



Grant's Whisky
Design Effectiveness Awards 2012
FOR PUBLICATION



Project title: Grant's Whisky

Category: Packaging

Sub category: Branded - Drink

Client company: William Grant & Sons

Design consultancy: LFH Brand Identity Consultants Ltd

Current date: 8th July 2011

Executive Summary

In 2006, Grant's was the fourth largest global blended whisky brand which, although supported by an active marketing campaign, suffered from lack of direction.

The brief was to transform the brand into a credible 'Scotch whisky brand' with a distinctive and compelling personality, making it an active choice for consumers.

Our response enabled Grant's to attract new consumers in exciting growth markets without alienating consumers in mature markets. The new design has increased quality perceptions and created clear differentiation across the range.

Launched in March 2007, by 2010 the brand had met all targets set and achieved a **+16% increase in sales, compared to 2006, whilst the global market only managed a 2% increase in the same period. The extra sales earned was equivalent to £290 million (US\$464 million).**

Global market share had increased by 0.68% to 5.84%.

In addition to this sales increase across the entire brand range, the new structural design **for the 12 Year Old achieved a reduction in cost of goods (COG).**

Recently, Grant's took to the podium of standard Scotch whiskies, **becoming the world's number three in retail value. Since 2006, Grant's has grown ahead of the category, achieving in 2010 worldwide sales of 4.8 million cases and retail value over £646 million (\$1bn). This represented more than a 30% increase in retail value compared to base year, 2006.**

"We are delighted by LFH's design for the Grant's brand. The new packaging was the catalyst – and the key driver for change – and I can confidently say that it has played a central role in delivering success and played a huge part in achieving our podium position."

Kate Athanasi,
Grant's Global Brand Director,
William Grant & Sons Distillers Ltd

(283 words)



Project Overview

Outline of project brief

Develop a distinctive brand identity that gets Scotch whisky drinkers to re-evaluate and actively choose Grant's, making it a significant part of their Scotch whisky drinking repertoire.

The brief was for a 'significant evolution' of the brand identity; the key design objectives being to:

- Establish a unique, credible personality that would engage current and new consumers
- Restore confidence to the brand making it credible and relevant for today
- Enhance the brand's authenticity and quality cues
- Differentiate and support the price variance across the Grant's range, whilst maintaining the family connection
- Prioritise the needs of new, growth markets without alienating consumers in existing, mature markets
- Specifically for the 12 Year Old - significantly reduce COGs (cost of goods)

In design management terms, the key challenge was to navigate a global project over a period of 18 months managing both graphic and structural change to deliver a new identity for the Grant's brand that would transform Grant's into a 'Scotch whisky brand' with a distinctive, relevant and compelling personality, making it an active choice for consumers.

The key challenges were to:

- Improve perceptions of Grant's against a series of pre-determined image statements
- Manage the design solution in a way that both rewarded current consumers and felt exciting and appealing to new consumers
- Create a family feel for the range whilst clearly establishing a hierarchy of 'premium-ness'
- Achieve significant cost of goods savings for the 12 Year Old without compromising the premium look and feel
- Deliver on time and on budget

Description

The Grant's distillery was founded by William Grant in 1887 and is now the world's largest family-owned whisky brand.

Grant's Family Reserve is the primary focus selling 4.0 million cases in 2006, in 180 countries, and is the key driver of consumer perceptions of the brand.

Grant's 12 Year Old is the core variant in the premium category. It allows the brand access to this lucrative segment of the market and provides the opportunity for Family Reserve consumers to trade up for more special occasions. Simultaneously, it drives premium cues for the overall brand image and provides a halo effect for Family Reserve.

Overview of market

The Grant's story started when founder William Grant's distillery produced its first golden drop of spirit in 1887. Today, crafted by Master Blender Brian Kinsman, Grant's is the oldest family owned blend in Scotland, built on five generations of heritage, expertise and passion for whisky making.

