

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 worldwide 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



selling bone china tableware pattern, with over 150 million pieces having been sold since its introduction in 1962.

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

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 is a thriving global organisation, with around \$350 million annual turnover, employing around 3500 people in its UK factory, Indonesian factory and numerous distribution operations worldwide. Approximately half of all 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.

In total, the Royal Doulton Company produces a range of 30,000 different items across a broad range of product groups. As well as the company having provided Royal Doulton devotees with their treasured collection pieces, its Royal Albert design 'Old Country Roses' has become the world's best



contribution to china manufacture – the first china manufacturer to be honoured with this award.

During the 1960s and 1970s Royal Doulton sold 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.

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. Minton is also famous for its intricate gold designs and special commissions. Many of these unique works of art are bought as heirlooms.

RECENT DEVELOPMENTS

Royal Doulton is in an important period of change in its history, currently implementing a three brand master strategy as a first step in repositioning the company's brands. New product development, global merchandising systems, in-store environments, product packaging and point of sale have all been identified as key to the branded development.

The Royal Doulton Company has continued to do what it does best – produce top quality chinaware collections. The new ranges of casual dining-ware are stylish, functional and user friendly, designed for modern lifestyles.

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, toiletries 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.

PROMOTION

Marketing the Royal Doulton Company's brands involves 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.

The company also runs a very successful tableware promotion for brides through bridal registries in major department stores.

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.royaldoulton.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.

www.royaldoulton.com

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 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.