COLOR MADE CONVENIENT



NSAC The University of Michigan Advertising Proposal for the Glidden Brilliance Collection at Walmart

EXECUTIVE SUMMARY

The University of Michigan's NSAC team is excited to introduce you to our Glidden at Walmart campaign proposal. The Glidden Brilliance Collection, sold exclusively at Walmart, is a unique 2-in-1 paint-and-primer combination with inadequate brand awareness. Despite Walmart's strength as a mass retailer, Glidden at Walmart has a relatively low market share in the paint industry: 9% for interior and exterior paint. Current measurements report awareness for Glidden at Walmart at 66%, with a low consideration rate of only 23%. The objective of this campaign is to increase awareness and consideration for the Glidden Brilliance Collection among three do-it-yourself target markets. Through research, our team has identified why consumers shop Walmart for home

décor projects and how to draw them to the paint aisle. DIY shoppers who choose Walmart are searching for convenience and low cost for their simple home improvement projects and room makeovers. We can point these shoppers towards Glidden at Walmart by positioning the Brilliance collection as accessible to all. Our campaign integrates Glidden's current overall brand image with a new memorable phrase associated with the Brilliance Collection in Walmart that speaks directly to our target. This complete and comprehensive campaign reflects our hard work, dedication, and love of advertising; we are proud and eager to present to you our Glidden Brilliance Collection campaign!

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THE PAINT INDUSTRY

OVERVIEW

Comprised of over 800 businesses, the paint industry reports a revenue of \$24 billion and a profit of \$1.9 billion. Between 2007 and 2012, the industry announced an annual diminution of -0.7%, but this number is expected to increase to 2.2% between 2012 and 2017. The current major players in the industry are PPG Industries, the Valspar Corporation, and the Sherwin-Williams Company, with market shares of 16%, 13.5%, and 5.9% respectively. In December 2012, Glidden was acquired by PPG; AzkoNobel, the former parent company, reports a market share of less than 1% in the United States. The paint industry is presently in the mature stage of its life cycle, with clearly defined products, growth in relation to the general economy, and a high level of mergers and acquisitions.

ECONOMIC RECESSION & HOUSING CRISIS

The housing market crash of 2008 directly impacted the paint industry, as fewer people engaged in do-it-yourself and professional painting projects. Despite the economic losses during the recession, beginning in 2010, there has been visible growth in the industry as the global market recovers. The recuperation of the economy and development in the manufacturing sector, paired with concurrent consumer spending increases, has resulted in higher demand for paint in America that we plan to capitalize upon.

COMPETITIVE OUTLOOK

Fierce competition pervades the architectural paint industry; there is a veritable battle royal occurring at the retail level. Large and vertically integrated DIY companies have had the greatest success by lowering prices, but other important competitive factors include paint quality, product range, and product innovation.

GLIDDEN

As one of the top brands in the paint market, Glidden is sold at Walmart, Home Depot, and various specialty paint stores, offering four distinct Glidden brands. The company's current slogan is "Glidden Gets You Going,®" part of a reinvention effort following significant sales and market share decline. Since 2009, Glidden has improved its image through simplified color centers, a mass media campaign, and special messaging, including the Glidden National Free Paint Giveaway, paint chip distribution in magazines, and mini color centers in New York City. These endeavors have effectively augmented Glidden profits, but there is incredible growth opportunity among Walmart customers. While more than 90% of DIY consumers are aware that paint is sold at home improvement stores like Home Depot, only 66% know that paint is available at Walmart. Among these informed individuals, a mere 23% consider buying paint at Walmart.

Sold exclusively at Home Depot, this brand dominates the interior paint industry. Research indicates that Behr is sold more than twice as often as its nearest competitors. Using rational and sensible advertising messages, the company focuses on maintaining its top position in the category. Current messaging includes the Color Trends of 2013 campaign, the BehrPro Experience Tour, and social media efforts like the Share Your Story campaign on Facebook. Behr's marketing emphasizes the brand's "every man" feel and conventional painting projects.

