

SILVER



SILVER

FMCG | Small Budget

Dulux Ireland - Painting an invincible story of success

Boys and Girls and Mediacom



ADF
AWARDS
2018



Company Profile

Boys and Girls

Boys and Girls is a creative agency based in Dublin. We believe that great work comes about through collaboration. It's the AND in our name.

Over the last eight years we have collaborated with great clients and brilliant suppliers to produce award-winning campaigns from indigenous brands, to large international companies as far afield as Mexico, the USA, Europe and Asia.

We work above the line, below the line, through the line, in areas where there is no line, in both analogue and digital. Wherever we work, we believe that 'Great work, works'.



Company Profile

MediaCom

MediaCom Ireland is one of Ireland's largest media agencies. We are a company that has fast gained a reputation for our market leading approach to strategy, service and winning solutions – all rooted in driving successful business outcomes for our clients.

We are immensely proud to call some of the country's most successful brands MediaCom Ireland clients and we are also part of the most highly-regarded media agency network across Europe and beyond, which means that we can genuinely tap into expertise and knowledge of great solutions for related and relevant categories from across other markets.

MediaCom Ireland provides an array of media communications services which are customised around our client requirements for the Irish market. Our full range of services has the flexibility to provide end-to-end solutions.

The MediaCom logo is displayed in white, bold, uppercase letters on a bright pink rectangular background.

Introduction and Background

Weathershield, a premium exterior paint brand, has been the Irish market leader for the past sixty years.

By 2015 Ireland was well and truly out of the recession with the economy growing quickly. Weathershield's competitors spotted an opportunity and began to invest in advertising. By the end of 2016 Weathershield's share of voice eroded from 74% to 49%, the same as its nearest competitor, Sandtex. For the first time ever, Weathershield's share of voice was neck and neck with its rival.

It wasn't just our share of voice that was being squeezed. Advanced technology in exterior paint formulation had improved product quality across the board. Product benefits that Weathershield relied on like 'all weather protection' and 'ultimate durability' were becoming 'hygiene' as competitors touted (and delivered) the same promises.

Fig 1.1: Ireland economy growth 2012 - 2017

GDP (constant prices, SA) €m

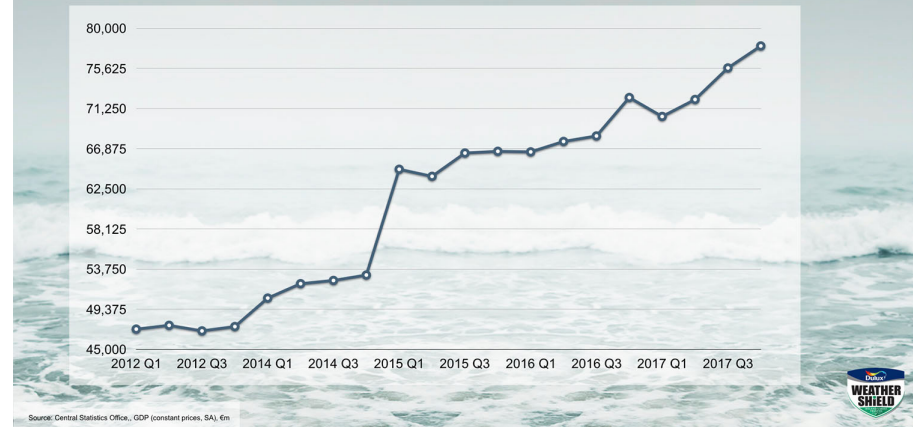
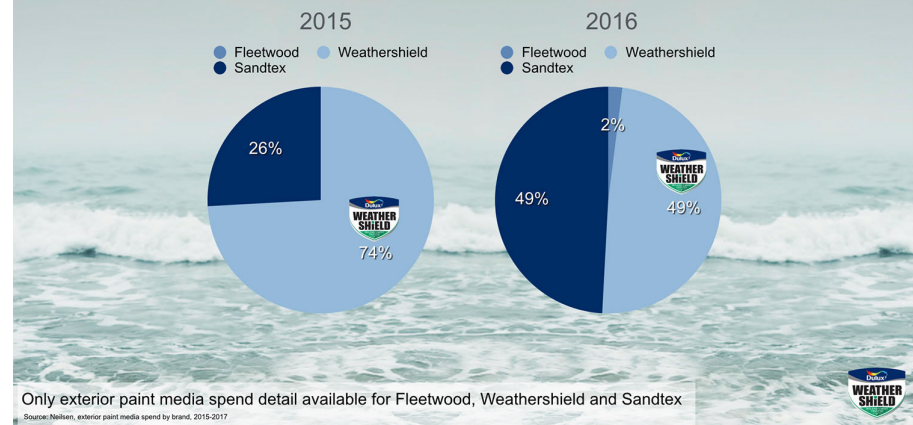


Fig 1.2: Weathershield share of voice squeezed



Introduction and Background

In a category that;

- has a short sales window - a high percentage of all volume is sold between March and June (with March and April being commercially critical to get right)
- is weather dependent
- and is associated with an expensive, time consuming job

brands had traditionally relied on loud rational product promises to sell tins quickly.

