



WebbdeVlam

DISCOVER INNOVATE DESIGN

## Design Business Association Design Effectiveness Awards 2011

Project title: Dulux Perfect Accessories  
Category: 6.0 Product  
Subcategory: 6.2 Consumer - with design fees over £30,000  
Client company: ICI Paints Akzo Nobel - Dulux  
Design Consultancy: Webb deVlam  
Current Date: 19 July 2011



Webb deVlam

82 Great Suffolk Street, London, SE1 0BE | T:+44-(0)20-7202-4720

1032 W Fulton Market, Chicago, IL 60607 | T:+1-312-575-0700

[webbdevlam.com](http://webbdevlam.com)

# Executive Summary

The launch of the Dulux Perfect accessories range is a great success story as it not only launched Dulux into a new arena that complements the paint business, but has managed to deliver incremental sales, increased basket spend and broken into new distribution channels. A great example of how design can deliver for the business, brand & consumer.

- 5% share of the £160 million home decorating accessories market after initial launch in 2009.
- The launch of the extended range in March 2010, generated continued success and annual sales have since increased 36.49% and are still growing!
- The Dulux range has succeeded in a saturated marketplace that has some big, traditional players (i.e. Harris, Stanley, Purdy) and is dominated by own label.
- Distribution has more than doubled in major accounts (Homebase & B&Q)
- Listed in new retail channels that were not previously available (Tesco & Amazon)
- The Perfect accessories range broke category norms as it is sited in the paint aisle alongside Dulux paint to increase basket spend & inform consumers
- Delivered ownable IP for the client (4 patents)
- Dulux Perfect won the DIY Week “Product of the Year’ Award and Best Consumer Durable at the Marketing Design Awards in 2010
- Dulux Perfect branded accessories range has proved extremely motivating to all the target consumer groups: ‘they will make all other brushes obsolete!’ Which? magazine, summer 2010.

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# Project Overview

## Outline of brief

The key purpose of the expansion into DIY home decorating accessories was to:

- drive incremental sales for Dulux
- increase consumers' basket spend
- emphasise the brand's significant category leadership
- create ownable innovation that delivers competitor advantage
- deliver an improved decorating experience for consumers
- secure retail space within the highly competitive paint aisle

## Description

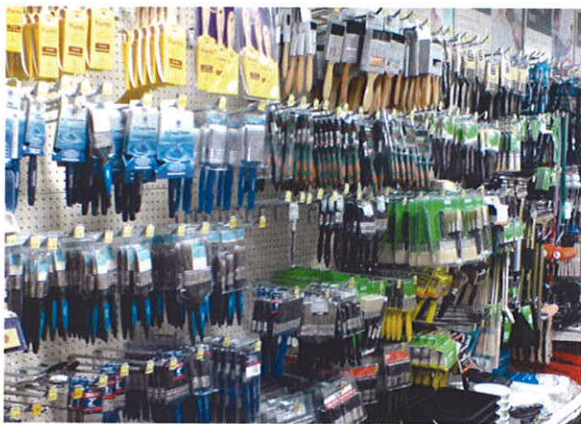
Dulux is ICI Paints AkzoNobel's best known paint brand, in the UK 50p of every £1 spent on paint is on Dulux. It made sense to expand into the complementary category as only 1 in 10 consumers actually purchase a paintbrush or roller with their paint.

Sometimes a product development or brand extension seems so obvious it is hard to believe that it does not already exist. Such is the case with Dulux Perfect accessories: a new range of brushes and decorating accessories with associated brand identity, packaging and in-store merchandising, offering a total decorating system for consumers.

Although this was a 'no brainer' opportunity, it was essential that the solution was 'best in class' to reflect the current brand status, build credibility and would relate to the upper mass market in terms of communication and cost. A paint brush hasn't really changed for years, but how do you deliver ownable innovation in a very traditional category and still be relevant to consumers: no gimmicks allowed!?

## Overview of market

The accessories market is saturated with multiple variations, sizes and solutions for the decorating process from a host of well established, traditional brands and own label. Dulux's ability to link accessories to paint provided a unique opportunity that would really solidify the brand's repositioning as the authority in home decoration, by offering the right tool for the job!



Saturated DIY accessories aisle



Inspirational Dulux paint aisle

The DIY accessories market has a very complex, 'professional', masculine nature. In contrast, the paint category is much more benefit and emotionally driven, where the inspirational transformation that it offers appeals to the more creative, female Dulux consumer. A key challenge was to attract creative, convenience lovers whilst not patronising more confident DIYers.

# Project Overview

## Project launch date

March 2009

## Outline of design solution

### Consumer relevant product Innovation

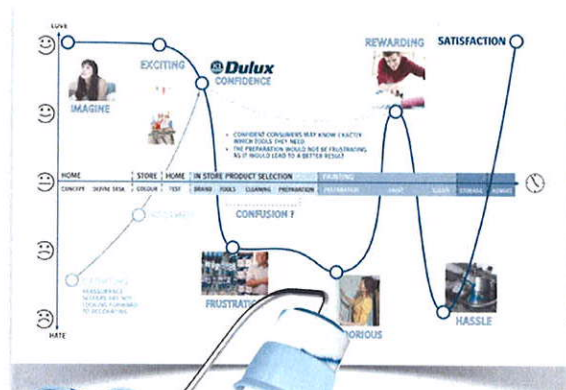
'A paint brush has been a paint brush for 100's of years!'

