



# BLACK DOG SCOTCH WHISKY BRAND REDESIGN

DBA DESIGN EFFECTIVENESS  
AWARDS ENTRY  
NOVEMBER 2022

  
butterfly cannon

CLIENT - DIAGEO  
(FOR PUBLICATION)



# EXECUTIVE SUMMARY

## BLACK DOG SCOTCH WHISKY HAS BEEN DISTILLED IN SCOTLAND EXCLUSIVELY FOR INDIA SINCE 1883

**With growth slowing and India one of the most dynamic and fastest growing markets for Scotch in the world, Diageo India needed to re-establish Black Dog as a culturally relevant category leader that stands out in a crowded and complex marketplace.**

At the core of the brief was the need to appeal to the new generation of young, affluent Indians who are evolving the traditional aspirational codes of status and looking for brands with a meaningful positioning and purpose.

We gave new meaning to Black Dog's 'PAUSE TO SAVOUR' positioning, through an updated take on its founder's belief in taking time out to unwind and savour the moment - making it relevant to consumers under pressure to do more and do it faster, through the insight that the pause is as important as the pace, and it is only through the balance of the two that you can become your best self.

From this, came the creative platform of 'Progressive Harmony' - a timeless and balanced world of harmonious contrasts that informed a transformational brand and packaging redesign.

Making Black Dog more recognisable, more contemporary, more authentic & more premium.

Moving it to #1 position for brand equity according to *Kantar's Brand Equity Framework*.

Resulting in an above-target increase in consumption of [REDACTED CONFIDENTIAL DATA]

With reinvigorated growth that is 19% ahead of the overall category.

# #1

**#1 FOR BRAND EQUITY IN CATEGORY (VS #3 BEFORE REDESIGN) WHICH OUTPERFORMED TARGET OF #2**

# 21.6%

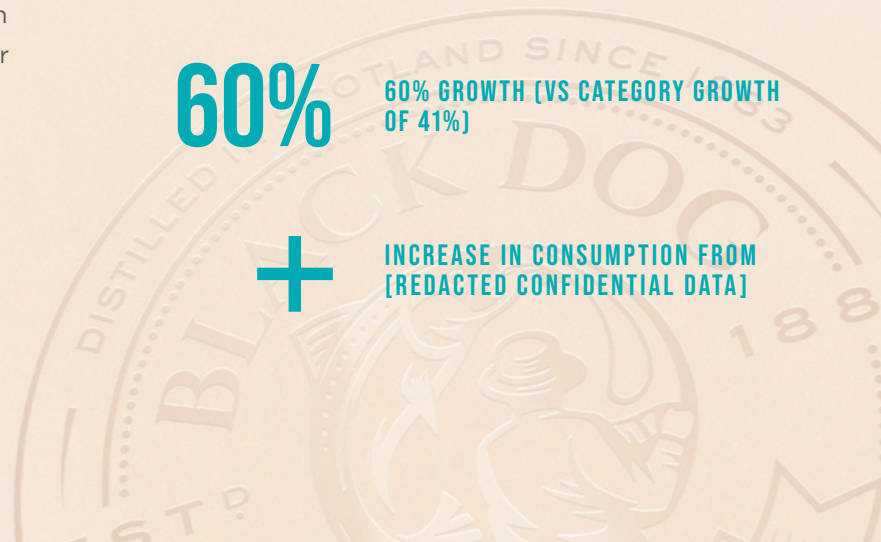
**INCREASE IN MARKET SHARE FROM 14.9% TO 21.6% (VS TARGET OF 17%)**

# 60%

**60% GROWTH (VS CATEGORY GROWTH OF 41%)**

# +

**INCREASE IN CONSUMPTION FROM [REDACTED CONFIDENTIAL DATA]**





"THE BRAND REDESIGN MAKES BLACK DOG'S AUTHENTIC SCOTCH HERITAGE BOTH MORE PREMIUM AND MORE RELEVANT TO A NEW GENERATION OF INDIAN CONSUMERS. THE RESULTS SPEAK FOR THEMSELVES - BRAND EQUITY, SALES AND GROWTH ALL SIGNIFICANTLY IMPROVED. BLACK DOG IS BACK WHERE IT'S SUPPOSED TO BE - A CATEGORY-DEFINING LEADER OF ONE OF THE FASTEST-GROWING SCOTCH WHISKY MARKETS IN THE WORLD."