The sector is highly competitive and dominated by Johnnie Walker, Ballantine's, J&B and Chivas Regal. Consumption of whisky is seen as symbolising the maturing of a man and the positioning of all of the major blended whisky brands is driven by the universal category insight of '**status**'.

The category leader - Johnnie Walker - owns the high ground - the brand stands for personal progress as epitomised in the 'Keep Walking' campaign. Thus, one of the key strategic challenges for LFH was to find an enhanced and aspirational expression for the brand that felt differentiated, motivating and relevant to Grant's.

In 2006, Grant's was the fourth largest global blended whisky brand selling over four million cases annually. Whilst supported by an active marketing campaign, the brand suffered from lack of direction and it lacked a distinctive and motivating personality.

Project launch date:

March 2007.

Size of design budget

Confidential.

Project Overview cont.

Design solution

Grant's was a brand that was unsure of what it stood for; it lacked a credible and engaging personality, the label carried too many of the whisky market generics and the bottle lacked character.

Our review looked at the core brand attributes, global consumer trends, attitudes to, and behaviours of, whisky consumption and the competitive set. We discovered that whisky forms part of a masculine rite of passage. It is perceived as a measure of sophistication and is used by men to set them apart.

However, the measure of personal progress and success has been changing from a focus on more material things to a focus on the importance of family and friends, where quality is more important than image.

We concluded that there was an opportunity for Grant's to position itself as a brand with more substance and depth and identified a new narrative of success and an archetype that fitted with both Grant's attributes and changing, more emergent consumer attitudes – that of the 'self-made man'.

The change to a rich burgundy as the key brand colour is rooted in the past whilst being bold, fresh and new; it is differentiating and ownable and creates real shelf stand out. It celebrates the quality of the product establishing a tangible link to the richness of the whisky. The new label shape is more single-minded and less fussy whilst retaining its heraldic cues.

The new bottle design builds on the iconic triangular shape and highlights the brand's authenticity and quality. The more rounded profile suggests refinement and nobility. The plinth adds authority and strength. The taller profile and raised shoulders suggest pride and confidence.

A key structural challenge was to create a new design that would extend across the whole range of bottle sizes. This has been achieved and the new profile has been applied to 13 bottle sizes establishing a structural blueprint for the brand.

The new design has been successfully taken across the range to establish a family feel for the first time with the decanter style 12 Year Old delivering further uniqueness and premium cues.

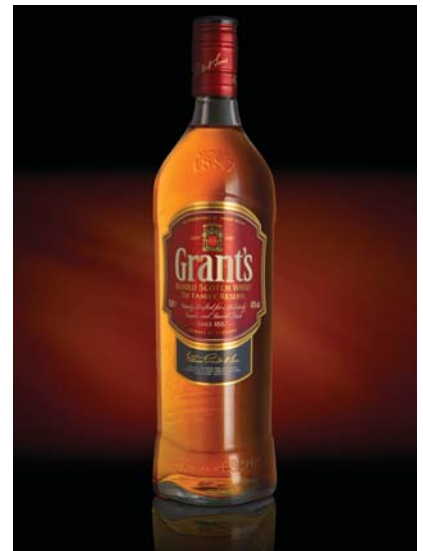
"We are talking about packaging liquid gold... everything about this redesign suggests a brand preparing to get serious. Above all, it's got to look expensive, and not out of place on the bar next to your brand new Audi A8 keys, which it does with a nice thick gold band and a small, but importantly positioned coat of arms on the label – this redesign is bang on."

Matthew Charlton,
Managing Director,
TBWA London

"The new-look Grant's range now feels proud and confident – as it should. The new design manages to respect the heritage of the brand yet embrace the new; most importantly, our pack now better projects the superb quality of the Grant's Whisky inside."

Kate Athanasi,
Grant's Global Brand Director,
William Grant & Sons Distillers Ltd

(476 words)



Summary of Results

Increase in sales

Launched in March 2007, by 2010 the brand range had met all targets set and achieved a **+16% increase in sales, compared to 2006, whilst the global market only managed a 2% increase in the same period. The extra sales earned was equivalent to £290 million (US\$464 million).**

Global market share had increased by 0.68% to 5.84%.