Another leading paint brand, Valspar is a major competitor of Glidden. Valspar's latest campaign is "Love Your Color," appealing more to emotions than practicality. It is sold primarily at Lowe's, but can also be found at specialty stores across the country. Valspar's digital advertising includes how-to videos on the company website and paint samples giveaways via Facebook. Valspar has reinvigorated its image over the past few years, and its recent marketing efforts have received accolades for innovation.

Currently ranked above Glidden for interior paint usage, the brand ambience appeals to creativity and expertise. The female-focused "Transform" campaign emulates a fashion advertisement with its bright colors and attractive models. Having moved from agency to agency over the past decade, inconsistent branding has plaqued Benjamin Moore. Based on its recent contracting of another new agency, we expect this trend to continue through the next year.

With its own retail outlets, in addition to placement in the most popular home improvement stores, this top-tier interior paint brand sets itself apart from the competition. Current messaging for the HGTV Home brand extension is abstract and imaginative, reflecting the marketing avenue that Sherwin-Williams has been taking with its Color Chips campaign. The tagline for the brand is "Make the most of your color with the very best paint," highlighting quality. Accordingly, the brand is widely recognized for its exceptional quality, particularly in the professional realm of painting. Sherwin-Williams is also active in the digital sphere with an iPhone and iPad application, an up-to-date Facebook page, and a wellorganized website. Overall, Sherwin-Williams' advertising strategy balances brand building, product messaging, and price promotions.

Previously a threat to Glidden, the recent acquisition of Glidden by PPG nullifies this rivalry, as the two will now operate under the same parent company. Olympic advertising focused on value and targeted the DIY market with its "Insist on Olympic" campaign.

Exclusively sold at Ace Hardware stores, Clark+Kensington's current advertising message is "Smart+Stunning." The brand focuses on the emotional attachment between the customer and the retailer, emphasizing finding one's personal hue at Ace Hardware. Online efforts include short, humorous videos on YouTube featuring people who personify a shade of Clark+Kensington paint.



















CONSUMER TRENDS

Professional painters and DIYers comprise the bulk of architectural paint customers, with the former constituting the majority. Most consumers shop at home improvement or specialty paint stores, but 3 in 10 adults report making DIY purchases at mass merchants like Target or Walmart. Walmart currently holds a decreasing market share for paint sales of 5%. Those who shop at mass merchandisers for their DIY materials are primarily motivated by convenience, quickly and easily picking up DIY provisions during their routine shopping.

MAIN REASONS FOR PAINTING:

- Replacing old paint
- Seeking new look
- Modifying a new home to one's own taste



TARGET MARKET

Spirited Stephanie

This millennial is focused on transforming her rented apartment into a space that reflects her creativity and independence. Stephanie appreciates painting and redecorating as a form of self-expression and is interested in décor and design. In vogue trends and styles heavily influence her paint purchase as she strives to align herself with the current fashion. Stephanie shops at Walmart because there is a convenient location near her, the store carries other essential products, and Walmart's prices fit in her strict budget. However, she is not an experienced DIYer, and often seeks assistance from knowledgeable employees at home improvement and paint stores.

Minivan Murphys

This young family already frequents their local Walmart and loves to undertake DIY projects together. Simplicity and price hold the greatest sway over their purchasing decisions and they know that Walmart will carry quality DIY materials for the right price. They aren't a family of Picassos, but the Murphys love to paint and improve their home together.

Practical Pete

Pete isn't an artistic man, but he cares about his home and keeps it in good repair. This retired Baby Boomer already makes most of his home improvement purchases at Walmart, but hasn't ventured into painting yet. Pete places great import on durability, functionality, and value and shops at Walmart for the convenience, product range, and price.

