



JOHNNIE WALKER®  
KEEP WALKING®

# VALUE ADDED PACK GLOBAL INITIATIVE

INDUSTRY SECTOR  
BEVERAGES

CLIENT COMPANY  
DIAGEO

DESIGN CONSULTANCY  
DESIGN BRIDGE

SUBMISSION DATE  
JUNE 2015

# EXECUTIVE SUMMARY

## JOHNNIE WALKER ARTISTS COLLABORATION

-  
**STRONG GROWTH  
IN INCREMENTAL VOLUME  
FROM 21% BETWEEN 2013-2014  
TO 58% BETWEEN 2014-2015**

*Johnnie Walker is the world's best selling Scotch Whisky that is big on flavour and has the personality to match.*

*Since the launch of the Value Added Pack initiative 'Experience Bold' in 2012, brand dilution has been significantly reduced.*

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**FROM 45 MARKETS  
MULTIPLE DESIGNS  
TO 95 MARKETS  
ONE GLOBAL DESIGN**

*At the time every market still commissioned and produced its own ideas – multiple briefs, multiple budgets, vast amounts of diverse printed communications all with different articulations of the brand.*

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**FOR EVERY  
ONE PACK SOLD IN 2012,  
NINE WERE SOLD IN 2013**

The Johnnie Walker global brand team knew there was an untapped opportunity to achieve scale in gifting aligning behind the Johnnie Walker brand idea 'Big, Bold Flavours' with a point of view on gifting and how 'celebration' could be communicated - this is a story from the heart of the brand rather than an applied veneer of the season.

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**MASSIVE RISE IN DEMAND  
FROM MARKETS, AND CONFIDENCE  
IN PERFORMANCE AT POINT  
OF SALE**

Design Bridge were briefed to find and collaborate with progressive artists to create an annual range of gift packaging that communicates the brand idea.

What would work in Indonesia as a festive idea had to also work in Mexico, US and onwards - consolidating marketing spend to create a single, stronger global proposition.

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With Design Bridge leading creative strategy and execution, Johnnie Walker's 'Experience Bold' has raised the bar with world-class design year-on-year and has become the new benchmark for the brand. The level of engagement from markets and consumers alike has far exceeded expectations.



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IMPACTFUL, BEAUTIFUL  
DESIGNS AND PARTNERING  
WITH VERY TALENTED  
ARTISTS HAS DRAMATICALLY  
RAISED THE APPEAL OF THE  
HUMBLE ‘VALUE ADDED PACK’,  
WHICH IN TURN HAS WON  
THROUGH A SUBSTANTIAL  
INCREASE IN SALES  
AND DISTRIBUTION.

”

GUY ESCOLME

JOHNNIE WALKER GLOBAL BRAND DIRECTOR

# PROJECT OVERVIEW

## OUTLINE OF PROJECT BRIEF

Source and collaborate closely with progressive artists to create universally appealing designs that communicate 'Big, Bold, Flavours' and the individual character of each of the Johnnie Walker variants.

Create a single, strong global design that can be embraced by culturally diverse markets for key gifting periods (such as Christmas, Chinese New Year etc.) while capturing the feeling of celebration.

Drive incremental volume uptake of Johnnie Walker Value Added Packs and tins in all regions vs. previous year globally.

Deliver within the current year-round price benchmark - maintaining production costs and cost of goods targets.

Increase on-shelf and in-store visibility to surprise customers, creating interest and demand at the point of purchase.

Convey a status to gift giver and receiver, ensuring the packs are instantly recognisable as 'from Johnnie Walker', by accentuating the core brand assets - the striding man, slanted label, royal warrant, variant colour.

## PROJECT DESCRIPTION

Johnnie Walker is the world's number-one selling Scotch Whisky brand. From the four corners of Scotland to the four corners of the world, Johnnie Walker has always pushed boundaries to discover new horizons.

There was an untapped opportunity to challenge historical conventions: design lead by cost and seasonal executions that are linked to specific cultural gifting occasions.

## OVERVIEW OF MARKET

Consumer insights indicated ongoing demand for 'big brand' gift packs at key gifting periods around the world from 25-35 years of age (mostly men but also including women).

Studies show that consumers have high expectations in terms of premium cues and finishes for gifting as well as self-gifting.