In addition to this sales increase across the entire brand range, the new structural design **for the 12 Year Old achieved a reduction in unit COG** and consequential increasing of line efficiency.

Total Global Volume Sales (000s 9 Litre Cases) - source IWSR

	2005	Base year 2006	2007-2010 LFH redesign years			
			2007	2008	2009	2010
Grant's Scotch (volume) year on year change in volume	3963	4161 5%	4457 7%	4861 9%	4677 (4%)	4807 3%
All Blended Scotch (volume) year on year change in volume	78327	80700 3%	83803 4%	82970 (1%)	80165 (3%)	82375 3%
Grant's % share of Global Scotch Market	5.06%	5.16%	5.32%	5.86%	5.83%	5.84%
Grant's Scotch £ value (millions)	£ 466,753,750					£ 646,876,875
Grant's Scotch \$ value (millions)	\$ 746,806,000					\$ 1,035,003,000

In June 2011, Grant's announced that they have taken to the podium of standard Scotch whiskies, **becoming the world's number three in retail value.** (They were in fourth position when the project was briefed in 2006.)

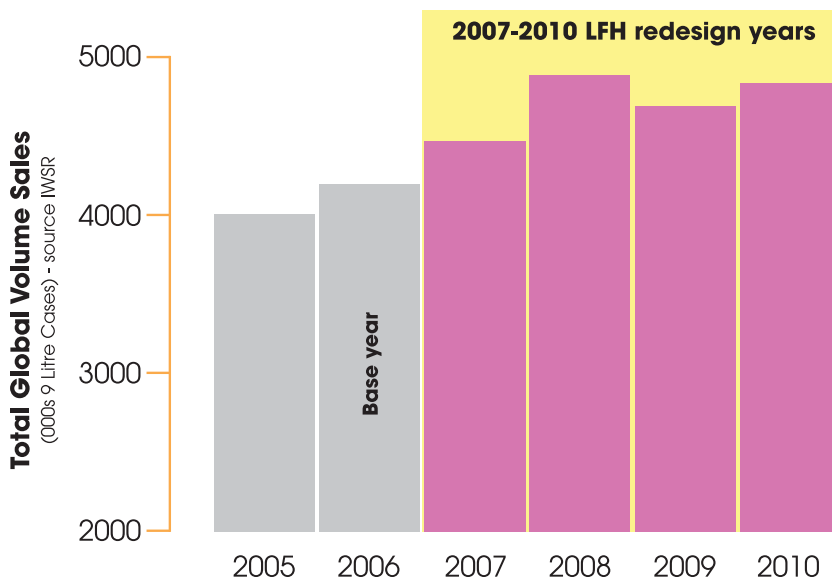
Over the last five years, **Grant's has grown ahead of the category, achieving in 2010 worldwide sales**

of 4.8 million cases and retail value over GB£646million (\$1bn) for the first time. This represented more than a 30% increase in retail value compared to base year 2006.

"We are delighted by LFH's design for the Grant's brand. The new packaging was the catalyst – and the key driver for change – and I can confidently say that it has played a central role in delivering success and played a huge part in achieving our podium position."

Kate Athanasi,
Grant's Global Brand Director,
William Grant & Sons Distillers Ltd

A key KPI was the requirement to deliver significant cost savings for the 12 Year Old to generate margin and allow for re-investment.



Summary of Results cont.

By providing two touch points, a better shape and a new closure, line efficiencies and handling have improved significantly.

Glass weight has been reduced, whilst retaining a premium look and feel. For the more technically minded, the new design has also permitted a move from single to double-gob moulding process thus producing even more efficiencies in the production process.

A key innovation in the carton design has been the creation of a distinctive and relevant new shape with the 'faceted' front face whilst utilising the more efficient and cost effective one-piece flat pack format.