Webb deVlam used detailed consumer 'Discovery' sessions to investigate the painting experience, commissioning a combination of ethnographic observation of DIY activity in the home, as well as consulting trade professionals.

Exploration into the high's and low's of the consumer journey, from the anticipation when selecting colours, through the messy decorating process, to finally admiring the finished result, highlighted where innovation would be truly relevant for consumers and informed the design development at every stage.

The project resulted in a comprehensive range of brushes, rollers and trays, each with unique features that enhance the home decorating activity and provide key marketing advantages:

- there is a Dulux tin opener integrated into the brushes' handles. No more hunting for that screw driver!
- the non-rust metal ferrule component that holds the bristles is encased with a soft touch grip because that's where consumers hold the brush for accuracy.
- a triangular brush makes painting edges and tricky corners easier; providing more confidence and control.
- a roller with an 'Easy Clean Squeegee' component that snaps onto the handle makes cleaning faster, better and easier! It also means consumers use less water.
- a unique roller tray that prevents paint splatter and can be used at an angle on the stairs.



# Project Overview

## Clear, benefit driven communication

'What's the difference between a 2" and 3" brush? What's the right tool for the job?'

A key brand strategy was to guide consumers through the painting process, highlighting which products were suited to which job type: linking products to paint.

The Dulux Perfect accessories range had to communicate to creative female consumers, who choose the paint in store, and avoid alienating or patronising male consumers who conventionally undertake the actual decorating work.

The Dulux Perfect sub brand encapsulates the consumer's key objective: a perfect finish. The range is sub-divided into three clear categories: Perfect Edges; Perfect Finish and Perfect Cover, and supported with usage / benefit illustrations on each pack to guide the consumers to the right tool for their job.

The on-pack tone of voice flips the traditional, functional DIY communication architecture on its head; leading with consumer benefit and usage rather than size of brush or roller. A much closer synergy with the existing tone of voice of the Dulux paint aisle.



## Clear in-store navigation

Linking paint to accessories - increasing basket spend!

Another key strategy was to directly link the accessories to paint by positioning them in the paint aisle; putting them front of mind and into the basket!

The colour coding of each segment of the range was translated from the packaging onto the POS to aid navigation in store, giving the consumer confidence in their choice of tool. The range segmentation was considered across many merchandising solutions, from a full shelving bay to smaller, free-standing units to ensure that it suited all retail environments and to encourage multiple product positionings as close as possible to paint.

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# Results

## Increase in sales

The launch of the Dulux Perfect accessories range in March 2009, in a selection of B&Q stores (135), achieved 5% share of the £160 million home decorating accessories market within 9 months, based on the launch of the brushes alone.

The launch of the extended range in March 2010, generated continued success and annual sales have since increased to 36.49% and are still growing!

The Dulux Perfect accessories range has never been promoted (unlike most of the other Dulux innovations on shelf). These sales are based entirely on in-store footfall: winning space in the paint aisle was a key strategy to encourage basket spend.

These sales are all incremental on existing Dulux paint sales, meeting the key project objective of increasing basket spend for an already VERY successful brand.

Obviously, as this is a new territory for Dulux, we do not have previous sales data to compare with, nor do we have access to the GFK data to measure the range's impact on competition sales (the client does not purchase this information).

## Increased distribution

After the initial launch period in 135 B&Q stores under a 12 month exclusivity deal, the range was welcomed by Homebase (initially 50 stores) and recently distribution has more than doubled in both of these key accounts.

The accessories are also exported to Ireland to complement the existing Dulux business.

## New retail channels

The launch of the Perfect accessories enabled Dulux to offer grocery retail channels a more holistic, consumer focused proposition. Tesco is currently the first account to list them.

The range is now available through on-line retailers, such as Amazon, where the Dulux Perfect accessories and Dulux paint offer a one click DIY shopping and delivery solution.

## Challenging retail, category norms

A key breakthrough for the range was its credibility to be sited within the paint aisle alongside Dulux paint. Historically, accessories have always been separated and bundled together in the tools aisle.

The project exploited the key advantage that a paint brand brings to a range of accessories and convinced retailers to reserve space in the paint run, meaning they sacrifice valuable paint retail space and prioritise the benefit that this brand extension brings for consumers.