## PROJECT LAUNCH DATE

Initiative launches per year / stages with slight variations for each market:

**Marcel Christ** - October 2013

**Makerie Studio** - October 2014

**Arran Gregory** - October 2015

## SIZE OF DESIGN BUDGET AND PRODUCTION COSTS

**Marcel Christ** - 185,987 EUR

**Makerie Studio** - 277,190 EUR  
(Includes Asian adaptation)

**Arran Gregory** - 182,899 EUR

# DESIGN SOLUTION

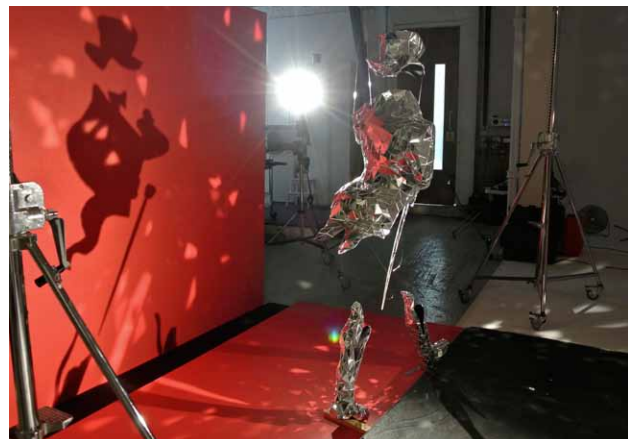
*Collaborating with artists elevated the designs, creating surprising attention grabbing work, and building connections with a vibrant arts community.*



MARCEL CHRIST, STILL LIFE PHOTOGRAPHER 2013



MAKERIE STUDIO, PAPER SCULPTURE ARTISTS 2014



ARRAN GREGORY, SCULPTURE ARTIST 2015

# DESIGN SOLUTION

*With the idea of 'Experience Bold', the packs celebrate the achievements of the individual as well as the Big, Bold Flavour profile of the liquids.*

On the following page, you will see year-on-year we have built themes that communicate the brand idea 'Big, Bold Flavours'.

By carefully selecting artists that are in line with the theme and that share the same progressive attitude as Johnnie Walker, we collaborated to deliver a powerful holistic initiative that brings to life the Striding Man, his philosophy "keep walking", and the sensorial experience of Johnnie Walker liquids through pieces of art that translated to packs, in-store visibility, PR and online engagement.

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“AS AN ARTIST, MY LIFE  
IS DEDICATED TO PROGRESSING  
MY VISUAL EXPRESSIONS  
AND PHYSICAL CRAFT  
- A PURSUIT JOHNIE WALKER  
APPRECIATES THROUGH  
THEIR UNSHAKABLE VISION  
AND PASSION FOR FLAVOUR”.

ARRAN GREGORY

-



2015 INCREASE of

58\*

\*sales units vs. 2014

2015 will see the release of the latest collaboration with upcoming **sculpture artist** Arran Gregory. Arran helped us create a truly global concept with a three dimensional sculpture bringing the Striding Man to life with mirrors that reflect and transform light into a kaleidoscope of shape and colour. The stunning movement of light across the mirrored facets captures the story of Big, Bold Flavours that integrates perfectly into the luxury craftsmanship of the final packs.



2014 INCREASE of

21\*

\*sales units vs. 2013

2014 lead us to collaboration with **paper sculpture artists**, The Makerie Studio. Together we created flavour profile 'stages' that allow the viewer to not just to be a spectator, but step into the world of Big, Bold Flavours. Progress is seen visually and physically through the new dimension and craft brought to the iconic Striding Man. He is seen to be orchestrating the Big, Bold Flavours, enveloping, dynamic forms, moving through and around him. Each stage capturing the energy and flavour profile of the unique whiskies.

2013 INCREASE of

885\*

\*sales units vs. 2012

2013 marked our first artist collaboration. With renowned **photographer** Marcel Christ we captured unique expression through high-speed photography of explosive moments in flavour. The sensorial experience of the whisky is translated as an image capturing the liquid on lips experience. The explosive images are as vibrant to the eye as the whisky is on the tongue.