2017 was shaping up to be a tough year. Typically Weathershield would spend its way out of the share of voice dilemma via TV investment, but a fresh addition to the Dulux family, interior paint brand Easycare, needed big exposure and the budget had to come from elsewhere in the portfolio. Weathershield drew the short straw, our creative budget was reduced by 25% and the media budget would remain the same for 2017.

This put a big black line through Weathershield's tried and tested strategy of creating new TV copy every two years. Our TV asset was three years old and now the money we expected to have for creative production was gone.

Introduction and Background

Working with a lower budget in a fragmented market made up of hundreds of national and independent retailers meant we had little data to predict what our competitors would do next.

Our creative and media holding pattern simply wouldn't work for the year ahead. We were going to have to renovate.

Marketing Objectives

Even with a budget cut the expectations for Weathershield's performance remained high. We needed to defend our patch to reverse declining sales during our critical sales months and find a new way to drive share of voice.

Commercial Objectives

1. Stop a year on year decline in sales during the key period of March and April and grow sales by +2%

March and April are the core selling months during Weathershield's key sales window of March to June. If we maintained share of voice in line with our nearest competitor we might halt that decline. If they spent less than in the previous year we might increase share of voice slightly and meet our goal of +2%.

2. Protect our price premium to avoid using promotions to grow volume

Weathershield held a price premium in the market and was coming under increasing pressure to match competitors on and off promotion. We wanted to protect our value proposition to ensure we would continue to hold this premium.

Marketing Objectives

Marketing

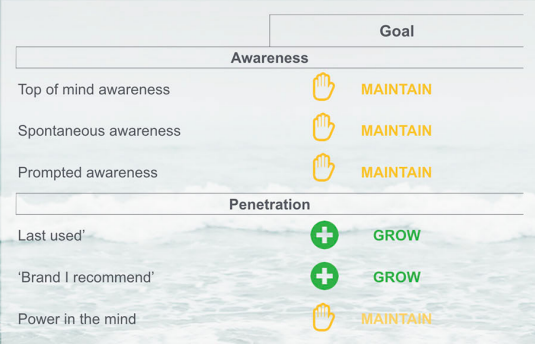
1. Maintain brand awareness scores at 2016 levels

Weathershield already had strong top of mind, spontaneous and prompted brand awareness scores but had lost points between 2015 and 2016. If we could protect all three scores in 2017 we'd maintain a dominant position with the best mental availability in the category.

2. Increase penetration by 5.5% points across 'last used'.


Previous marketing activity focused on top of the funnel awareness, our hope was that by shifting focus to drive penetration we'd improve conversion rates through the funnel and convert more of our high mental availability into painted houses.

Fig 2.1: Marketing objectives: maintain and grow



| | Goal |
|-----------------------|------------|
| Awareness | |
| Top of mind awareness | 👉 MAINTAIN |
| Spontaneous awareness | 👉 MAINTAIN |
| Prompted awareness | 👉 MAINTAIN |
| Penetration | |
| 'Last used' | ➕ GROW |
| 'Brand I recommend' | ➕ GROW |
| Power in the mind | 👉 MAINTAIN |

Source: Kantar TNS



Marketing Objectives

3. Maintain Weathershield's 'power in the mind' score at 27.5

Globally Dulux measure 'power in the mind' through Kantar TNS. This metric feeds into mental availability and seeks to determine how people feel about a brand by measuring relevance and consumer connection to it.

Now that Weathershield's share of voice was eroding we needed to get better at appealing to consumers outside of just awareness.

Communications objectives

We had limited research to understand how people really felt about Weathershield but we knew the category challenges and identified a clear role for communication.

- **Create distance between Weathershield and its nearest competitor Sandtex** - but with a similar share of voice and functional benefits we were in danger of looking and sounding just like everyone else.

- **Drive consumer interest in a high barrier, low engagement category** - we needed people to positively engage with the Weathershield brand outside of just seeing and hearing its advertising.

The Task

After years of leading the category it was ironic that a brand that was all about protection from the weather should find itself left out in the cold. Fortunately Weathershield (and the team in Dulux) are made of tough stuff.

Weathershield had a choice; defend its territory with familiar tactics of functional benefit product promises or attack with a new approach.

Our first port of call was to look through our creative arsenal. Our only assets, TV ads, were not fit for purpose in 2017. The latest ad created for Weathershield's 60th anniversary was three years old. The message was now out of date and there was no money for a new one.

On top of this the media budget was static, we wouldn't be able to buy our way out of our falling share of voice concern. With our growth objective we needed to reach a new audience and we were potentially preaching to the converted by only using TV.

The perfect storm of worn out creative, limited budget and a high price in store meant we couldn't fall back on familiar territory.

The assignment was clear. Weathershield needed to find a way with no suitable creative material and a static media budget to take a completely different approach and win.

The Task

But this task was guarded with challenges;

1. The category wasn't growing as fast as we needed it to

We couldn't rely on category growth to deliver our growth. The paint category grew in 2016 at a lower rate than expected given the Irish economic recovery. While the category was expected to expand in 2017 it was not expected to be in line with our +2% volume goal.