DEEPIKA WARRIER, CHIEF MARKETING OFFICER, DIAGEO INDIA

# CONTEXT & OVERVIEW

## BACKGROUND & CONTEXT

India is one of the most dynamic and fastest growing markets for Scotch in the world, with 4 million cases sold every year, totalling \$300 million.

Black Dog has been distilled in Scotland and bottled exclusively in India since 1883 and is very much 'part of the establishment' in India. To date this has worked well for the brand; Black Dog is the largest Scotch Whisky in India and the most profitable for Diageo India - [REDACTED CONFIDENTIAL DATA].

However, aspirational codes of status in India have evolved, driven by a new generation of young, affluent Indian consumers, who are looking for brands with a meaningful positioning and purpose. With Black Dog firmly linked with an 'old world' of Scotch and status, it was not resonating with this affluent consumer set and the equity and awareness of the brand were falling.

All of this had led to a slowdown in Black Dog's growth and a loss of share in the Indian Scotch BII (Bottled In India) market. So Black Dog's positioning and design needed to be rethought and redesigned.





# KEY BRAND / BUSINESS OBJECTIVES

1

## IMPROVE BRAND EQUITY

Improve Black Dog's declining brand equity trend compared to competitors, with the target of moving it up 1 position, from number 3 to number 2, according to *Kantar's Brand Equity Framework* (a validated, industry standard for measuring brand equity).

2

## INCREASE MARKET SHARE

Increase Black Dog's falling market share, from an all-time low of 14.9%, to a target of 17% market share.

3

## INCREASE TOP OF MIND AWARENESS

Increase Black Dog's falling top of mind awareness from an all-time low of [REDACTED CONFIDENTIAL DATA].

4

## DRIVE INCREASE IN CONSUMPTION

Increase Black Dog's falling consumption rates, from a low of [REDACTED CONFIDENTIAL DATA] relative to the overall category, to a target of [REDACTED CONFIDENTIAL DATA] relative to the overall category.

5

## IMPROVE BRAND PERCEPTION

Black Dog was over-indexing with a 40+ audience, with old-fashioned status codes and low-quality perception. The redesign had the goal of making the brand more contemporary and aspirational for a younger, 30+ audience.

OUTLINE OF PROJECT BRIEF



BEFORE



AFTER



# BUSINESS CHALLENGE

Rooted as it was in the old codes of status, Black Dog's growth and market share was in year-on-year decline.

Not only that, 'Black Dog' was a whisky named after a fly-fishing lure, utilising a fly-fishing lure as its brand icon, in a country where no understood what fly-fishing was. Consumers simply did not understand the brand's design codes and what it stood for. This lack of understanding and association made it difficult for them to know what to look for in India's increasingly crowded retail environments. Exacerbated by the fact that many regions in India are 'dark markets' - where alcoholic products cannot be advertised;

meaning that the design of the pack has to play a key role as a communication channel for the brand.

Our challenge was to find a compelling creative platform that would make Black Dog's 'PAUSE TO SAVOUR' positioning more relevant to contemporary consumers and inform a contemporary redesign of Black Dog's packaging and associated communication assets, to make it more premium and culturally relevant. Re-establishing Black Dog as an eye-catching category leader in the crowded Indian scotch market.



# SCOPE OF WORK

We needed to carry out a transformational redesign of Black Dog that would make the brand contemporary and culturally relevant, whilst expressing Scotch authenticity in a more premium way. Encapsulated by a set of resonant and instantly recognisable Key Brand Assets (KBAs).

We then had to bring these KBAs to life across the packaging of the 2 existing Black Dog products, Centenary Black Reserve and Triple Gold Reserve, as well as introducing a new 14-Year-Old, Millard's Private Reserve, across a total of 18 different formats. Finally, creating a set of key visuals,

on-trade and off-trade point of sale designs and relevant assets and guidelines for any in-store, digital or wider promotion.

This was a revolution not an evolution - the brief was to be radically different from the existing brand but still clearly recognisable as Black Dog and without alienating existing Black Dog consumers.