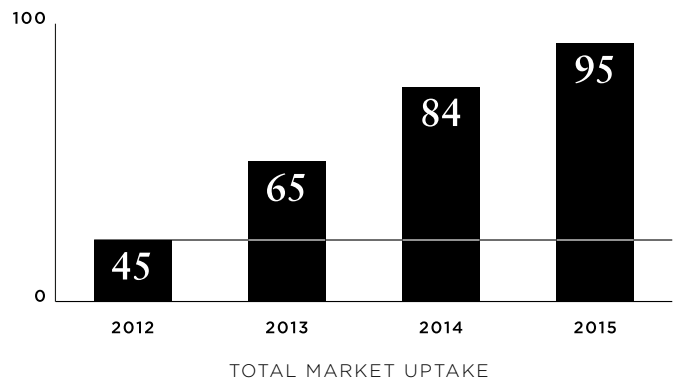
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# SUMMARY OF RESULTS

## LOCAL SUCCESS - INCREASE IN MARKET UPTAKE

As local markets are able to choose which products they take from the Diageo portfolio, the rapidly rising popularity of the designs points to a belief that they are relevant in culturally diverse markets at gifting periods – becoming the ‘gift of choice’.

From a base of **45 markets** engaged in the global campaign in 2012, to now a total of **95 markets** (a gain of an additional 50 markets – almost double at 47%).



## INCREASE IN UNIT VOLUME GLOBALLY

The first Design Bridge collaboration with Marcel Christ was a huge success with local markets – a 885% increase in total number of units from 2012-2013.

Following collaborations recorded incredibly strong growth in incremental volume from 21% between 2013-2014 to 58% between 2014-2015.

Year-on-year growth in both market uptake and incremental unit volume indicate a massive rise in demand.





BY SHARING THE SAME  
GLOBAL PLATFORM,  
CONSOLIDATING MARKETING  
SPEND, 95 MARKETS WERE  
ABLE TO REDUCE THEIR COSTS  
AND FOCUS ON DELIVERING  
THE GLOBAL MESSAGE  
LOCALLY

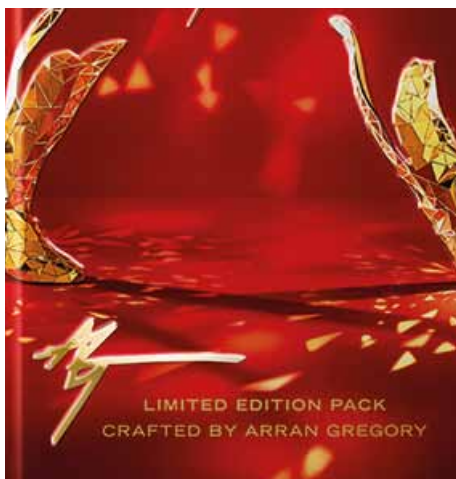
# REDUCED COMPLEXITY

## REDUCING COSTS - HIGHER QUALITY

*Consistency is strength - cost efficiencies were gained via deploying global packaging templates that worked for all markets – the 2015 edition design budget cost 34% less than the previous year. In 2015 one global template eliminated the need for any region or market adaptations.*



The final touch that seals in the powerful flavours and signature taste is the 'imploded' tin lid, stepping down around the neck of the bottle to reveal the Big, Bold Flavours waiting to be released. A unique innovation within tin pack construction.



Great attention to form, materials and finishes - that is expected from a luxury gift pack and - to convey the Johnnie Walker craft heritage.

