

When two brands transition to one Powerbrand

1 Introduction

Reckitt Benckiser (RB) is one of the world's leading manufacturers of household, health and personal care products. Over fifteen of its brands are number one in their categories in Australia and New Zealand. Big brand names such as *Mortein*, *Nurofen*, *Airwick*, *Dettol*, *Harpic* and *Finish* are what RB refers to as **Powerbrands** – 17 of their most profitable brands providing nearly two thirds of company income and 85 percent of company growth worldwide. The company has a market capitalisation of £23 billion and is ranked in the Top 25 of the **FTSE100 Index**. RB in Australia has a strong mix of global Powerbrands and local brands and invests heavily in product development and marketing. RB is the sixth largest TV advertiser in Australia.

Two strong brands in the Australian fabric treatment market are *Napisan* and *Preen*. *Napisan's* 76 percent¹ market share makes it the number one fabric stain remover product with the second brand holding ten percent¹ of the market. *Preen Pretreater* is number one in the pre-treaters market owning 47 percent² of the market: the second player has 32 percent². *Preen for Carpets* takes 43 percent³ of the carpet care market: the second player has 10 percent³.

RB's business strategy is simple: concentrate on Powerbrands driven by innovation, invest heavily in their market and roll out globally to new countries. RB Australia recognised the opportunity to drive synergy between *Napisan* and *Preen* by integrating them into the global powerbrand *Vanish*. *Vanish* is a market leader in the fabric stain remover category, sold in 40 countries and known globally for its distinctive pink packaging and its tagline of "Trust pink, forget stains".



2 The brand footprint

In Reckitt Benckiser Australia, the fabric stain remover market was built historically behind the two brands *Napisan* and *Preen*. These two **brands**, each with strong market positioning and high consumer recognition, have different **brand equities** and sell to different **target demographics**. Market positioning for each product is strong.

The plan to harmonise *Napisan* and *Preen* into the *Vanish* brand started as early as 2003. Preliminary research was undertaken with qualitative group discussions before any action plan was decided. Preliminary research objectives were to:

- See how far harmonisation could proceed, particularly on packaging **design elements** without alienating the consumer
- Understand how each brand's unique features can be communicated whilst establishing a better range feel
- Understand how to avoid harming consumer trust, creating disruption & consumer confusion.

The research undertaken identified that *Napisan* and *Preen* had different **brand personalities**. *Napisan* had a more emotional link with its consumers. The core of the *Napisan* brand was stain removal and trust. Among other aspects, its brand personality was associated with caring, gentleness and joviality. Analysis of the *Napisan* brand is summarised in *Figure 1*.

Figure 1: *Napisan*

Analysis of elements	Features	Communicates
Brand name/logo: (Bold typeface, two colours, horizontal layout of copy, distinctly dotted i)	Brand facts and symbols	Efficacy in stain removal (simple and dependable)
	Brand personality	Strong, reliable, clinical/industrial
Container and label: (Predominately white)	Brand facts and symbols	Cleans, whitens, brightens, premium product (shelf impact)
	Brand personality	Purity, clinical, caring, gentle
Descriptor: Treatment, soaker, stain remover	Sub brand	Function of newer/unfamiliar variants Oxy Action and In Wash

By contrast, market research identified that *Preen* stood for leadership and efficient results. Its more masculine brand personality was seen as assertive, efficient and in control. Analysis of the *Preen* brand is summarised in *Figure 2*.

Figure 2: *Preen*

Analysis of elements	Features	Communicates
Red packaging:	Bold	Tough, strong
	Danger	Serious and heavy duty
	Confident	About leadership and control (via efficacy) About quality (premium and aspirational)
Preen logo treatment:	Precise	Crisp, clear, blocky and direct
	Efficiency and reliability	Short, sharp, focussed, to the point
	Reassurance	Recognition
Pack structure: (Clear, clean)	Efficiency	Direct, to the point, precision & control
	Efficacy leadership	This is me, no need to overstate

The market research showed that any plan to harmonise the brands had to reassure *Napisan* and *Preen* customers that the essence of the brand was unchanged and product quality remained constant, or improved. It was critical the process showed respect for each brand; which were both regarded as brand leaders, representing knowledge and expertise on stain removal.