# THE DESIGN RESPONSE

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A KEY FEATURE OF THE REDESIGN WAS THE NEED TO MAKE THE BRAND STORY OF FOUNDER, SIR WALTER MILLARD TAKING TIME OUT FROM WHISKY MAKING TO UNWIND THROUGH FLY FISHING, RELEVANT TO THE TARGET AUDIENCE OF YOUNG, AFFLUENT INDIANS.

The solution came from the insight that in this fast-paced modern world dictated by external deadlines & ever-evolving benchmarks of doing more and doing it faster, young affluent Indian consumers were struggling to operate at their most optimal level.

This gave a much more contemporary and 'mindful' take on Black Dog's 'PAUSE TO SAVOUR' positioning...That the pause is as important as the pace. And it is only through the balance and harmony of them both, that we can recharge and become our best and most successful selves.

This idea of the tension between opposing but complementary forces, informed the new Black Dog brand world of 'Progressive Harmony'. A balanced world of harmonious contrasts; from which the creative execution flowed.



## ICON

The Black Dog icon is a contemporary seal of authenticity. Capturing the brand roots - the passion for fly fishing of founder, Sir Walter Millard in a dynamic and immediately understandable way. A complete circle balanced by two distinct elements of man and nature.

## WORDMARK

The Black Dog wordmark is a bespoke, modern reinterpretation of a classical serif font, representing the value placed on heritage and traditions but also how the brand continuously evolves to be relevant for today.

## CREST

The Black Dog crest is a marker of aspiration. Cueing Scotch provenance and authenticity in a contemporary way. On pack the round shape of the crest becomes an eye-catching KBA that brings top of mind awareness.

## COLOUR

The inviting gold, rich blacks and regal teal of the range are off set with highlights of bright blue, to inject modernity and also a common thread across the range.

# CREATIVE EXECUTION

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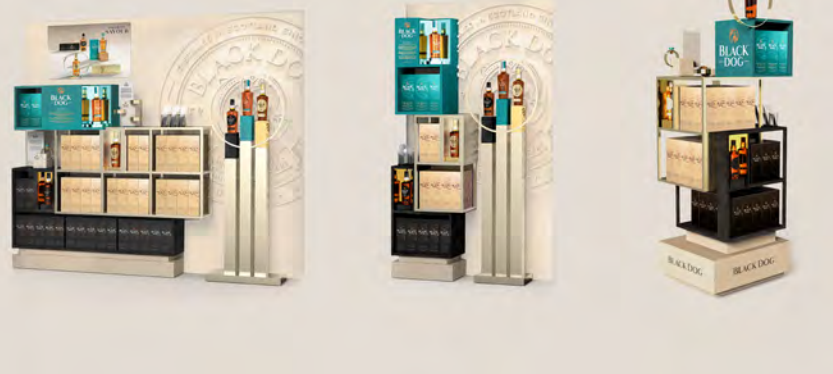


## RANGE NAVIGATION

The branding and packaging redesign had to also clearly communicate the step-up logic of the portfolio and help range navigation, including the newly created 14-Year-Old, Millard's Private Reserve.

## BOTTLE STRUCTURE

The bottle retains distinctive features across all variants; sloping, straight shoulders and tapered sides give a contemporary gravitas and masculinity. Balanced by a softly curved neck as a nod to classic Scotch design codes.



## OFFPACK

The brand KBAs were applied across all relevant channels, including key visuals and a full suite of on & off trade assets.

# KEY FACTS

## LAUNCH DATE DESIGN FEES

JUNE  
2021

[REDACTED CONFIDENTIAL DATA] FEES INCLUDED REDESIGN STRATEGY AND NEW BRAND POSITIONING / STORY, PACKAGING DESIGN DEVELOPMENT FOR THE 3 X PRODUCTS, PRODUCTION ROLLOUT ACROSS 18 DIFFERENT FORMATS, KEY VISUAL CREATION, ON TRADE AND OFF TRADE POINT OF SALE DESIGN.