Overall the design solution for Grant's 12 Year Old has delivered **dry goods cost savings**, plus additional freight savings, improved line handling, enhanced uniqueness and premium cues and established a strong link with Family Reserve for the first time.

(Source: William Grant & Sons)

Increases in market distribution

Following the re-launch, and on the strength of the new design and investment in the brand, Grant's was taken up by Waitrose, specifically on the basis that they felt it was now a brand that looked premium and was taking the category seriously.

Increase in market value

Over the last five years, Grant's has consistently grown ahead of the category achieving, in 2010, worldwide

sales of 4.8 million cases and retail value of over \$1bn (GBP£646 million). This represented more than a 30% increase in retail value compared to base year 2006.

Increase in market share

Global market share had increased by 0.68% to 5.84%, % over the period.

Improvements in staff morale

The brand was seen to have moved on significantly in a very positive way. Employees became engaged with the new designs and were energised as a result.

"Employees were very excited by the new designs and buy-in was immediate and across the board."

**Kate Athanasi,
Grant's Global Brand Director,
William Grant & Sons Distillers Ltd**

"First of all let me congratulate you for the exceptional job you've done with the new Grant's Family Reserve bottle. I believe we've got not only the most astonishing bottle within whiskies in the Portuguese market, but one of the best packaging within spirits. I'm really amazed with the final result and truly believe this will give us the necessary competitive advantage in the on-trade as well as on the gifting market where we were lacking. Great job!"

"We are aiming to achieve total market leadership this

year with Grant's Family Reserve and the new bottle in the beginning of '08 will give us the competitive edge we need to consolidate that leadership."

**Ricardo Caseiro,
Senior Brand Manager,
PrimeDrinks SA**

"Well done to all for the best re-fresh I have seen in many, many years! Hope to catch up soon and I will bring you consumer reaction from Africa where we have large markets for Grant's. The trade reaction has been one of excitement - which is rare!"

**Rod Sweeney,
Regional Manager Africa,
William Grant & Sons Distillers Ltd**

"I know you've probably heard how well the designs have been received by the markets so many times by now, but I can't tell you enough how well they've gone down to the teams I've been fortunate to have presented to. I guess no project of this scale is ever without it's challenges, but I think the work (and accolades we seem to be receiving) really speaks for itself."

**Rowan Leibbrandt,
Marketing Manager - Grant's Russia,
William Grant & Sons Distillers Ltd**

Summary of Results cont.

Changes in perception

The new designs were universally well received. The brand was seen to have moved on considerably and was now something to be celebrated and embraced. The brand's upmarket look and feel greatly impressed everyone who engaged with it. It is now a product that is actively sought out and chosen for its prestige because it feels truly differentiated, motivating and relevant to the consumer.

Amongst buyers and the trade, the response was overwhelmingly positive.

Independent research

The success of the design solution was clearly validated in both qualitative and quantitative research.

Qualitative research

In image terms, the design was seen to move Grant's in just the right direction to help achieve the brand's strategic growth objectives. (See Diagram 1)

The 'bottle with burgundy label and tall elongated font, was universally preferred across all markets. The more harmonious design gives a sense of elegant simplicity and understated masculine presence, giving Grant's a distinctly premium, more confident feel'.

(Source: Clear Ideas Ltd, Independent Qualitative Research, March 2007)

Diagram 1



Qualitative research results showed a successful shift in brand perception.



Summary of Results cont.

Other Influencing factors

Once the designs were launched, individual markets were supplied with the materials they needed to re-launch the brand locally – presenters, guidelines for POS and artworks - it was up to them how they achieved recognition.

The new packaging designs were very much seen as being the crux of success. They became the catalyst – and the key driver – for change. It was because the international marketing teams were so engaged with the new designs, that they were happy to put all their marketing might behind it.

“I can confidently say that the new designs played a central role in delivering success.”