3 Communicating the change to the consumer

The transition of the brands was done gradually in order to maintain consumer loyalty, and involved a two-pronged approach.

A) Packaging:

Step one involved including the *Vanish* logo on the pack as part of the brand name. Over a period, the physical appearance of the packs changed into the *Vanish* pink and into the *Vanish* label architecture. The *Vanish* brand name has also taken on a more prominent size on pack over the years. Following this transition, *Vanish Napisan* remained a growing market leader year on year.



The same type of migration occurred with *Preen's* physical packaging integrating the *Vanish* brand on the pack, transforming from red to pink packaging and changing the label designs.



In addition to focus groups conducted earlier on, other research methodologies such as Brand Equity Tracking and Brand Awareness Tracking were put in place to track how the *Vanish* brand built in the minds of consumers over time.

With *Vanish* being a unifying brand across *Napisan*, *Preen Pretreat* and *Preen for Carpets*, it can offer consumers expertise on stain removal. *Vanish* could be the brand thought of as offering the best product for stain removal whatever the stain, whatever the fabric and whatever the colour. By concentrating on integrating a single brand across the whole portfolio, the company would achieve consistent brand equity across its different product segments. It also meant a more efficient support model and a potentially greater '**halo effect**' with its media campaigns. The move to the *Vanish* look and feel also allowed for modernisation of the range.

B) Advertising Messages

The ultimate business objective behind the transition process was to avoid any negative impact on brand equities and sales. Specific aims were to avoid any disruption, consumer confusion or loss of trust and to avoid creating opportunities for competitors to take market share.

Reassuring consumers was identified to be critical with the transition of *Preen* – given the change was deemed more drastic – moving a strong red pack with a masculine personality into pink packaging. Therefore, to address some initial sales & share decline experienced following the transition into *Vanish Preen*, RB commenced the process of reassuring its consumers that the new pink *Vanish Preen* was still the same effective, trusted brand they had used for years. A

marketing and advertising campaign was initiated to communicate that the **brand values** and efficacy were unchanged. The means of communication with consumers floor media, on shelf product flyers and eyelites were immediately launched in market.

To further maintain market equity, new *Vanish Preen* TV campaign was launched in Australia in July 2010.



4 Conclusion

The *Napisan* and *Preen* brands were selected by RB Australia to undergo a branding amalgamation into the globally recognised *Vanish* Powerbrand. RB monitored the amalgamation to measure how efficiently and effectively the business achieved this goal. Brand recognition has remained high: *Vanish Napisan* remained a strong brand leader over the years, while *Vanish Preen* is now a dominant 50 percent share of the Pretreat market.⁴

GLOSSARY

Brand The trading name of a product that has a high level of recognition in the market place. Successful development of the brand and 'brand mark' (identifying symbols and design) is a considerable marketing tool.

Brand equity The marketing effect or outcome that a brand name product gets compared to the same product without a brand name.

Brand personality The basic characteristics and core values of a brand.

Brand values The key aspects, message, or factors specific to the brand. A brand value can create an immediate and identifiable association in the mind of a consumer.

Design elements The factors that contribute to the appearance and functionality of a product.

FTSE 100 Index A share index of the 100 most highly capitalised UK companies listed on the London Stock Exchange.

Halo effect Where the perceived positive features of a particular item extend to create a positive perception of a broader brand.

Powerbrands A brand which covers several best selling products and which is known world wide

Target demographic A particular market segment/group at which a marketing campaign is focused.

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1. Based on AC Nielsen Total Prewash AFB Market (MAT 25/07/10). 2. Based on AC Nielsen Total Prewash Pretreaters Market (MAT 25/07/10). 3. Based on AC Nielsen Total Carpet Cleaner Market (MAT 25/07/10). 4. Nielsen data, July 2010.