STRENGTHS

- Price affordability
- Glidden is recognized as a top brand (other top brands were Behr, Benjamin Moore, and Sherwin Williams)
- Glidden is focusing their target in a different position than competitor brands
- DIYers appreciate Walmart's convenience and affordability

S W O T ANALYSIS

- There is a room for growth in targeting those who want assistance in painting or novices
- Glidden's current in-store display can be significantly improved to revitalize its brand image
- 64% of our survey respondents didn't know Walmart sells paint

OPPORTUNITIES

WEAKNESSES

- Negative associations with Walmart
 - Compared to other retailers in home improvement channels, there is low consideration for purchase at Walmart
 - Large perceptual gaps in quality, knowledge and service are significant barriers to consideration and purchase

- Other brands offer the 2-in-1 paint/ primer
- New ad campaigns from other brands
- Color selection tools (like reduced color palettes and larger chips) copied by competitors
- Perception of higher quality in competitors

THREATS

CREATIVE BRIEF

Glidden's current tagline, "Glidden Gets You Going," encourages consumers to start DIY projects with confidence and enthusiasm, regardless of their level of expertise. The brand image is fresh and bold, though in a simple and organized manner. Glidden already attempts to be an accessible brand, with the goal of making painting user-friendly and available to all. Current customers shop at Walmart for their home décor projects primarily for convenience and cost; however, most of those customers do not know that Walmart carries Glidden paint. This present dearth of awareness provides an excellent opportunity for Glidden to renew their Walmart presence by highlighting the convenience of the Brilliance Collection at Walmart. Our proposition is that Glidden brings color to Walmart customers in a convenient fashion.

CREATIVE STRATEGY

Our campaign objective is to increase awareness and consideration of the Glidden Brilliance Collection among current Walmart shoppers. The foundational purpose of our strategy is to make Glidden paint more physically and psychologically accessible to Walmart customers. Presenting the collection as **Color Made Convenient** will position the label as simple and accessible to consumers.

The Brilliance Collection offers Walmart customers the expediency of buying paint in a store they regularly patronize while also highlighting easy projects that will spruce up homes with high value results.

Color Made Convenient turns what were previously thought of as unattainable renovation goals into realistic DIY projects. Our brand messaging will inspire customers to take on simple, quick, and convenient paint projects. The execution of our creative strategy will establish Walmart as a top-of-mind resource for the colors customers want.

THE

Glidden Brilliance Collection is

COLOR MADE CONVENIENT.

Why Glidden at Walmart is Convenient

- Available at a large retailer so consumers...

 Avoid onerous trips to specialty paint stores
- Easy to use 2-in-1 paint and primer so consumers...

 Save time during painting process
- Enables consumers to customize their homes and...

 Revitalize a drab environment



TELEVISION

Despite the effuse network of viewers that can be reached through the use of television, we chose to allocate less than half of our budget to traditional advertising and instead focused the majority on more innovative and contemporary promotional methods. Traditional media is still an essential means of reaching the modern consumer, however, the average American watching 151 hours and 58 minutes of television a month, so we have chosen to concentrate on five shows that will best address distinct facets of our target market.

STORYBOARD









This 15-second spot features a young female, first found in a natural atmosphere on a beach with soft but adventurous music in the background. The scene then slowly transitions to our young female painting a wall, drawing the color out of the natural setting and bringing it into her home. We then see a shot of the finished project: a freshly renewed wall with color inspiration from the beach. The spot ends on static image of the Glidden and Walmart logos, with voiceover reading "Color made convenient. That's the Glidden Brilliance Collection, found exclusively at Walmart."

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THE VOICE

The Voice is a popular primetime reality television program that airs twice a week on NBC. We will advertise once every episode, culminating in eight total advertisements on the show per month. Our commercials will air during the month of June, because the show ends that month (and will be the most popular) and because summer is the perfect time to start a DIY project and buy Glidden paint! This show will primarily reach the Spirited Stephanies and Minivan Murphys.