2. Painting is a high barrier, low engagement category

Let's face it, painting the exterior of your house is rarely something you look forward to. Consumers dread the job as it's time consuming, expensive and cumbersome. This results in price sensitive consumers that are susceptible to promotions.

3. Retailers use promotions to drive footfall

Retailers decide the promotion schedule for the market. Promotions quickly appeared and disappeared based on retailer footfall. Weathershield is the most expensive product in the category so even when it's on promotion it's still not the cheapest.

The Task

4. Weathershield stood for, well, weather

Previous investment in the Weathershield brand resulted in limited consumer engagement. Consumers remembered its 'shower proof in 15 minutes' promise but knew little else about the brand.

5. Competition was diluting the Weathershield brand

The reliance on functional messaging in the category resulted in a race to the bottom on formulation promises. Every year brands would improve drying time, and unveil more protection and colour retention promises, leading to a sea of sameness across communications.

6. Budget restrictions

TV was the traditional cornerstone of Weathershield's media strategy. Our stationary media budget meant we wouldn't achieve the reach or frequency needed to hit our growth goal.



The Strategy

Weathershield needed to rip up its old approach and renovate for 2017.

When everyone else zigs, you zag.

With a lower share of voice we couldn't shout the loudest so we had to find a different way to be heard. Our only option was to look at how the category was acting and to behave completely differently.

We had to understand the dominant category rules and find a way to break them.

RULE #1: LEAD WITH RATIONAL BENEFITS

Weathershield's product benefits could all be summed up in one word - durability. Touting this has long been a tactic of consumer durables like cars, appliances and furniture. Promising a long life is a strong reason to believe but it doesn't leave a lasting or differentiated impression.

Weathershield's functional benefits were baked into the brand but they were losing relevance in a category where everyone promised the same thing.

Binet and Field's work on the effectiveness of emotionally charged campaigns over

The Strategy

rational ones* is well known. More recently they've made the case** for combining emotional and rational messages in communications to build emotional connection in the long term and sales in the short term.

It struck us that Weathershield had never attempted to drive an emotional connection with its consumers. With a short sales window the focus had always been to shift paint tins.

We also recognised that the market focused on helping to overcome the negative perception of painting - the size of the job, the bad weather we get in Ireland and how exposed your home is. While the tone in most ads was positive we knew consumers needed motivation to take on what was seen as a cumbersome job.

RULES #2: SHOW THE PRODUCT APPLICATION

i.e. show a house protected by the paint

On ads the message of durability was always shown by way of how it protects a building. Physical buildings are hard to build a connection with, they're just bricks

The Strategy

and mortar. Creatively, we needed to give 'durability' some humanity to help it resonate in the hearts and minds of our consumers.

RULE #3: USE TV TO DRIVE SOV

To drive an emotional connection we needed consumers to spend more time with the brand. Our traditional approach of 20" or 30" spots on TV weren't enough time to draw them in and leave a lasting impression.

To support our penetration goals we needed to increase the number of times consumers saw or heard our ads. We had to find a new audience via our channel mix that would maximise reach and improve on 2016's frequency.

We had a short window of opportunity so we didn't have the luxury of a slow build campaign. From experience we knew that focusing spend in March and April would result in a positive knock on sales effect in May and June.

**Binet and Field, The pursuit of effectiveness, Market Leader Issue, 39 Winter 2007*

***Binet and Field, Brand success in the digital age, Market Leader Q4, 2013*

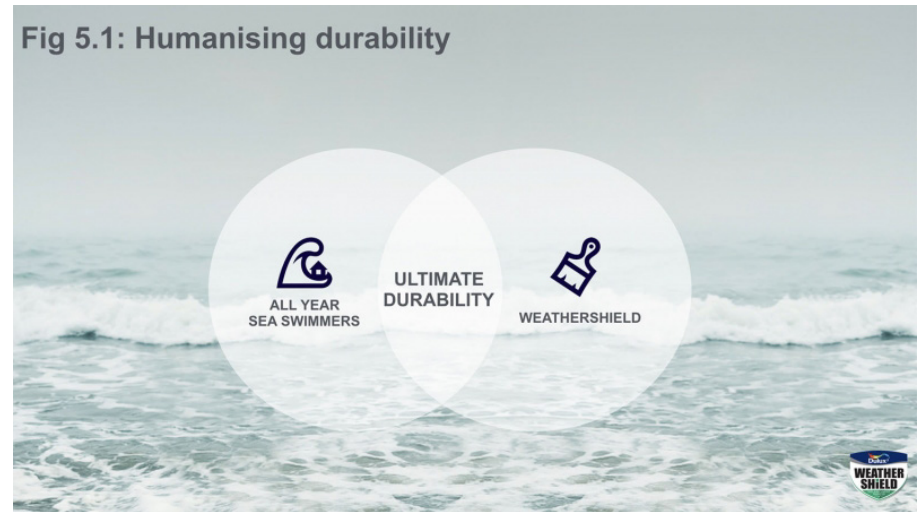
The Idea

The idea: The Invincibles

With many other brands taking UK assets, the creative opportunity for this campaign was to tell an emotional brand story that was quintessentially Irish and therefore made a deeper connection with a local audience.

