

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”

CBC process diagram

Define objectives

- Consolidate global image
- Encompass minerals business
- Create “one company” brand
- Align marketing efforts
- Build on leadership position

Analysis

- Perform brand survey
- Conduct internal and external interviews
- Review internal strategies
- Evaluate competitive landscape

Positioning strategy

- Position FLSmidth as “size leader”
- Demonstrate world-class capability and know-how
- Fulfil CBC CRED model:
 - Credible
 - Relevant
 - Enduring
 - Distinct

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

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.

One Source brand promise

Encompasses major strategic messages:

- Unite cement and minerals
- Complete solutions capability
- Global/local presence
- Depth of resources
- Market leadership

Creative strategy

Show industrial power/depth of resources

Communicate full flow-sheet capability

Demonstrate ability to deliver solutions

Develop global design guidelines

Implementation

Global stakeholder engagement:

- Customers
- Investors
- FLSmidth employees
- Vendors
- Press

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



One Source

A 12,000 tonnes per day line delivered

Holcim's new US cement plant in Ste. Genevieve, Missouri, is a record breaker. With four million metric tonnes annual capacity, it has the world's largest clinker production line. Its equipment and technology are the world's most advanced. Its operating costs and emission limits are among the world's lowest. And it was entirely designed, built and supplied by FLSmidth.

The fact is, no other company in the cement and minerals industries can call upon and co-ordinate such a broad array of engineering resources and commercial experience. From project management to equipment supply, we offer you one source for everything it takes to design, build and operate profitable plants.

For more information please visit us at www.flsmidth.com

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

One Source



From startup to full production in 72 hours delivered

No glitches, no hiccups. Seventy-two hours after startup, Grupo Cementos de Chihuahua's (GCC) US cement plant in Pueblo, Colorado, was producing clinker. The new greenfield facility turns out 2,800 tonnes per day, achieves low power consumption and meets Colorado's stringent emission requirements. FLSmidth engineered and supplied the entire project.

The fact is, no other company in the cement and minerals industries can call upon and co-ordinate such a broad array of engineering resources and commercial experience. From project management to commissioning, we offer you one source for everything it takes to design, build and operate profitable plants.

For more information please visit us at www.flsmidth.com

FLSMIDTH

One Source



8,000 tonnes per hour, on the move delivered

FLSmidth's innovative Triple Track Mobile Sizer (TTMS) systems are fully mobile. Tailored specifically for the Fortescue Metals Group's iron ore project in Australia, the systems can move under load, without disrupting sizing operations during relocation. They cut operating costs and reduce emissions. And they were entirely designed and engineered by FLSmidth.

The fact is, no other company in the cement and minerals industries can call upon and co-ordinate such a broad array of engineering resources and commercial experience. From crushers and materials handling to pyroprocessing, we offer you one source for everything it takes to run profitable mining and mineral processing operations.

For more information please visit us at www.flsmidth.com

FLSMIDTH

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.

Profile

High-level capabilities

Solutions

Broad service areas

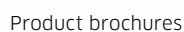
Product

Specific products and services

Complete communications hierarchy

Profile 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
Frutiger 75 Black, Maximum Type size of 145pt. There is -50 tracking.
Headlines are aligned with the top or bottom border of the image.

Lorum ipsum dolor sit

SUBHEADS
Frutiger 75 Black, 20pt on 18.8pt leading. There is -30 tracking.

Lorum ipsum dolor sit amet

BODY HEADINGS
Frutiger 75 Black, 9.5pt on 12.5 leading. There is -10 tracking.

Lorum ipsum dolor sit amet

BODY COPY
Frutiger 45 Light, 9.5pt on 12.5 leading. There is -10 tracking.
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quis nostrud exerci commodo consequat. Duis aute

CAPTIONS
Frutiger 45 Light, 9pt on 11pt leading.
Duis aute molesta accusam justo odio dignissim molestias exceptur
sint occaecat aliquam et

DISCLAIMERS
Frutiger 45 Light Italic, 5.5pt on 8pt leading.
Lorem ipsum dolor sit amet, tempor incididunt ut labore
et diveni quis nostrud exerci commodo consequat

gjpqy
abcdef...