FAMILY TOOLS

Family Tools is an upcoming primetime sitcom that will be part of ABC's summer lineup: it is slated to run during the months of May and June. With episodes once a week, we will advertise four times a month. eight times total over the duration of this promising new series. Family Tools will potentially target Practical Pete in addition to the Stephanies and the Murphys.

WENDY WILLIAMS

Our target demographic watches 15-25 more hours of daytime television than their higher-income counterparts, and thusly we will advertise on the daytime television show, Wendy Williams. This show has been extremely popular as of late; ratings have been so good that the show has been extended into the summer for the months of June and July, an uncommon occurrence among talk shows. Therefore, we plan to advertise only during the last two weeks of June and the first two of July. During these four weeks we will advertise Monday-Friday (five days/ week) with 20 total ads during the summer.

COLOR SPLASH

Color Splash, a morning cable show on HGTV, follows the transformation of rooms with the dramatic use of color. 20 advertisements will run once a week for five months during the show's 2014 summer schedule. The ads will not have a wide reach, but they will target Practical Pete and his critical DIY niche audience.

LOCAL NEWS

Ads will run on local news because it reaches a wide breadth of people, many of whom are not watching the other entertainment shows. Ads will run in the most populous cities of the five states that contain the most Walmart stores: Little Rock, AR; Oklahoma City, OK; Birmingham, AL: Jackson, MS: and Wichita, KS. Our budget allows us to advertise every day for all five months of the campaign in each of these cities. This will ensure a strong presence and top-ofmind brand awareness for Glidden at Walmart. Practical Pete always watches the news.



Better Homes and Gardens

Better Homes and Gardens appeals to those interested in DIY projects and home improvement, both the Minivan Murphys and Practical Pete. The magazine is less expensive than People so to vary our messaging, we will place fold-out advertisements that utilize both sides of a page.





The advertisement above is a detail of our magazine fold out. The concept portrays Glidden's prices as more color for less cash. The middle image depicts the advertisment unfolded into a poster size. The right image shows the reverse side of the advertisment, depicting all of Glidden's Brilliance Collection color ads. It reads "with over 300 colors to choose from. That's Color Made Convenient."

PRINT





The advertisement above is a half-page ad related to our digital campaign efforts, specifically our mobile app (refer to page 10 for more details). The ad serves two purposes: first, to gain exposure with Stephanie, and second, to drive users to the mobile app.

Magazines will be employed to address those individuals that our TV ads miss. Although the cost to advertise in People Magazine is high, it is a popular publication, and targets a large number of women. Half page ads will only be run during the final edition in the months of May, July, and August. There is always a place for People in Stephanie's budget.



Users of the Glidden app will be able to take pictures of their own room(s) and live paint the walls with their color choices. With the ability to see these colors in their own space, users will be more inclined to purchase paint from Glidden.

In addition to this new feature, we propose a new dashboard layout for the app with user ease in mind. Icons with descriptions of the options available to users will give the app a cleaner look and make navigation a breeze. In addition, a short tutorial with how-to screenshots will outline the many ways people can interact with the Glidden brand via the app.

Once you have selected your favorite colors, you can find them in your local Walmart. Paints that are selected on your mobile device will include ID numbers to find them on the shelves. In select stores, you can scan a barcode from your phone to a digital endcap that will tell you the exact location of your paint in addition to offering you related Glidden products, including complementary primers and paints.

WEBSITE REDESIGN

The paint segment of the Walmart website contains vital product information but lacks interactivity; we will improve the site by adapting existing resources from the Glidden Paint website. The 'Color Palette' feature will be borrowed and ported to the Walmart page when a user scrolls over and clicks a banner on the page. The 'Color Palette' provides consumers with the ability to view a variety of color swatches painted on a wall by scrolling over a selected swatch. This feature has the ability to engage consumers by allowing them to paint an entire room virtually. A new feature of the palette will drive the consumer to purchase online, with the option to save any product ID numbers to a "shopping list." The consumer may then save the list to their Glidden mobile app or send it, along with the addresses of the three nearest Walmart locations, to an email account or phone number of their choice.