# Results cont.

## IP: unique & patentable

The range has 4 patents spread throughout the range that give that 'priceless' ability to have protection against competitors:

## Awards

The range has already received awards over its short life:

- DIY Week awards 2010: Product of the Year
- Marketing Design Awards: Best Consumer Durable 2010

## Client & consumer feedback

This is an email received by Dulux customer services:

'Hello,  
PLEASE PASS THIS ON TO CUSTOMER SERVICES.  
I bought your Perfect brushes.  
The name is ambitious but I thought I would give them a try.  
BEST BRUSHES I HAVE EVER USED.  
No brush loss.  
Doesn't collect water in the body of the brush when cleaning.  
Easy to cut in with the triangular brush.  
Very low level of brush strokes in the finish.  
Excellent brush, have now thrown the others away.  
Thank you.'

"It was essential to the successful creation of the Dulux Perfect range that we appointed design consultants who could really get under the skin of unmet consumer needs, create and deliver the best Dulux home decorating experience from idea to aisle. Webb deVlam have not only delivered, but exceeded our expectations!" Vicki Flemming, Innovation manager, Akzo Nobel

# Other influencing factors

No advertising, PR or direct mail activity has been used for the Perfect accessories range. The products use cross-sell promotion on the paint cans, Dulux colour cards, catalogues & in-store free standing units.

Rather than invest in extra promotional activities, the project harnessed the halo effect of the master paint brand and specifically set out to achieve siting in the paint aisle to benefit from the busy footfall that already exists.

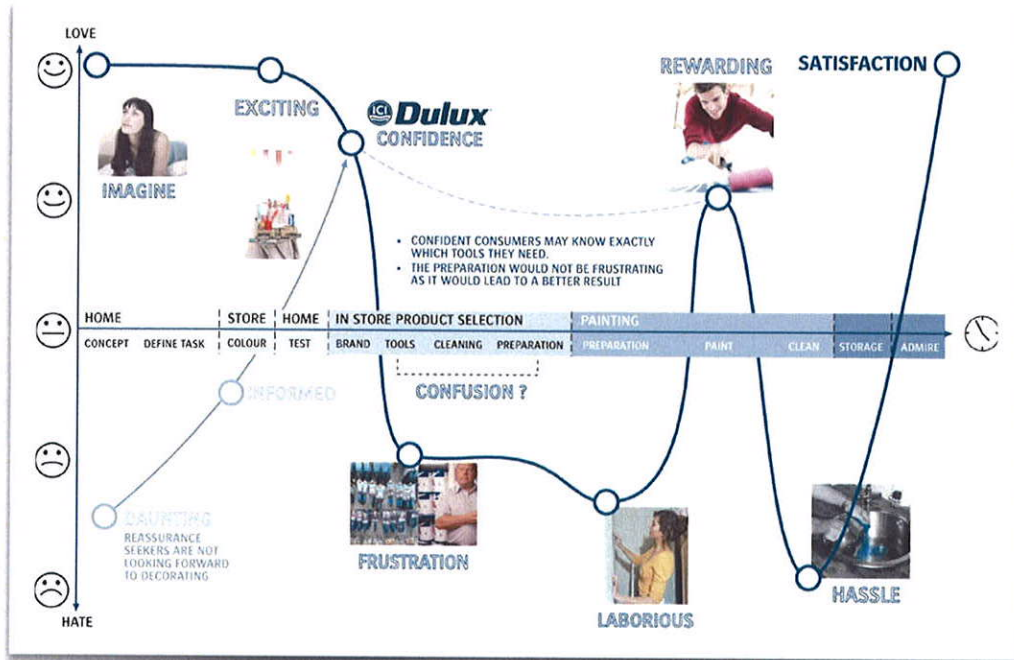
The POS, packaging and product design had to speak for itself!

## Sources

- Akzo Nobel sales data
- Akzo Nobel customer services



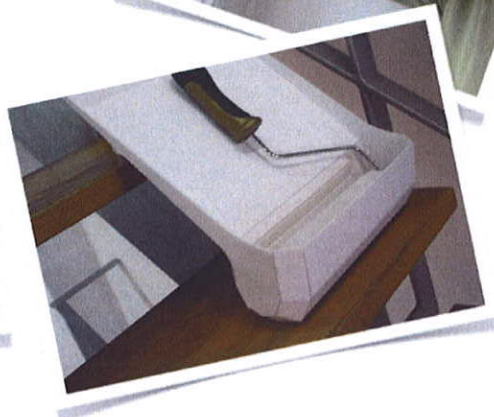
# Appendices



Visual summary of consumer journey, highlighting happy & sad points we used to target innovation



Images of ethnographic research & hands on testing of concepts with consumers



# Appendices

## Brushes



## Trays



## Rollers



## Refills



Can opener



Bristles do not touch floor when laid flat



Triangular bristles



Snap on easy clean squeegee



Roller tray with non spill paint well

# Appendices



Illustrations reassure consumers they have the correct tool for the job



On pack communication flips the traditional DIY architecture on its head to be more benefit & usage driven



# Thankyou!

For more information please contact:

Edward Adamson - Design Director  
[edward.adamson@webbdevlam.com](mailto:edward.adamson@webbdevlam.com)

Tim Corvin - Client Services Director  
[tim.corvin@webbdevlam.com](mailto:tim.corvin@webbdevlam.com)