PRIMARY BRAND COLOUR



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

SECONDARY BRAND COLOURS



PMS 296
C100-M46-Y0-K70
R0-G46-B84



PMS 641
C100-M4-Y0-K30
R0-G121-B173



PMS 7459
C57-M0-Y6-K13
R98-G181-B207



PMS 7462
C95-M0-Y25
R0-G159-B1



PMS 390
C23-M0-Y180-K30
R230-G235-B80



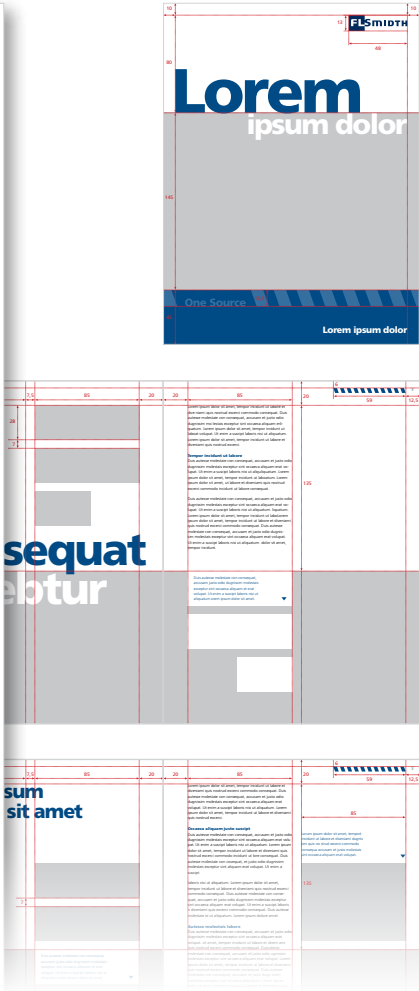
PMS 7495
C23-M0-Y180-K30
R163-G160-B83



PMS 7496
C40-M0-Y180-K30
G125-G144-B88



PMS 5482
C32-M0-Y121
R75-G148-B





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.



An electronic platform for the customer magazine provides a dynamic, interactive venue for delivering rich content and stimulating customer dialogue



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.



Web pages



Print ads are translated for use in multiple markets



Direct mail brochure and CD

The brand of the future

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 summer of 2009 to rollout of the first ads in the new campaign in April 2010.

"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."



Jørgen Huno Rasmussen,

Group CEO
FLSmidth



Jesper B. Larsen,

Global Communication Manager
FLSmidth



Camilla Travis,

Strategic Marketing Manager
FLSmidth

CBC EQUALS B2B

After 35 years' pure focus on international B2B branding and marketing communications, CBC knows how to move brands forward. Fast.

We relish complexity, finding the most effective ways to shape intricate processes into clear, compelling propositions that resonate. From satellites to software, marine to medical, broad experience has shown us how to blend strategy with creativity to deliver the impact that drives bottom line results.

Our B2B experts in UK and Denmark have been handpicked for their specialism and knowledge of international branding and communications. This means we never require long consulting engagements and you get the most effective team behind your project.

So get in touch with the agency that brings more to your business. Because CBC equals B2B.

PRESENT CLIENTS INCLUDE:

Brüel & Kjær / Cobham / ConvaTec / Copenhagen Airport /
GAC / GEA Process Engineering / Lactosan / MOCON /
Nordic Tankers / Novo Nordisk Pharmatech / Perkins /
Plus Pack / Satair / Svitzer / Terma



**CROSS-BORDER
COMMUNICATIONS**

CBC A/S

**RYESGADE 3B
DK-2200 COPENHAGEN N
DENMARK
TEL.: +45 35 25 01 60**

**30 STAMFORD STREET
LONDON SE1 9LQ
UNITED KINGDOM
TEL.: +44 (0) 745 296 5852**

cbc@cbc.dk / www.cbc.dk / www.cbc.co.uk