The Walmart paint page will also borrow the 'Ideas Gallery' from the Glidden website. This particular feature will target DIYers as well as individuals simply browsing the website. The "How to Achieve Any Look" gallery has the potential to serve as inspiration or spark interest in starting a project. This gallery allows consumers to browse "Looks" by ideas, examples, inspiration, and personality. Consumers using this feature can also save items to their shopping list. Improved interactivity of the website will provide consumers the convenience of exploration and inspiration of Glidden's paint at Walmart from the comfort of their homes.

MOBILE APP

Glidden already has a comprenhensive mobile app that includes features such as a swatch gallery and tools that match paint colors with moods. In order to further a personal connection with the brand, we propose adding a new feature:

"PAINT YOUR WORLD"

At present, @Gliddenpaint tweets only a few times a week-this will be increased to a minimum of 5 times a day. The copy included in tweets will be subject to a higher quality and often will contain pictures, which increase engagement. Currently, Glidden retweets a number of consumer tweets, which are often times irrelevant to the majority of other consumers. While we agree that engaging with its followers is paramount to success on this network. Glidden's Twitter account must be more selective in order to become a platform that seeks to drive inspirationparticularly with the Spirited Stephanie and Minivan Murphys demographics. To drive inspiration, the Twitter account will continue to run promotions with the hashtag #colormadeconvenient. When Twitter users engage with Glidden in a positive light, the brand will reach out to those consumers and reward them for their lovalty with contests for room makeovers or discounts on Glidden at Walmart. More importantly, when users have a bad experience with Glidden, the brand must be there to provide support, as amending wrongs can produce many of the most loval customers. Moreover, the Twitter page will be used to promote broader Glidden campaigns, not just the Brilliance Collection at Walmart.

Twitter ads will be a useful tool to promote some of the other initiatives in our campaign. Targeting cities where we are rolling out digital displays with Promoted Brand and Promoted Tweet advertisements will increase the effectiveness of our in-store marketing. Promoted tweets will feature images from our print and in-store initiatives, increasing the reach of this messaging to a broader audience. In addition, we will track the dates and times of our television ads and promote Glidden's brand and posts into the conversation about these shows.

INTEREST

Glidden's Pinterest will be completely revamped. Currently, it is bland, lacks content, and only has three followers. Pinterest is the perfect medium for targeting Spirited Stephanie with minimal costs. The page will contain the following boards: "Swatch Samples", "Inspiration", and "How to Achieve Any Look." Content on the page will contain the Walmart logo so that users have the information they need to direct themselves to the Walmart website and locate the nearest store. The page will also contain boards that highlight what is going on in the overall Glidden campaign. An "Outreach" board will feature pins of Glidden participating in the community. Specifically, it will spotlight Habitat for Humanity and community mural painting activities that Glidden has taken

Additionally, items will be pinned from the bloggers that Glidden sponsors to a board titled "Blogger Board." This will encourage individuals that engage with the bloggers to check out and interact with Glidden's Pinterest page.

ACEBOOK

targeted communications. As such, we will separate our tactics to address both the broader community and smaller groups. One campaign we are undertaking is a community-based mural-painting initiative. To promote this initiative, we will use a Facebook app. Utilizing our page followers in addition to Facebook mobile ads. we will prompt users to upload pictures of barren or scarred wallscapes in their community that need a new look. Once users have uploaded the pictures, they can tag friends that may be interested in seeing the area covered with a professionally designed mural fit to that community. The finalists in the competition will consist of blighted areas, ideally placed in wellpopulated areas, with convenient Walmart locations nearby, where there will be many passersby. Users' friends will be prompted to "like" and share their page on the Facebook app, and the pages with the highest levels of engagement in defined areas will be selected for a makeover. This campaign presents an opportunity for Glidden to lend a helping hand to specific communities and bolster their brand image across many consumer groups. Facebook ads are a great way to deliver detailed messages to targeted audiences in a cost-effective manner. In order to reach

