

## Winner

The judges award the Grand Prix to the entry that best demonstrates marketing excellence. But more than simply rewarding the most innovative and effective campaign, the award goes to the brand that has pushed the boundaries of what marketing can achieve.

For this reason, the clear winner this year was ICI Paints, which has completely transformed its marketing function, enabling it to take ownership of the arduous task of choosing a paint colour.

Since setting up its advanced marketing function, the company has experienced increased sales and market share, while simultaneously developing the skills of its marketing team.

Traditionally, ICI was a product-driven paints manufacturing company, which had grown organically via a strong brand presence in a limited number of markets and through various local acquisitions.

However, five years ago, it faced a crisis. The business was slowing down, with the market share of its leading brand, Dulux, declining across several key markets. In this climate, it was no longer clear where future growth would come from.



The following year, its new chief executive, David Hamill, outlined an ambitious agenda for the firm to grow sales revenue by 4% a year over the next three years.

His plan involved re-orienting the company to become more brand-led and customer-centric.

The first step was creating a tool that articulated what world-class marketing looked like, which was then

used to score ICI's performance. This self-assessment produced an average score of 3/10.

Having identified the key gaps in the company's capabilities, it began the development of the ICI Way of Marketing, a training programme that sought to combine internal best practice with external, world-class thinking.

A simple set of processes and tools was developed,

with active involvement from senior marketers and leading practitioners to ensure their engagement and commitment.

The programme was delivered to employees through leadership workshops, designed to engage and align ICI Paints' marketing directors across the world. This was supported by an online tool-kit that provided easy access to the latest thinking.

A global brand portfolio strategy was introduced, and a clear brand positioning developed for all master brands. Over six months, each region was able to determine which brands it needed to build and how these should be positioned. By early 2006, brand positioning had been developed for all master brands in the ICI portfolio.

In the UK, an integrated Dulux campaign – 'We know the colours that go' – was translated across TV, online and PR. The number of people identifying Dulux as 'a colour expert' rose 21%.

By December 2007, ICI was the global leader in decorative paints, with a compound annual growth rate of more than 5% over three years. It also had increased brand share and health across many of its key markets.

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ICI Paints – Dulux  
Agency  
Brand Learning

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