However, to make this emotional connection we felt we had to tell a much bigger story, one that wouldn't be possible within the confines of a traditional 30-second video; something Dulux Ireland had relied heavily on to communicate its Weathershield messaging in the past. We opted to break with tradition and create a rich, long-form piece of content that would be seeded online.

Previous Weathershield commercials were always product-centric, which was perfect for a medium with a captive viewer but when it comes to an online audience the challenge is all the more great. Putting a TV idea on the web wasn't going to work. We needed to do something different. We decided to tell a story about paint, without showing any paint.



The Idea

To celebrate Weathershield's most weather-durable paint, we went in search of Ireland's most weather-durable people, all year sea swimmers (AYSS).

Swimming in Ireland means exposure to the harshest of climates, all year round. As Weathershield offers ultimate durability against Ireland's infamous wild winds and hail, we wanted to champion these AYSS, who like Weathershield, aren't deterred by the elements. These people are the most weather durable people in Ireland. They are 'The Invincibles'.

Shot in Myrtleville beach, Co. Cork, The Invincibles explores the story of Tom Bermingham, Mairead Ni Mhaoileóin and Tom McCarthy, three AYSS who are dedicated to the water all year round - rain, hail or shine. They, like Weathershield, have 'Ultimate Durability'.

We created a 2 minute 43 second documentary style film that was the central point to the campaign.

<https://vimeo.com/262409029/da8c7b8f1d>



The Idea

Communications strategy

Our communications strategy had three phases:

TEASE

We provoked interest in the Weathershield story through a number of owned and earned touchpoints including social, video networks and weathershield.ie.

We created 25" and 15" cutdowns that drove interest and intrigue for the long form story on YouTube.

<https://vimeo.com/262408013/2aa38e30c4>

<https://vimeo.com/262409492/029725a928>


<https://vimeo.com/262409483/8bde6b0097>

<https://vimeo.com/262409379/7129ae0f4c>

The Idea

Dulux Ireland Sponsored

Presenting Ultimate Durability against the Irish elements. Click here to view #TheInvincibles. www.weathershield.ie/theinvincibles




The Invincibles
Ultimate Durability against ... [Watch More](#)
Dulux Ireland

234 113 Comments 23 Shares

Like Comment Share

Dulux Ireland Sponsored [Like Page](#)

"You have to realise that the ocean is the boss." View #TheInvincibles here: www.weathershield.ie/theinvincibles



678 123 Comments 34 Shares

Like Comment Share

Dulux Ireland Sponsored [Like Page](#)

"The sea is never the same on two days." Watch #TheInvincibles take on the Irish elements: www.weathershield.ie/theinvincibles



678 123 Comments 34 Shares

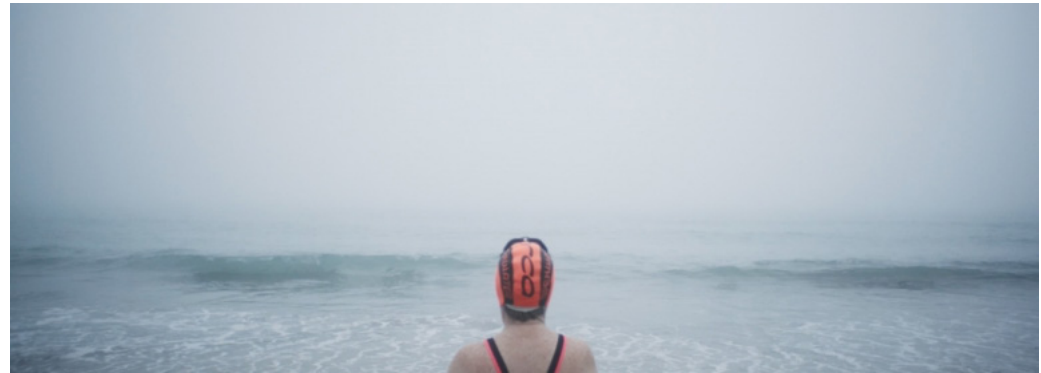
Like Comment Share

The Idea

ENGAGE

All tease touchpoints pointed at the long form film on YouTube or Facebook where people could enjoy the full story. We invited viewers to learn more about the story and Weathershield on the website.

The swimmers were used as bait (literally) for lifestyle publications and radio station
REINFORCE



The Idea

Anyone who interacted online with the campaign at either of the previous stages were pooled into our reinforce phase and retargeted with product proof points; all weather protection, crackproof and fade proof.

15" VOD edits were created to communicate each of these proof points.