Facebook is a forum for both broad and

DIGITAL

- · Recently Moved (1.5M): likely to renovate home
- New Parents (88K): baby room painting, possibly looking at new homes
- \cdot Newlyweds & Engaged (12.6M): likely to purchase/rent new home, renovate
- · DIY/Crafts (20.6M): likely to participate in painting projects
- · Home & Garden (20.1M): likely to view

out to consumer groups that are likely to

targeting system with the following

backgrounds (in the US):

be painting soon, we will utilize Facebook's

• Smartphones (109M): can interact with the Glidden mobile app; this group can be cross-referenced with other groups for further targeted messages

Visitors on the Glidden site or Walmart Paint Pages can be targeted with unique ads based on their past interactions with the Glidden brand. Ads can be dynamically served with graphics and copy specified to the user, down to the exact color or app that the user interacted with.



IN-STORE

In-store marketing efforts will position Glidden in the front of Walmart shoppers' minds as they navigate the store.

Our paint chip stickers will be placed on items that our target markets are already shopping for. Even within the grocery section, Walmart customers will be aware of the convenience of the Glidden offerings at Walmart by looking directly at a color they might redecorate with through the translucent sticker. Our new digital aisle endcaps add attractiveness and accessibility to a dull presentation of paint at Walmart. The digital displays will allow Walmart consumers to play around with features available on the website and mobile app, as well as involve a camera that can scan colors that consumers are interested in buying. The displays could also be formatted to include video footage from Glidden's partnership with Habitat for Humanity, Glidden's community mural project, and Glidden-sponsored DIY bloggers.

Lastly, it is our recommendation that Glidden works with Walmart to ensure paint aisles are marked and located near or in the Walmart home décor areas.



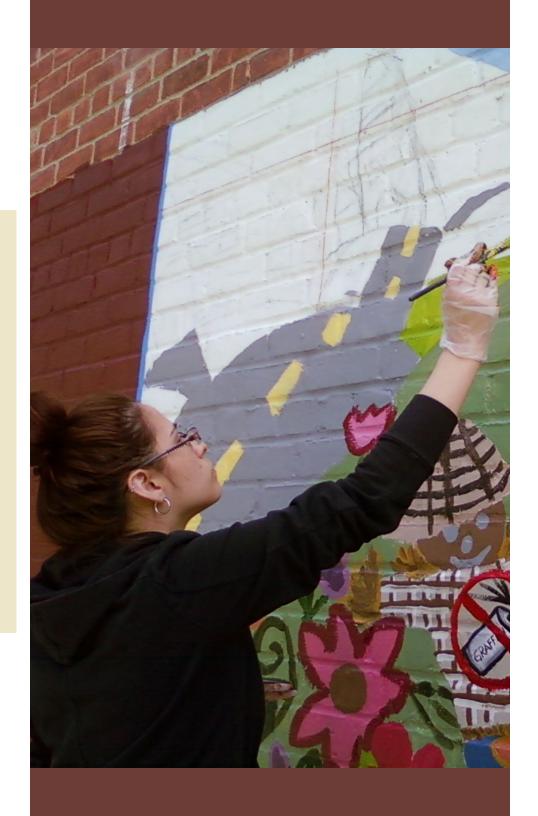




Customers will also be driven to the paint aisle with paint spill footprints, beginning at the entrance of the store. These sticker appliques will be easily implemented across Walmart stores and will immediately grab the attention of our consumers.