## LAUNCH MARKETS

KEY INDIAN MARKETS OF HARYANA, TELANGANA & PUNJAB



# RESULTS

HOW THE RESULTS PERFORMED AGAINST KEY BRAND / BUSINESS OBJECTIVES:

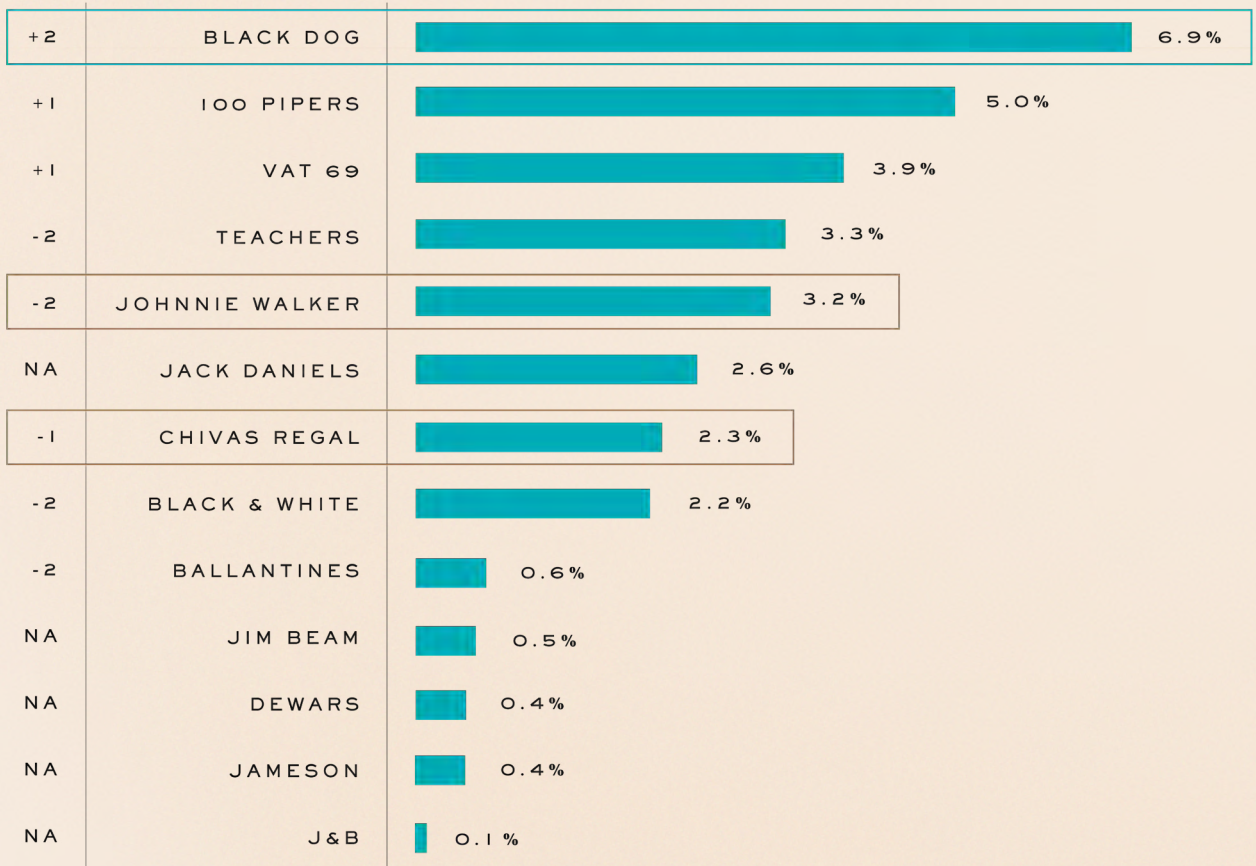
## 1. IMPROVE BRAND EQUITY

Improve Black Dog's declining brand equity trend compared to competitors, with the target of moving it up 1 position to number 2 position, according to *Kantar's Brand Equity Framework* (a validated, industry standard for measuring brand equity).

**FOLLOWING THE REDESIGN, BLACK DOG EXCEEDED THE TARGET SET, MOVING UP 2 PLACES TO OVERALL NUMBER 1 POSITION.**

DIFF VS. RANK IN PERCEPTION  
F21 (SCOTCH BRANDS)

BRAND STRENGTH SCORE: SCOTCH BRANDS



“THE BRAND AND PACKAGING REDESIGN DELIVERED A TRIPLE WIN FOR DIAGEO INDIA. BLACK DOG IS NOW MORE CONTEMPORARY AND CULTURALLY RELEVANT, MORE AUTHENTICALLY SCOTCH AND MORE RECOGNISABLE ON SHELF. ALL REFLECTED BY EXCEPTIONAL GROWTH FIGURES.”