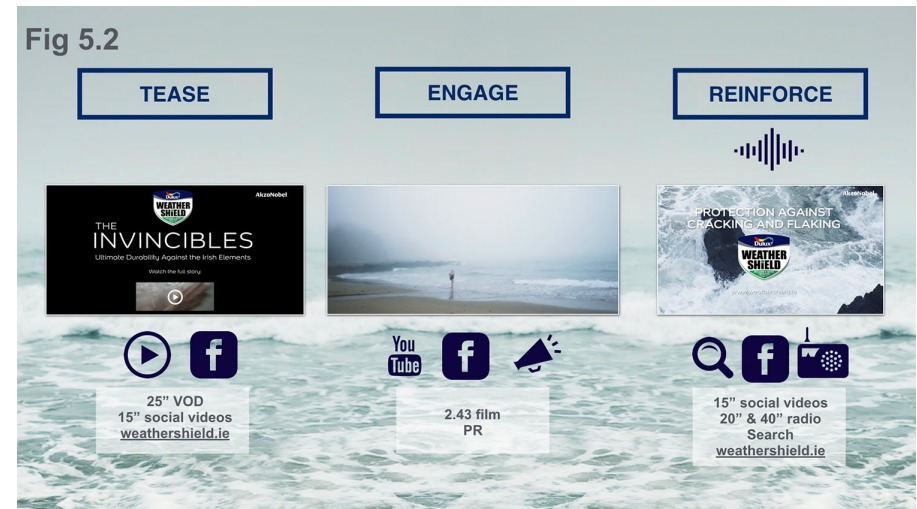
<https://vimeo.com/262407417/dc21d8d7a0>

<https://vimeo.com/262407728/47fbe1fe18>

20" and 40" radio reinforced the ultimate durability message across national and local stations. interviews and features.

Media strategy

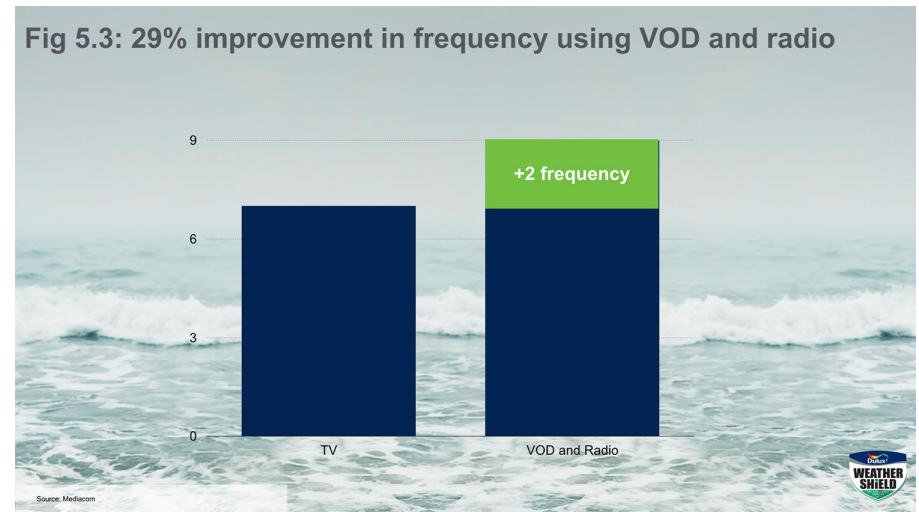
Our media strategy was to engage new users in a cost-efficient and targeted way, as budgets remained the same as 2016, but we were tasked with making a bigger impact over a longer time period.



The Idea

Radio and VOD were selected over TV as our main channels. This gave us a higher frequency of 9 using radio and VOD vs 7 frequency using TV alone. It also meant we could extend our campaign past March and April and be live in May and June as well.

The channels selected in 2017 for our audience (25-44, interested in DIY) were radio, VOD, social and search, representing a 50/50 budget split between radio and digital.



| Channel | Channel split in March and April |
|---------|----------------------------------|
| Radio | 50% |
| VOD | 31% |
| Social | 17% |
| Search | 2% |

The Idea

VOD

With video at the heart of our creative idea, VOD allowed us to reach our audience in a more cost-effective and tactical way than TV. It played a vital role in the tease phase of the communications strategy to get our teaser videos in front of our audience and direct them to a branded environment on Weathershield.ie to watch the full video.

Using YouTube as part of the VOD buy allowed us to test the full video (2 mins 43 seconds) against the 25" teaser video.

Our VOD activity focused in March and April but spanned 4 months (March to June), with an always-on approach over this period to ensure we are speaking to consumers when they are in-market.

Radio

Given our budget challenges radio was the right choice with 89% of those who painted in the last year being regular radio listeners (index 108). We identified the highest indexing stations of our target audience ensuring that when we were on air our placement was appropriate to the audience.

The Idea

With the challenge of budget allocation, and the absence of TV, radio allowed us to target our audience on a trusted channel using a mixture of the highest indexing stations for outdoor paint users.

| Radio Station | Index for outdoor paint users |
|---------------|-------------------------------|
| RTE Radio 1 | 137 |
| Today FM | 115 |

Social

We utilised social as a 3-part strategy:

1. Promote the Weathershield videos (long and short form)
2. Encourage engagement and sharing amongst our target audience
3. Drive users to the landing page where they can watch the full video

The emotional 25" and 15" teasers were promoted over a concentrated two-month period (March and April) to encourage users to watch the full video on Weathershield.ie.

The Idea

Search

We used search to pick up increased Weathershield interest over the campaign period and ensured that users who search for Weathershield and related terms were directed to our website.

The Results

Weathershield's redesigned approach worked! Against the odds we exceeded all of our commercial and marketing objectives.

Commercial Objectives

1. Stop a year on year decline in sales during the key period of March and April and grow sales by +2%

Weathershield exceeded BOTH objectives by stopping the sales decline and exceeding the goal of +2% growth.

