

# THE ROYAL DOULTON COMPANY



## THE MARKET

Pottery and ceramics are a strong indicator of the art and lifestyle of a given age. Indeed, archaeologists rely on pottery fragments to establish the level of sophistication of past civilisations.

Today, consumers are more demanding and discerning than ever before.

The rise in home entertainment has been matched by the introduction of contemporary, functional tableware. At the other end of the spectrum, the decrease in traditional family meals and rise in solo eating, TV dinners and convenience foods have seen the companies extend their casual tableware ranges.

When it comes to gifts, despite many alternatives, the ceramic form is sought after as offering true qualities of heritage, traditional craftsmanship and real, long-lasting value. In fact, ceramic giftware has enjoyed considerable growth – gift-giving, home decoration and investment being the main motivations.

The key markets world-

wide for premium ceramic tableware are the UK and Continental Europe, North America, Asia Pacific and Australasia. In total the global market is estimated to be worth more than \$4 billion.

## ACHIEVEMENTS

The Royal Doulton Company is one of the world's leading manufacturers and distributors of premium ceramic tableware and giftware. Its illustrious brand names include Minton, Royal Albert and the core Royal Doulton brand. Each of these brands enjoys a long history of royal patronage and holds at least one royal warrant.

With almost 200 years of heritage, the Royal Doulton Company has built a global business of around \$500 million in annual sales, employing some 5000 people in its UK production houses, Indonesian factory and numerous distribution operations worldwide. Approximately half its sales are generated outside the UK.

Due to the company's reputation for excellence in quality and design, Royal Doulton has secured a high degree of customer loyalty.



## HISTORY

Royal Doulton has been producing ceramic items for almost 200 years. As far back as 1815 the company's founder, John Doulton, began producing practical and decorative stoneware from his pottery in Lambeth, south London.

His son, Henry built the business, relocating it 60 years later to Stoke-on-Trent in Staffordshire, England, in the region known around the world as 'The Potteries'. By 1901 the quality of Doulton's tableware had caught the eye of King Edward VII who allowed the company to add the 'Royal' prefix to its name and awarded it the Royal Warrant. Now called Royal Doulton, the company expanded its production facilities and by the 1930s was involved in the manufacture of figurines and giftware.

Royal Doulton was awarded the Queen's Award for Technical Achievement in 1966, for its contribution to china manufacture – the first china manufacturer to be honoured with this award.

During the 1960s and 1970s Royal Doulton discarded its drainpipe production interests and acquired Minton, which had begun china production in 1793, and crystal manufacturer Webb Corbett.



In 1972, Royal Doulton was bought by the Pearson conglomerate and merged with Allied English Potteries adding a number of key brands, including Royal Albert.

In 1993, Royal Doulton separated from its parent and became a public company listed on the London Stock Exchange.

Royal Doulton has been available in Australia since the early 1800s through agency agreements.

A wholly owned Royal Doulton subsidiary was established in Sydney in 1952.

### THE PRODUCT

The Royal Doulton Company has three principal brands: Royal Doulton, Royal Albert and Minton.

Under the Royal Doulton brand the company offers a broad range of domestic tableware, as well as giftware and collectable figurines. The Royal Doulton brand is also featured on an extensive range of crystal stemware and giftware.

Targeting the junior members of the household, Royal Doulton also produces nurseryware including the well-loved 'Bunnykins' range and the 'Winnie the Pooh' collection.

Royal Albert, which traces its origins back to 1896, has become an internationally recognised brand with a distinctive style, offering domestic tableware, crystal and gift items. Royal Albert's 'Old



### RECENT DEVELOPMENTS

Royal Doulton is in an important period of change in its history, currently implementing a brand master-vision as a first step in repositioning the company's brands. Clarity for the position of the Royal Doulton and Royal Albert brands within the tableware and collectables marketplace has been the key to the review.

The Royal Doulton brand has been segmented into four sub-brands—Archives, Classics, FUSION and Studio – and identities have been created for each, together with a new Royal Doulton brand logo. New product has been successfully launched to support these new sub-brands. In addition, global merchandising systems, in-store environments, point of sale and trade show and exhibition design have all been identified as key to the repositioning.

The Licensing Division, created in the mid-1990s to propel the Royal Doulton brand into new product sectors, has achieved considerable success. Inspired by the company's rich heritage and design, licensed products include textiles, perfume and 'Bunnykins' giftware.

In Australia, Royal Doulton opened its first, stand-alone Doulton & Company store at Chatswood Chase, Sydney, in July 2001. The store creates a new retail experience with product displayed in a lifestyle setting.



Country Roses' is the world's best-selling bone china pattern, with more than 150 million pieces sold since its introduction in 1962.

The Royal Doulton Company's oldest brand is Minton. Since its inception in 1793, Minton has won a worldwide reputation for innovative and exquisite design. Its most popular design is 'Haddon Hall', which is particularly favoured in Japan. Minton is also famous for its intricate gold designs and special commissions. Many of these unique works of art are bought as heirlooms.



### PROMOTION

Central to Royal Doulton's promotional and marketing activity has been the repositioning of the brand. The introduction of everything from new logos to in-store point of sale and branded fixtures has demanded that the focus of activity be centred on the communication and effective introduction of the recent significant changes.

Marketing the Royal Doulton brand employs a variety of promotional techniques including magazine and newspaper advertising, a public

relations program, direct marketing, in-store promotions and special events such as store visits by Michael Doulton, who is the company's ambassador.

International collectors' clubs have been established. In Australia, these clubs operate through selected stores and keep collectors informed about product (including exclusive pieces) and special events.

The Royal Doulton Company also has a global website ([www.royal-doulton.com](http://www.royal-doulton.com)).

### BRAND VALUES

Around the globe, the Royal Doulton Company's product is valued for its sense of heritage and Englishness. As one of the oldest and best-recognised chinaware brands in the world, Royal

Doulton has earned itself a reputation for excellence, quality and distinctiveness of design – values which it intends to build on to take the brand forward in the new millennium.

Prized by collectors the world over, Royal Doulton product has an international reach extending way beyond its English roots. To sustain its position, the Royal Doulton Company's emphasis for future brand growth centres on its ability to focus on people, to understand its customers and then to provide products which

are relevant to their needs and lifestyles.



### THINGS YOU DIDN'T KNOW ABOUT ROYAL DOULTON

- A single Minton plate can cost more than \$10,000 and will take one person up to three weeks to complete the raised paste decoration.
- The Royal Albert design 'Old Country Roses' is the world's most popular design, with more than 100 million pieces sold since its introduction in 1962.
- The largest and most expensive figure made by Royal Doulton is Princess Badoura. The figure takes more than 160 hours to hand-paint and costs around \$50,000.
- Royal Doulton's best-selling nurseryware range, 'Bunnykins', was designed by a nun, Sister Mary Barbara (Barbara Vernon), who was the daughter of Cuthbert Bailey the General Manager of the Royal Doulton factory in the 1930s. Bunnykins has been in production for over 65 years.
- Royal Doulton was the first china in space. China plates were carried on the inaugural flight of the space shuttle *Discovery*, in 1984.
- There are Royal Doulton ceramics in a time capsule inserted into the base of Cleopatra's Needle, on the Thames Embankment in London.

