fairy is the number two brand in the ADW category in the UK, behind a dominant brand leader Finish. Own-label and discounters make up the rest.

The dishwashing category is a low interest one, with very little consumer engagement. In short consumers don't really want to devote much thinking time to it. Consequently, any fundamental shifts in behaviour have to be activated quickly at the point of sale.

PROJECT LAUNCH DATE

July 2016

SIZE OF DESIGN BUDGET & PRODUCTION COSTS

£163k

Word count 427

OUTLINE OF DESIGN SOLUTION

Market leader, Finish, blocked very well at shelf providing a powerful sea of blue to attract consumers. In comparison, Fairy was sold in floppy bags and lacked a strong presence. The supermarket shelf is a visually agitated place with brands (including Fairy) shouting for attention using power graphics, swooshes, illustrations of dishwashers and aggressive messaging to compete for attention.

To clean up in ADW we concluded we had 4 design opportunities:

1. Build on distinctive assets to improve stopping power
2. Create an impactful category cue
3. Simplify pack navigation
4. Use Platinum to halo the range, make Fairy worth paying more for and encourage trade up



OUTLINE OF DESIGN SOLUTION (CONTINUED)



Previous logo



Revised logo

1. BUILDING ON DISTINCTIVE ASSETS

We took a holistic view of the brand marque globally, and developed it to become a true visual asset to be leveraged in all areas of communication. We removed all unnecessary embellishments in the typography, and increased the marque by 50%. A dynamic green circle surrounds the word marque ensuring the Fairy brand is the first thing that's seen, and also conveys a sense of movement and energy that is appropriate for the ADW sector.

Green was key to raising brand awareness in ADW. It's the colour of the handwash and had become synonymous with the brand through decades of advertising with the strapline 'mild, green Fairy liquid'. Whilst it featured on the ADW pack, it hadn't been fully leveraged and we felt it was a key brand equity that should work harder. In particular we made it a central feature of the Platinum range to encourage trade up.

We further emphasised the HDW brand equity by introducing a droplet over the word marque. It was this distinctive shape that helped the Fairy bottle feature in 'Britain's Top 10 Most Recognisable Brands' Packaging' study by Easyfairs. 'The power of the drop' became the big idea behind the brand, and the promise of ultimate cleaning performance on tough food cleaning challenges.

A robust toolkit and guidelines for consistent delivery across all touchpoints enables the global marketing teams to further build on these iconic and ownable visual assets.

OUTLINE OF DESIGN SOLUTION (CONTINUED)

2. CREATE IMPACTFUL CATEGORY CUE

Consumer insight showed that Finish's product was seen as chalky and less effective because consumers often found un-dissolved residue in the bottom of their dishwashers. Fairy's capsule contains liquid and powder formulations in a transparent dissolvable film. Our new design heroes the capsules as a modern cleaning solution, and inherently links back to the Fairy brand increasing perceptions of improved efficacy in ADW.

3. SIMPLIFY PACK NAVIGATION

Consumers were clearly confused about the tiering of Fairy's different products, so we sought to bring clarity to the range. We developed a 3-icon system similar to traffic lights used in food packaging, along with a revised naming and descriptor strategy.

4. PLATINUM TO ENCOURAGE TRADE UP

Consumer research in ADW showed stainless steel conveys a sense of high-performance, so we leveraged this for the premium Platinum product to infer its enhanced cleaning abilities – alongside the 'our best for tough challenges + greasy filter' descriptor.

Word count 500



SUMMARY OF RESULTS

Following the restage, Fairy now represents almost 30% of the ADW market (The Grocer, 2017). Couple this with the fact that Finish saw a -9.8% decline in sales to £123.1m in 2016, and it shows that **consumers are switching to Fairy and discounters**.

In fact, total Fairy sales increased to £319.3m in 2016 – **an increase of 5.7%**, making them Britain's 12th Biggest Brand according to The Grocer (up from #13 the previous year). And Fairy's dishwashing value sales increased by +4.4% – **driven primarily by its ADW lines**, on unit sales growth of 1.6% (Ebiquity data in The Grocer, 2017). A modest but significant growth in a mature declining market.

Thanks to this growth in ADW, P&G UK managed to maintain its leading position in overall dishwashing in the UK in 2016 (Euromonitor, Feb 2017).

Finally, it seems that consumers are trading up too –

P&G has bucked the widespread decline across household goods by using its market-leading Fairy brand to drive consumers towards more premium products. The brand's 5.7% value growth was primarily driven by a 4.2% improvement in the price mix, with volumes growing by a still respectable 1.4%. (Stats from The Grocer, Britain's Biggest Brands 2017)

And all of this in a declining market with overall hand washing down £10.1m and ADW down by £7.8m (Kantar data in The Grocer, 2017).

BEYOND EXPECTATIONS

The new design has been so successful in the UK and across the Europe & IMEA regions, that P&G have taken learnings from it and already implemented it across their already number one brand in the US, Cascade – a risky strategy to take on a number one brand, but one they believe will pay off.

30%

share of the ADW market

+5.7%

overall increase in value sales

4.2%

improvement in the price mix



OTHER INFLUENCING FACTORS

WAS IT DOWN TO ADVERTISING?

It's true that Fairy has had a successful TV campaign in 2016. Analysis from Ebiquity highlights that brands are investing more in marketing, with household's 10 biggest advertisers spending £95.2m on traditional ad space (96% on TV) rising by 43% [52 w/e 31 October 2016]. Fairy spent 37.9% more on traditional ad space during this period, and had one of the biggest branded success stories of the year, but Finish also invested heavily and more than in the previous year, spending £7.4m on traditional ad space, but ended up with a 9.8% decline in sales.

Fairy's advert was based on the brand work and reinforced the tiering strategy that we put in place.

Fairy is a superior product to Finish in terms of performance, but the challenge of the redesign was to persuade consumers to switch in a low interest and engagement category. In order to compete Fairy needed to win consumers' hearts and minds at the last six feet to purchase and become the consumers' signpost to the category. This is where design had the biggest impact.

WAS IT DOWN TO THE REDUCTION IN PHOSPHATES?

No. P&G has been reducing phosphates since 2005 and has already replaced them in more than 95% of its cleaning products. (The Grocer, 27 May 2016). This move was driven by EU legislation so it was something that the entire category would have been doing, if they had not done so already.

RESEARCH RESOURCES

• The Grocer

- 28 January 2017 - 'Focus on... Household'
- 18 March 2017 - Britain's Biggest Brands 2017
- 27 May 2016 - P&G ramps up green credentials with Fairy phosphates clean-up by Daniel Selwood

• Euromonitor

- February 2017 - Dishwashing in the UK