Volume sales for March and April actually increased by a **WHOPPING 15.2%**.

This sales growth was achieved in spite of

- A 25% LOWER production budget and a STATIC media budget
- A DROP in share of voice from 49% to 35% in 2017. Our main competitor Sandtex held a 62% share of voice in 2017.

Fig 6.1: Incremental volume (L) growth goal versus actual sales

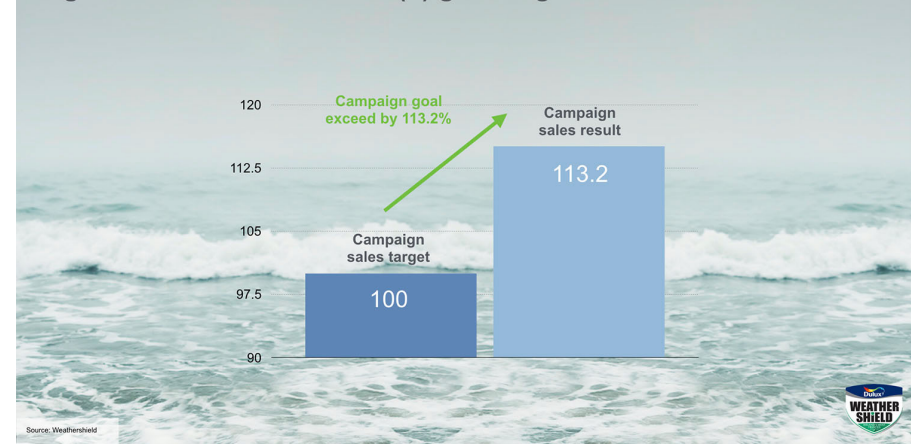
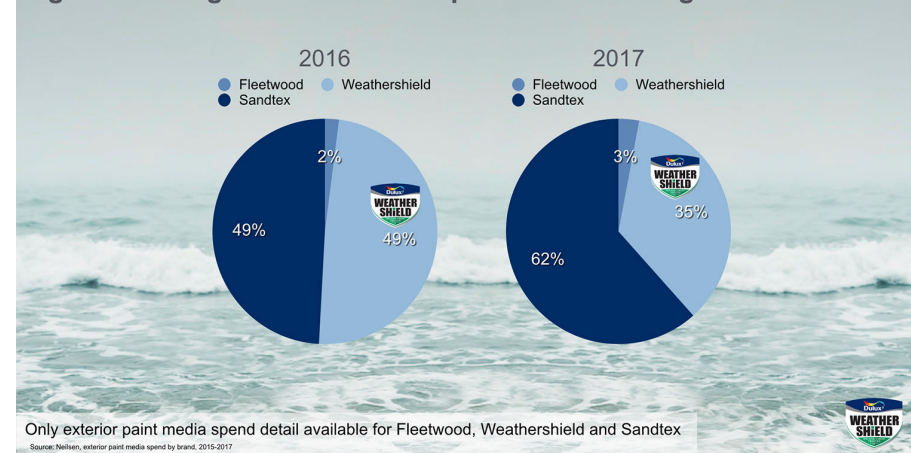


Fig 6.2: Sales goal exceeded in spite of diminishing share of voice



The Results

- NO TV in the media mix for the first time ever
- NO additional promotional activity by Weathershield

2. Protect our price premium to avoid using promotions to grow volume

As a result of the positive volume growth Weathershield had the confidence to maintain its price premium in the market into 2018.

Marketing Objectives

1. Maintain brand awareness scores at 2016 levels

While our goal was to maintain awareness scores we saw significant increases across the top of the funnel including top of mind (+33%), spontaneous (+31%) and prompted awareness (+4%) scores. These positive gains brought Weathershield's awareness scores back to their strongest levels since 2014.

A shift in all three metrics shows an improvement in mental availability for Weathershield and indicates more positive connections created between the brand and its consumers away from just functional messaging.

The Results

2. Increase penetration by 5.5% points across 'last used'.

This goal was exceeded. 'Last used' INCREASED by 19%. There was also an unexpected 29% increase in those stating it was a 'brand I would recommend'. This represented a significant shift in penetration for the first time since 2013.

3. Maintain Weathershield's 'power in the mind' score at 27.5

Our 'power in the mind' score actually **INCREASED** by 13% to 31.0 its highest level since 2013. This was an important metric to shift as it indicates a developing positive attitude to the brand and reflects the efforts of the campaign to build deeper connections with consumers and Weathershield.


Communications Objectives

- Create distance between Weathershield and its nearest competitor Sandtex - but with a similar share of voice and functional benefits we were in danger of looking and sounding just like everyone else.

Fig 6.3: Marketing objectives: every goal exceeded

| | Goal | 2017 result |
|-----------------------|-------------|-------------|
| Awareness | | |
| Top of mind awareness | MAINTAIN 🖐️ | +33% ↑ |
| Spontaneous awareness | MAINTAIN 🖐️ | +31% ↑ |
| Prompted awareness | MAINTAIN 🖐️ | +4% ↑ |
| Penetration | | |
| Last used' | GROW (+) | +19% ↑ |
| 'Brand I recommend' | GROW (+) | +29% ↑ |
| Power in the mind | MAINTAIN 🖐️ | +13% ↑ |

Source: Kantar TNS



The Results

In creative terms the cut through was clear. While Sandtex stuck to the rules with functional benefit led communications featuring imagery of lighthouses battered by Irish weather and promises of long life protection, we produced an exterior paint ad that featured no paint.

