

## Shaping up a big brand

As the leading supplier of complete solutions, equipment and services to the global cement and minerals industries since 1882, FLSmidth was a legitimate heavyweight. But was the brand in shape to handle the challenges coming its way?

FLSmidth was strongly identified with cement, but the minerals side of the business now accounted for nearly 50% of turnover. Subsidiary company and product acquisitions – chiefly to gain a foothold in the minerals market – had also diluted the central brand. FLSmidth management was acutely aware that uniting multiple businesses under a strong core brand was a requirement for continued success.

The company needed to find a way to divest acquired companies of their old identities and bring them under one brand. Having already done extensive image and product marketing for FLSmidth's Customer Services department, CBC was a logical choice to help.

# The “SIZE LEADER”

FLSmidth was already a strong brand presence in cement. CBC’s task was to refocus the brand to firmly establish the company as the leading player in both cement and minerals – and to fully encompass the strong, established brands of acquired minerals companies within a unified FLSmidth brand. First steps involved extensive evaluation and analysis based on CBC’s eight-step brand development model. This encompassed executive and upper management interviews – including representatives from Denmark, India and the US – and analysis of clients, competitors, markets and major stakeholders.

The result was a recommendation to position FLSmidth as the “size leader” – a strategy designed to unite the company under one strong identity supporting all business units and product brands. Size sits at the heart of FLSmidth’s “single-source supplier” value proposition, it plays a central role in terms of organisational strengths, it builds on existing marketing concepts – and it provides strong differentiation in the marketplace.

## CBC process diagram



Major working phases involved in consolidating a collection of varying brands into a single unified identity



# The ability to deliver

CBC's creative strategy was to win the battle of perception for FLSmidth by capitalising on the company's unsurpassed size and strength. The concept was to present the company as the biggest and best in both cement and minerals. As a single source for everything its customers need - from complete solutions and new technology to customer service. This complete portfolio capability is encapsulated in the campaign tagline: One Source.

The tagline anchors a broader creative campaign, which positions FLSmidth in a class by itself. Corporate ads and other communications present outstanding examples of FLSmidth's ability to deliver big solutions. Photography of large plants and equipment demonstrates impressive industrial power and depth of resources. "Delivered" headlines emphasise FLSmidth's ability to meet all of its customers' requirements.

The brand message was incorporated throughout the corporate website



Print ads emphasise the ability to deliver big results to a wide range of customers



# Uniform at all levels

The new brand platform positions FLSmidth in a class by itself through a complete range of materials designed to give the company a uniform look across all levels of communication, from ads to web page. Profile brochures detail FLSmidth's capabilities in its main business areas, cement and minerals. A broad base of lower-level brochures provides details and benefits of the entire range of FLSmidth products and services.



Complete communications hierarchy

### Solution brochures



### Profile brochures



### Product brochures



# Uniting the team

Revising the brand in a company with 11,000 employees and a presence in more than 40 countries demands a serious focus on internal communication. As first steps in an ongoing process of keeping everyone updated about the brand transformation, CBC created an oversized internal "newspaper," as well as a series of key-message posters. We also developed campaign news stories and updates for Insite, the company's intranet, and produced an online design guide that sets out complete branding and communications standards for the new brand platform.

Internal communications included a mouse pad and screensaver



An online design guide ensures uniform application of new brand standards

## MAIN HEADLINES

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# Lorum ipsum

## SUBHEADS

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## BODY HEADINGS

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## DISCLAIMERS

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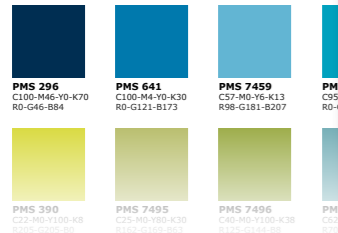
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### PRIMARY BRAND COLOUR