HIREN DEHIA, DESIGN HEAD, DIAGEO INDIA

CLIENT QUOTE



DIFF VS. RANK IN PERCEPTION F21 (SCOTCH BRANDS)

### MEANINGFUL (INDEX)

+3	BLACK DOG	105
NA	DEWARS	104
NA	JACK DANIELS	104
+4	CHIVAS REGAL	103
+3	100 PIPERS	103
-1	TEACHERS	96
-2	JOHNNIE WALKER	96
+3	BALLANTINES	95
NA	JIM BEAM	94
-1	VAT 69	91
-4	BLACK & WHITE	88
NA	JAMESON	88
NA	J&B	63

DIFF VS. RANK IN PERCEPTION F21 (SCOTCH BRANDS)

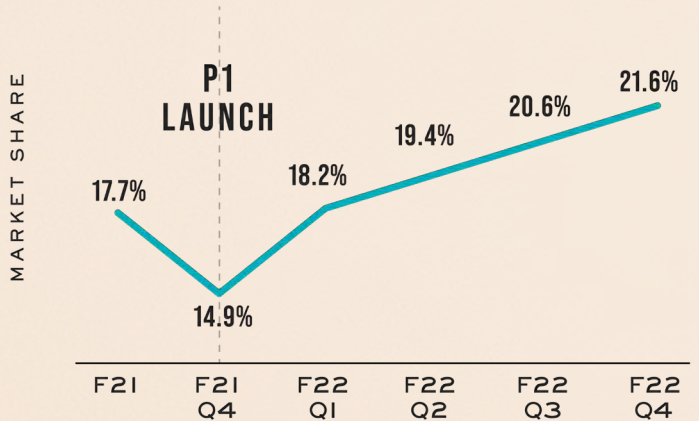
### DISTINCTIVE (INDEX)

+2	BLACK DOG	115
-1	JOHNNIE WALKER	107
+4	BALLANTINES	102
-3	100 PIPERS	101
NA	JIM BEAM	100
NA	JACK DANIELS	100
-1	CHIVAS REGAL	99
NA	DEWARS	99
-4	TEACHERS	96
NA	JAMESON	96
-1	VAT 69	94
-3	BLACK & WHITE	92
NA	J&B	63

## 2. INCREASE MARKET SHARE

Increase Black Dog's falling market share, from an all-time low of 14.9%, to a target of 17% market share.

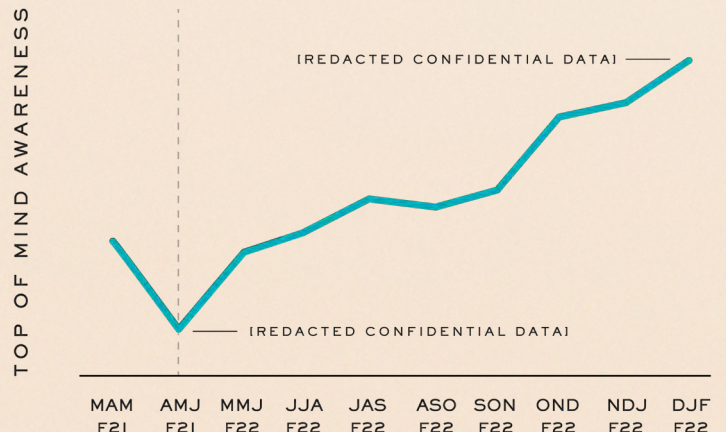
**FOLLOWING THE REDESIGN, BLACK DOG EXCEEDED THE TARGET SET WITH A HIGH OF 21.6% MARKET SHARE.**



## 3. INCREASE TOP OF MIND AWARENESS

Increase Black Dog's falling top of mind awareness from an all-time low of [REDACTED CONFIDENTIAL DATA].