Visually and tonally our ad looked completely different to anything else in the paint category. And yet people understood the Weathershield brand better than they had in years associating its formula and product benefits with the durability of our fearless swimmers.

- Drive consumer interest in a high barrier, low engagement category - we needed people to think positively and engage with the Weathershield brand outside of just seeing and hearing its advertising.

This was a tough one. Exterior paint is not a very PR friendly topic but our emotional, character driven approach resulted in national news stations including RTE and Newstalk actually requesting interviews about the campaign. The radio pieces were ten minutes long and explored the 'ultimate durability' message in a new context with numerous direct brand mentions during the interviews.

The Irish Independent featured the film on their website homepage on March 20th, treating an advertisement as editorial content - a very unusual move for the paper. Our total earned media for the campaign was €151,890.

The Results

Even in two of the most hostile online environments, Twitter and YouTube, our film and the brand received positive talkability. In fact, 100% on social media about the film were positive.

For the first time people wanted to hear from Weathershield and actively spent time with it's advertising rather than passively consuming it. We created a campaign that lived outside of the assets created for it, one that extended into human stories and connections.

Creative awards

A bonus for the campaign was picking up awards for cinematography and art direction at the 2017 Kinsale Sharks. As the work ran in March and April 2017 it missed the deadlines for other awards shows but we have high hopes for campaign during the 2018 season.

Fig 6.4: Earned media coverage

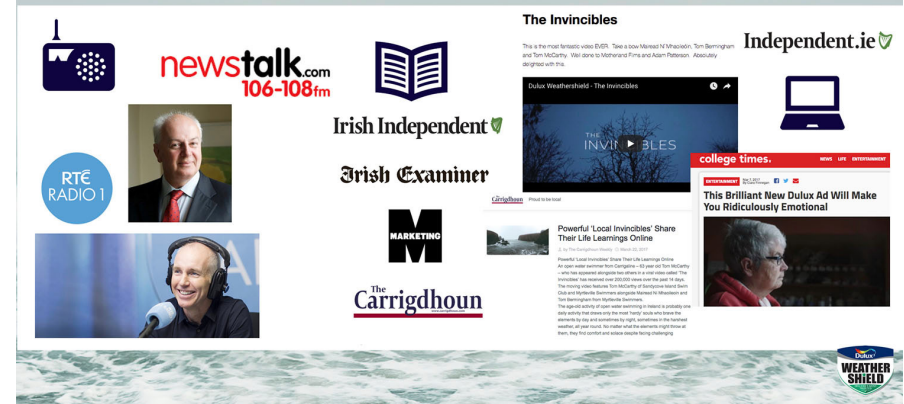
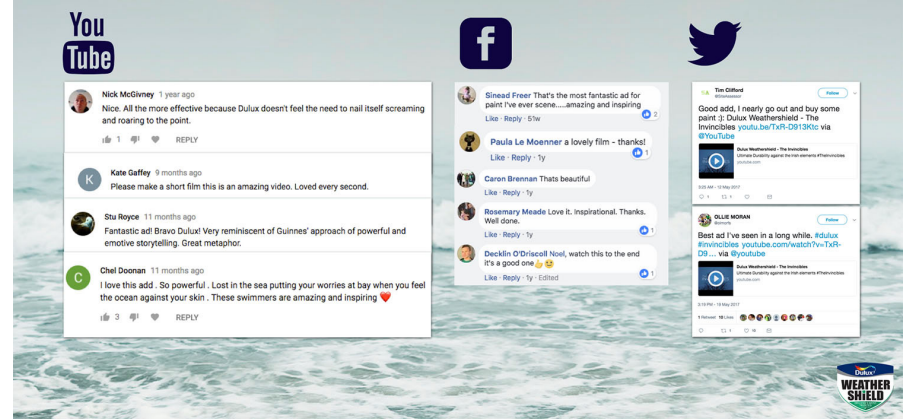


Fig 6.5: Advertising that gets people talking



The Results

ROMI and payback

As there is limited data for this category in Ireland we have computed pay-back using year on year ex-factory volume data.

The calculation Weathershield use to determine overall campaign effectiveness is:

Net profit generated = marginal contribution (incremental sales revenue x contribution margin) - cost of the campaign (media + production costs)

ROMI for Weathershield was €2.29 for every €1 spent on advertising.

Discounting factors

I know what you're thinking, this all sounds too good to be true.

What about weather?

We know that when Ireland has good weather people paint more. However, average daily rainfall for March and April actually increased slightly between 2016 and 2017 resulting in a slightly wetter March and April during our campaign period.

The Results

What about parent brand activity?