C100-M56-Y0-K34  
R0-G73-B131

### SECONDARY BRAND COLOURS



**PMS 296**  
C100-M60-Y0-K70  
R0-G46-B84

**PMS 641**  
C100-M60-Y0-K30  
R0-G121-B173

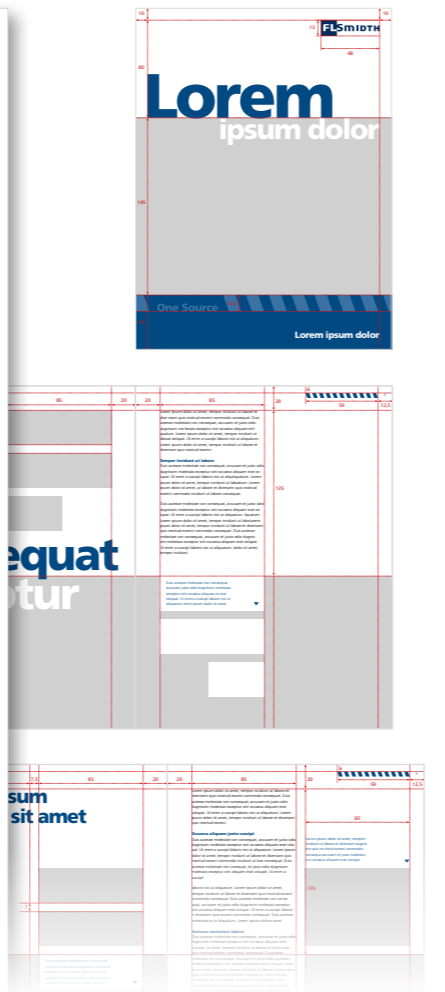
**PMS 7459**  
C37-M60-Y0-K13  
R98-G181-B207

**PMS 390**  
C27-M0-Y100-K00  
R0-G100-B00

**PMS 7495**  
C25-M0-Y90-K30  
R0-G100-B00

**PMS 7496**  
C40-M0-Y100-K30  
R0-G100-B00

**PMS 685**  
R0-G00-B100



Internal newspaper explains rationale for the new brand platform

Roll-ups extend the brand message to external and internal events



# Building interest and loyalty

Highlights, FLSmidth's customer magazine, was completely redesigned as part of the new branding platform. With articles focusing on new technologies, new products and new projects, the magazine enables FLSmidth to engage customers on a regular basis. The online version, eHighlights, includes features for customer feedback and interactive participation.



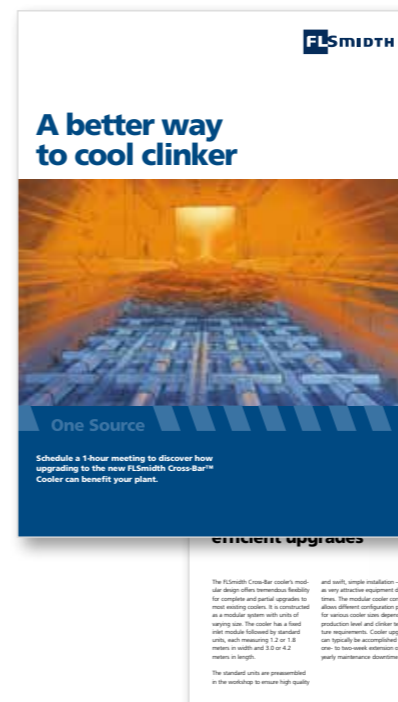
The customer magazine was completely revised to reflect the new brand image

# Dedicated product campaigns

Innovation is essential to FLSmidth's One Source brand promise. CBC used the new FLSmidth Cross-Bar™ Cooler to create a campaign template for generating interest in new products and technologies. The worldwide campaign for the cooler included print ads, web pages and a direct mail brochure with CD.



Print ads are translated for use in multiple markets



Direct mail brochure and CD

# The brand of the future

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Despite a commanding market position, FLSmidth realised that a successful past is no guarantee of a successful future. “Uniting the entire FLSmidth Group under a single strong brand image is an important key to stronger future penetration of the minerals market, which is even larger for us than the cement market,”

says Jørgen Huno Rasmussen, Group CEO of FLSmidth. The nearly year-long process stretched from a brand assessment during the rollout of the first ads in the new campaign.

“The central issue,” says Jesper B. Larsen, FLSmidth’s global communication manager, “was the strategy of consolidating all our company and product names under the FLSmidth brand name. CBC helped us accomplish this change and communicate it effectively throughout the organisation.” Full rollout in global markets continued throughout the year, as did an ongoing internal awareness programme – a process that involved close partnership between FLSmidth and CBC every step of the way.

“The brand consolidation and refocusing initiative is a pivotal element in FLSmidth’s growth strategy,” says Camilla Travis, strategic marketing manager for FLSmidth. “CBC’s strategic brand communication platform and strongly executed creative campaign made an invaluable contribution by helping us present a strong and unified image throughout the global cement and minerals markets.”

## We help B2B brands drive growth across borders

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CBC is a specialist B2B branding and marketing agency that takes global businesses from complexity to clarity to commercial impact.



CROSS-BORDER COMMUNICATIONS

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