COMMUNITY MURAL PROJECT

Over the course of our five-month long campaign, Glidden will organize a community project focused on bringing color to communities to reface buildings in their cities. This effort can serve as a way to cover up harmful graffiti vandalism and unattractive city walls while inspiring creativity within the community. Facebook users from around the nation will be able to submit photos and descriptions of why their communities deserve a mural. The project will be advertised in nearby Walmart stores so that consumers are aware of the opportunity to see their community improve. A voting period on the most deserving community will open on the Glidden Facebook page. In order to win, users must spread awareness of the project to their extended networks to get them to vote. The cities with the most votes will receive a Glidden-funded mural to cover their undesirable wallscapes. The mural project will be a daylong community event where people can come in and paint with help from Glidden professionals. This opportunity will give Glidden positive publicity, highlighting its service to the community that the Minivan Murphys will especially appreciate. Further, Glidden will be introduced to potential buyers through the means of Facebook and their own communities.



AWARENESS INITIATIVES

HABITAT FOR HUMANITY

During the 2013 fiscal year alone, Habitat for Humanity plans to build more than 100,000 homes for those in need. Glidden will support this effort to give back to the community and provide the homeless with a safe, warm and colorful place to call their own. Volunteers will use Glidden paint in the rooms in the house to give the house an inviting feeling. This process will turn a house into a home.

IDEA & INSPIRATION BROCHURE

To provide inspiration for customers who are unsure of what to paint, as well as how they can update their existing home décor, we will create a brochure full of exciting projects that are creative, fun, and simple. Since most desks, chairs, and walls are ready-to-paint, Glidden is prepared to help transform old and tired surfaces into colorful and renewed pieces of art. This Glidden brochure will act as an inspirational guide and will offer original ideas that our artistic and non-artistic customers can easily complete. To serve as inspiration, the brochure will be distributed in Walmart stores near furniture, home goods, and other products commonly purchased for projects. In addition, it will be distributed at the Habitat for Humanity and Mural Painting events, and will be available on the Walmart web page as part of the "How to Achieve Any Look" gallery. The brochure will contain local Walmart locations, conveniently providing the information people need to find and purchase Glidden products.

TELEVISION PARTNERSHIPS

Glidden will partner with DIY shows on HGTV through product placement. This partnership will help advertise the Glidden brand, as well as show our target demographic how our paint can be used to revamp their space and potential projects they can undertake in their own homes. The shows we plan to partner with include Color Splash, Beyond Repair, and Color Correction. All of the episodes will use Glidden paint and customers will have to opportunity to go online to learn which paint colors were used for each episode, with a convenient link provided to locate the closest Walmart store. This will supply HGTV viewers with an interactive way to cultivate more ideas about how to use Glidden paint. Viewers will also have access to step-by-step instructions should they want to duplicate a project or technique from the show.

BLOG SPONSORSHIPS

To express the many ways that Glidden paint can improve lives, Glidden will give out cans of paint to various successful, DIY bloggers. After a blogger receives the paint, he will be able to use Glidden products to fulfill whatever project he would like, whether it is painting a room or a tree house. The blogger will then document the project, emphasizing the use of Glidden, with pictures, videos, and commentaries illustrating the remarkable transformation. These videos will then be uploaded to YouTube where potential customers can watch them. The bloggers will be incentivized to create and upload content because whoever has the most creative use of Glidden paint will have his footage permanently featured in the Glidden paint department of select Walmart stores.



CONCURRENT TESTING MEASURES

- Measure increases in store traffic after commercial air times to determine extent of commercial exposure, especially in target cities
- Use Google Analytics to track web traffic
- Evaluate social media interactivity by measuring number of likes and followers, posts, and hash tag usage
- Track sales volume of Glidden Brilliance Collection at Walmart
- Offer online and in-person surveys of our three target demographics to determine campaign effectiveness

POST-TESTING MEASURES

- Calculate increases in awareness and consideration among our three target markets
- Calculate market share increase for Glidden Brilliance Collection
- Survey members of our 3 target demographics to determine effectiveness of promotional strategies and update in brand perceptions

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