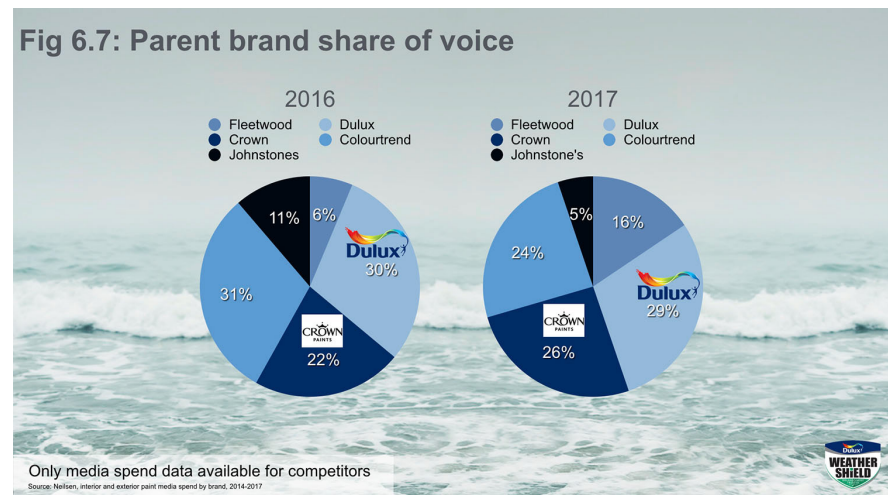
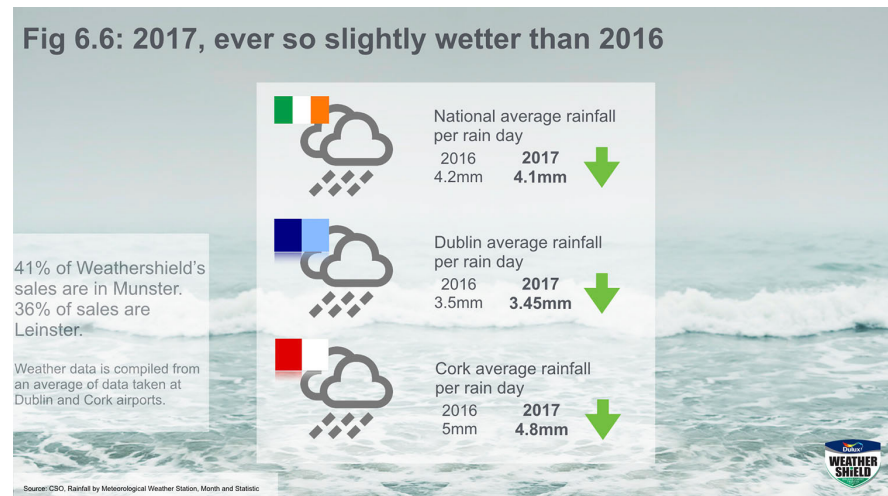
Dulux Ireland’s overall share of voice in the interior and exterior paint category decreased by one point between 2016 and 2017, whereas Crown Paints, who own Sandtex, actually grew their share by four percentage points. This would lead us to conclude that parent activity did not influence Weathershield’s campaign performance.

What about the promotional landscape?

The 2017 promotional landscape remained very similar to the 2016 with no incentives provided by Weathershield directly. Weathershield remained the most expensive product in the category on and off promotion.

What about new house builds?

As we only have commencement notices for houses in Ireland, not completions, this one is difficult to answer fully.



The Results

New stand-alone house builds are growing each year but they pale in comparison with pre recession figures.

4,012* houses were started in 2016 (assume ready for painting early 2017) but at the height of the boom in 2005, 19,121 houses were started. Like the slow exterior paint category growth it seems house builds are not growing as fast as Weathershield would like it to.

**Building control management system, LGMA, 2004-2017*

The Impact

Due to a limited budget, no research is available to isolate changes in attitudes as a direct result from the campaign. However, we feel confident that the impact on sales is proof that the campaign had a positive effect on consumer behavior.

One of the more interesting effects for Weathershield was the way in which people started to think about the brand differently. The positive effects through the funnel as noted above were one but time spent with the brand and its properties increased hugely during this period. Website traffic was up 30% YOY for the period and completed video views on YouTube alone during March and April amounted to 374,991 active watch minutes spent with our film. That's the same as watching a 100-minute film 3,750 times.

For the first time people were actually enjoying Weathershield's advertising and were even asking for more. National news stations requested interviews about the campaign - another first for Weathershield and a sure sign of great creative advertising.

New Learnings

Rational and emotional messages don't have to be mutually exclusive

In this category rational benefits dominate and emotional benefits are downplayed or ignored. Our approach shows that a strong rational outtake can be achieved even through an emotional delivery.

Don't assume your audience has a short attention span

The best practice length for social video is 15-20seconds*, our online film was 163seconds and received an average watch time of 110seconds**. That's 450% higher than the recommended length. If you are telling a story that's worth sharing, the audience will stay with you.

**Source: Facebook: <https://www.facebook.com/business/help/1715039998507831>*

***Source: YouTube Analytics*

Summary

This is the story of how exterior paint brand Weathershield renovated their creative and media strategy to center around an online film that featured no paint whatsoever.

Weathershield faced the perfect storm of worn out creative, limited budget and a premium price in store that meant they couldn't fall back on familiar marketing territory.

To win during the critical sales period Weathershield sought to fully understand the dominant category rules, and then find a way to break them.