**FOLLOWING THE REDESIGN, BLACK DOG EXCEED THE TARGET SET WITH AN ALL TIME HIGH TOP OF MIND AWARENESS OF [REDACTED CONFIDENTIAL DATA].**

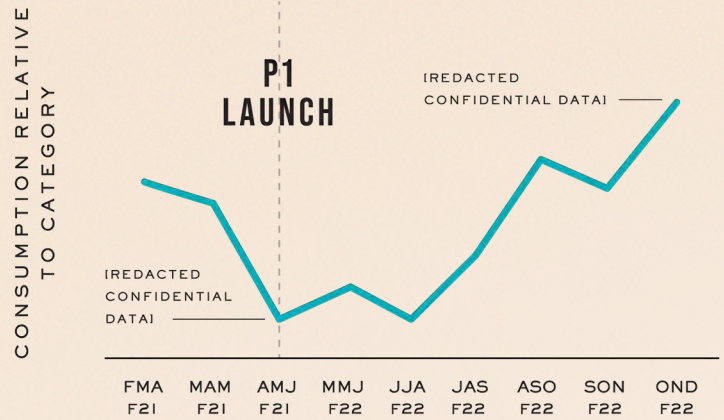




## 4. DRIVE INCREASE IN CONSUMPTION

Increase Black Dog's falling consumption rates, from a low of [REDACTED CONFIDENTIAL DATA] relative to the overall category, to a target of [REDACTED CONFIDENTIAL DATA] relative to the overall category.

**FOLLOWING THE REDESIGN, BLACK DOG EXCEEDED THE TARGET SET WITH AN INCREASE IN CONSUMPTION OF [REDACTED CONFIDENTIAL DATA] RELATIVE TO THE OVERALL CATEGORY.**



## 5. IMPROVE BRAND PERCEPTION

Black Dog was over-indexing with a 40+ audience, with old-fashioned status codes and low quality perception. The redesign had the goal of making the brand more contemporary and aspirational for a younger, 30+ audience.

**THE REDESIGN INJECTED MORE CONTEMPORARY AND PREMIUM SCOTCH CUES INTO THE BRAND (BASED ON DIAGEO'S BRAND TRACKING DATA), ATTRACTING A YOUNGER 30+ AUDIENCE, WITH GREATER THAN EXPECTED TRACTION AMONGST LDA-29 Y/O.**



**"FOLLOWING THE REDESIGN, BLACK DOG HAS INCREASED IT'S GROWTH TO A STAGGERING 60% IN LAUNCH MARKETS. SIGNIFICANTLY AHEAD OF THE BOTTLED IN INDIA SCOTCH CATEGORY AS A WHOLE. WE COULDN'T BE HAPPIER WITH THE PERFORMANCE OF THE REDESIGN."**

ABHILASHA SINGH, SENIOR BRAND MANAGER, BLACK DOG SCOTCH WHISKY



# PROOF OF EFFECT AND OTHER POTENTIAL INFLUENCING FACTORS

## WERE SALES DRIVEN BY ADVERTISING AND PR?

Many states in India are dark markets, where most marketing activities are restricted – so a redesign is one of the very few activities a brand can do. Overall, Diageo's spend on advertising and promotion of the redesigned Black Dog Range was flat compared to the previous design. And all advertising focused on the new design of the bottles.

## WAS OVERALL SALES/GROWTH/PERCEPTION DRIVEN BY THE RELEASE OF THE NEW 14-YEAR-OLD VARIANT?

The launch of the new 14-year-Old, 'Millard's Private Reserve', was part of the overall redesign strategy and its design shares many features with the redesigned Black Dog Black Reserve & Triple Gold Reserve. Whilst it performed according to expectations, it did not exceed the planned volumes of [REDACTED CONFIDENTIAL DATA] cases, accounting for only [REDACTED CONFIDENTIAL DATA] of overall brand sales/growth

## WERE SALES DRIVEN BY LOCAL MARKET SAMPLING?

Product sampling is a tried and tested way of getting consumers to purchase spirits, however use of sampling was no greater for the redesign of Black Dog than previous years, with no specific sampling program in place during the launch of the redesign.

## WERE SALES INCREASES ATTRIBUTABLE TO OVERALL INCREASES IN THE SCOTCH CATEGORY IN INDIA?

Whilst the Scotch category is on an overall upwards trajectory in India, Black Dog's growth of 60% is ahead of the overall 41% 'bottled in India' Scotch growth.

**BASED ON THE ABOVE DIAGEO ARE CONFIDENT THAT THE IMPRESSIVE BRAND EQUITY AND SALES IMPROVEMENTS CAN BE SOLELY ATTRIBUTED TO THE BRAND RE-DESIGN**