# OTHER INFLUENCING FACTORS

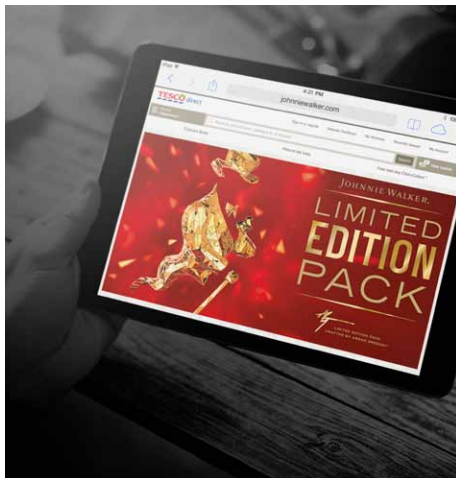
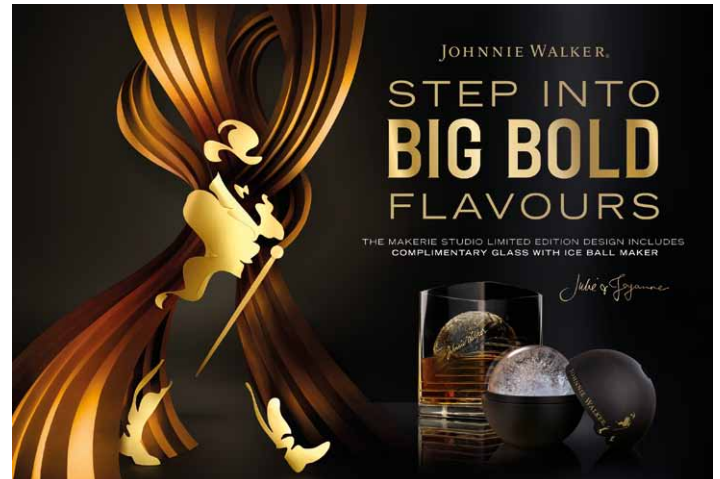
## INCREASED VISIBILITY

*Value Added Packs are not supported through advertising spend, the core factor that influences retailer take-up and consumer sale is the design itself. The overall cost per unit has remained static or, through larger volume*

*buying in some markets, has reduced. The global spend on design fees has reduced as a result of consolidating spend into one global program giving the twin effects of lower spend and improved quality of design.*

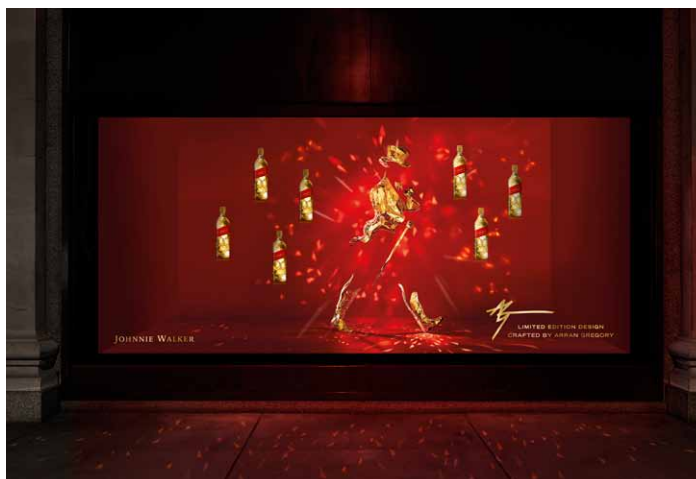
The Johnnie Walker Brand Team attributes all of the increase in market take-up and consumer sales to improved design.

Using all facets of the packs allowed for bigger and more creative in-store displays.



Dynamic pieces of art that transformed into beautiful designs, in-store visibility and digital content created a multi-sensorial world that revealed the character and flavours of each of the Johnnie Walker variants.

The Striding Man became the focal point for campaigns - emphasising and celebrating him as the icon of personal progress.



*Uptake of the 'Bold Experience' global campaign has helped unify the way the Johnnie Walker brand is experienced around the world.*



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WITH THIS STUNNING DESIGN  
WE REDUCED AND  
SIMPLIFIED THE NUMBER OF  
TRADEMARKED GIFT PACK  
VARIETIES OF BOTH JOHNNIE  
WALKER RED LABEL, BLACK  
LABEL AND DOUBLE BLACK.

WE AIMED TO SIMPLIFY.  
FROM MULTIPLE PACK DESIGNS  
TO ONE GLOBAL DESIGN THAT  
FOCUSES ON FLAVOUR AND  
LIQUID STATUS CREDENTIALS.

THIS ALSO RESULTED  
IN HIGHER QUALITY  
MATERIALS AND MORE  
PREMIUM CUES FOR A SIMILAR  
PRODUCTION COST.

”

NICOLAS PAUL

GLOBAL BRAND MANAGER  
JOHNNIE WALKER, DIAGEO

**RESEARCH SOURCING**

Diageo market data taken from  
Christmas period October - December each year