

Case: Duni

# How the right category definition and expectations can drive sales

# “We need a new approach and to sell in a whole new way”

## How the right category definition and expectations can drive sales

*Duni is a leading European supplier of single-use tableware and take-away products.*

*Restaurants constitute the most important target group and international sales are managed via around 20 subsidiaries. Now it was time to launch Evolin®, a tablecover in a brand new and revolutionary material.*

### **The challenge**

Duni's marketing strategy focuses on converting restaurants that use fabric covers (usually linen) to single-use products. There are many rational reasons to use single-use products, including economy, convenience and reduced environmental impact.

In spite all of the good selling points, there's still a large group of restaurateurs reluctant to stop using fabric covers – frequently due to tradition, but also because they've invested in expensive linen and/or entered into contracts with firms that rent out covers.

Put another way, the dilemma was that the most important target group had already made up its mind. They knew about single-use products and had actively chosen not to use them.

### **The analysis**

Instead of asking linen users to re-evaluate their decision, we decided to create a new product category – neither linen nor single-use – thus opening the target group's mind to make a new decision.

The product was given the name Evolin® (from Evolution of Linen), which closely linked the new product to the linen category. The choice should be compared to linen, not compared to previous single-use tablecovers (one reason being to minimise the risk of cannibalisation of the existing product range).

The sales strategy and tactics were based on a new way of categorising potential customers based on archetypes, where we initially reach out to “entrepreneurs”.

### **The principle**

In order to influence the highly traditional market, we chose two basic strategies: creating expectation through unexpected pre-launch activities, and then building credibility and “sense of belonging” by letting reputable restaurateurs explain how they use the new product.

### **The solution**

The communications solution was launched in three distinct phases and unconventional media were used to spice up the campaign:

1. Internal phase: Everyone in the organisation was informed and motivated.
2. Guerrilla phase: Covert introduction of the products, with the opportunity for potential customers to register to be first in line to receive information.
3. Launch phase: Global launch of the products.

### **The result**

*“We launched Evolin® in the summer of 2012 and the product has been very well received on most markets.”*

*Anna-Karin Fäldt*  
Project Manager at Duni

Believe it. It's Duni.



### Naming

Developing a new name, based on Pyramid's naming methodology.

### Kick-off, internal campaign and sales training

Kick-off for European salespeople. Internal campaign for all employees, presenting the new product's unique selling points and how it's was going to be launched. Local markets were given ongoing support to plan their campaign and the sales team received training.

### Guerrilla campaign

A guerrilla campaign was used to influence the market via teasers, to create word of mouth about the new material and capture curious "early adopters".

### External launch

The external launch consisted of a wide spectrum of communications units and activities. This gave each specific market the freedom to create and implement its own local campaign. In order to emphasise the product's unique selling points, there were a number of spectacular campaign elements, including a campaign website with a 360° video in a restaurant setting.

### Guerrilla campaign



Teaser website



Teaser ad

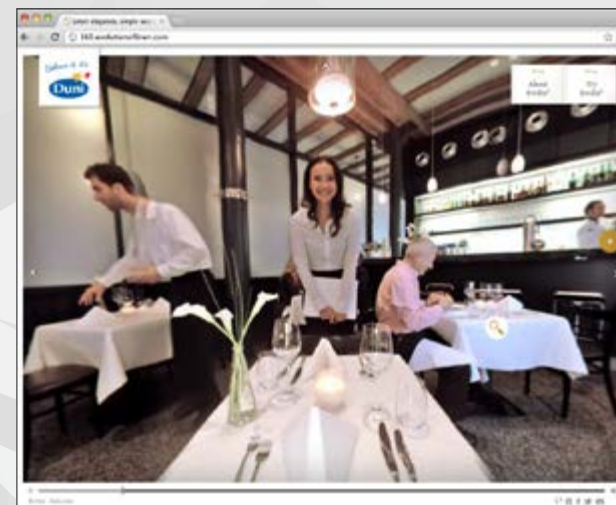


Teaser ad

### External launch



Ads



Campaign website



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Assa Abloy	Helsingborg	Perstorp AB
Awapatent	HemoCue	Posten Norge
Bluetooth	Hiab	Rapid
Borgestad Industries	Höganäs AB	Ruukki
Bostik	JBT Corporation	Rydahls
Bring	Kalmar	Saab
Contura	Lantmännen	Safmarine
Diab	Lindab	Sandvik
Duni	Maersk	SSAB
Ecophon	Medius	Stora Enso
Enfo	Midroc	Sulzer
Green Cargo	Munkfors	Tetra Pak
Gyproc	Navetti	Valmet
Haldex	Nederman	Yara



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