Kate Athanasi,
Grant's Global Brand Director,
William Grant & Sons Distillers Ltd



APPENDICES

Appendix 1:

Grant's press release, announcing rise to world's third largest whisky brand

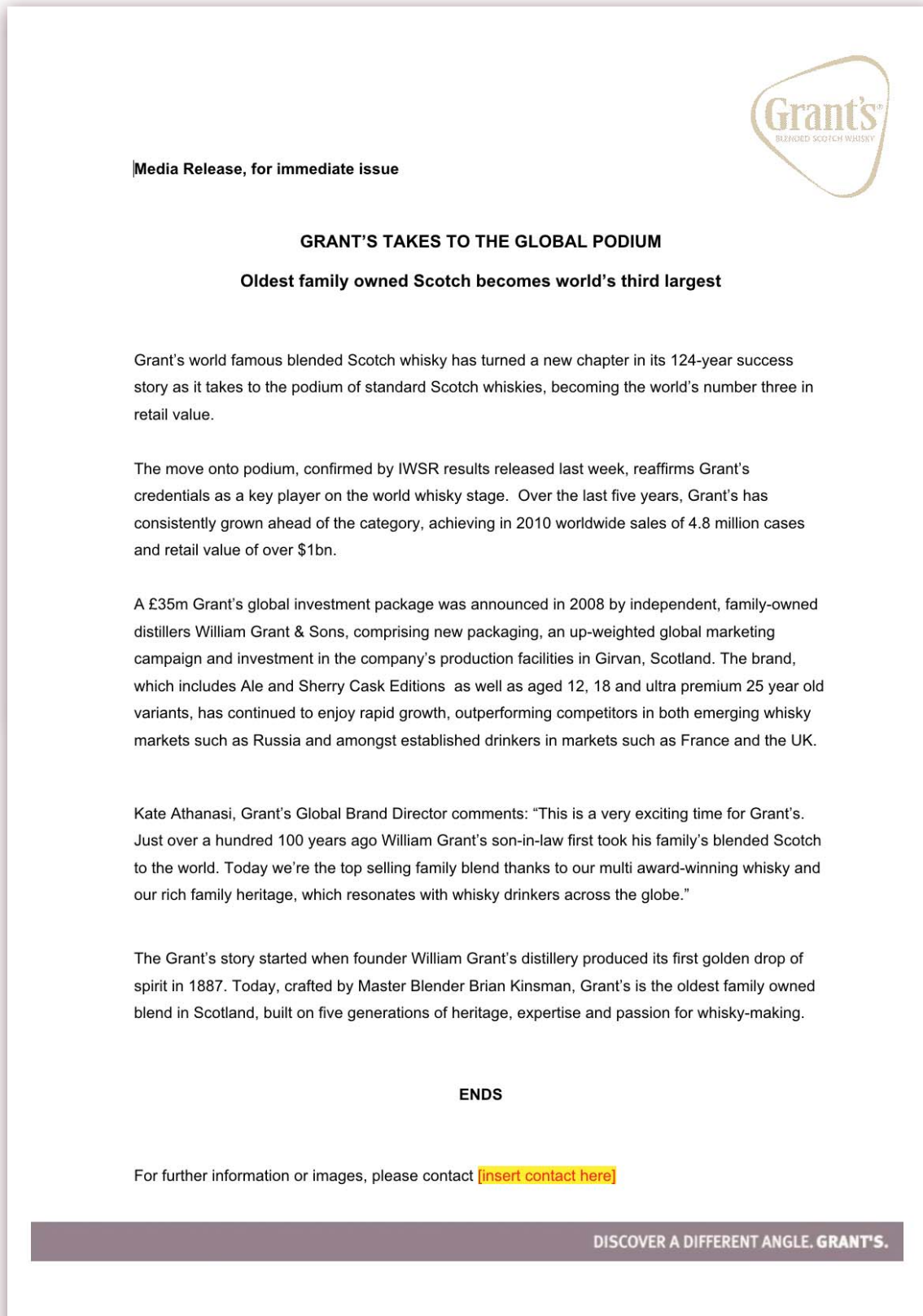
Page 9

Appendix 2:

Press: Marketing, 2007

Page 11

Grant's press release, announcing rise to world's third largest whisky brand



Grant's press release, announcing rise to world's third largest whisky brand



Photo caption 1: Grant's Global Brand Director since 2007, Kate Athanasi has passionately led the campaign to take Grant's to podium.

Photo caption 2: The fifth generation: Grant's Chairman Peter Gordon and Master Blender, Brian Kinsman.

Notes to editors:

- Grant's Blended Scotch Whisky is produced by William Grant & Sons, an award-winning family-owned distiller founded by William Grant in 1886 and today still controlled by his direct descendants. The Company distils some of the world's leading brands of Scotch whisky, including Grant's, the world's favorite single malt Glenfiddich, and the handcrafted range of The Balvenie single malts, as well as selected other spirits, including Hendrick's Gin.
- Grant's range of cask finished and aged blended Scotch whiskies include Grant's Family Reserve, Grant's Ale and Sherry Cask Editions, created by 'finishing' Grant's Family Reserve in either ale or sherry casks; Grant's 12 Year Old - the only blend to spend an extra finishing period in American oak cask, producing a full bodied Scotch of exceptional richness; the multi award-winning Grant's 18 Year Old and the recently released ultra premium Grant's 25 Year Old.
- IWSR (International Wine and Spirit Research) data focuses exclusively on the global alcoholic beverage market and covers all the major wine and spirit categories with a database of over 14,400 brands in 220 countries and territories worldwide. For more information see: www.iwsr.co.uk
- 2010 was a record year for Scotch whisky exports, according to Scotch Whisky Association figures released in March. The performance confirmed Scotch whisky as one of the UK's top exporting industries, increasing exports by 10% to £3.45bn in 2010 and delivering £109 a second to UK exports. The latest IWSR figures show The Scotch market is 89,056 000s 9L cases in volume and has grown by 3.2% VYA and by 1.1% CAGR 2005-2010. Blended Scotch accounts for 92.5% of the total Scotch volume and 87.6% of the total Scotch value and has increased by 4.5% VYA and 5.4% CAGR from 2005.
- The deliciously complex and smooth taste of Grant's Blended Scotch Whisky is down to the way it is made from a recipe created more than 100 years ago by William Grant. Passed down from generation to generation, today it is the expert skills of the Grant's Master Blender, along with a team of craftsmen, who keep alive William Grant's pioneering spirit and his passion for blending the finest whisky.
- For more about Grant's Blended Scotch Whisky and for our latest news visit: grantswhisky.com
<http://twitter.com/grantswhisky>
facebook.com/grantswhisky
youtube.com/grantswhisky

DISCOVER A DIFFERENT ANGLE. GRANT'S.

Press: Marketing, 2007

Design choice

Matthew Charlton
Managing director,
TBWA\London

Design LFH

Grant's Whisky

Forget about Scotland: we're talking about packaging liquid gold, here. Owning a blended whisky brand is like planting £1 coins and coming back 10 years later to find £50 notes. Once you blend it, you get a high-volume, high-margin product with global potential. The challenge is that brands such as Johnnie Walker and Chivas Regal already define the market, so to stake a claim, brands need real standout. And everything about this redesign suggests a brand preparing to get serious about the opportunity.

LFH has done its homework and kept Grant's most interesting bit, the iconic triangular bottle. With a statement like this, you then want to keep it simple, clean and balanced to appeal to both mature and emerging markets.

You need symbolic masculine appeal, which by raising the bottle's shoulders, implies a fresh muscle-flexing attitude. You need some colour to distinguish the variants while retaining overall brand cohesion. LFH's done that too. You must eulogise your history, but be prepared to cull it to look contemporary. Losing the William Grant picture instantly makes this a brand not a person, while the date stamp eloquently states heritage and quality.

Above all, it's got to look expensive, and not out of place on the bar next to your brand-new Audi A8 keys, which it does with a nice thick gold band and a small, but importantly positioned coat of arms on the label - this redesign is bang on.

