



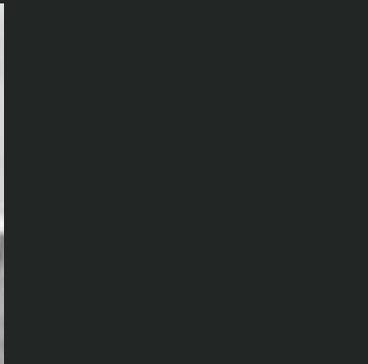
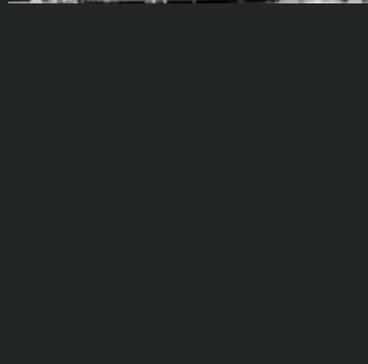
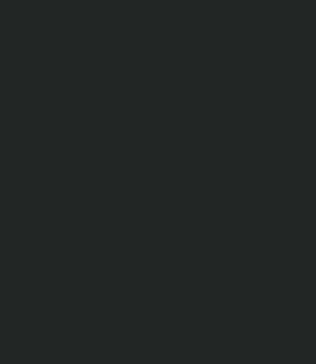
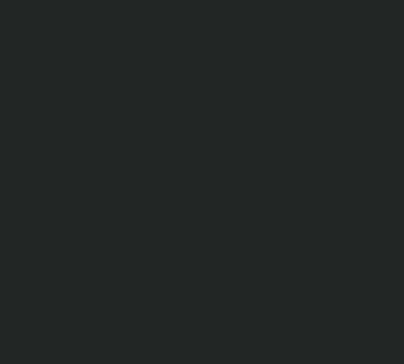
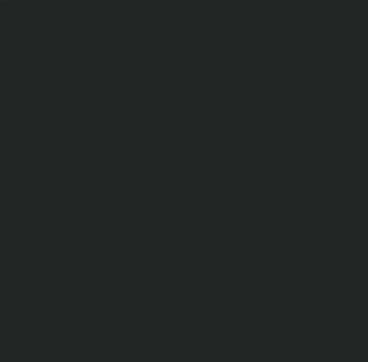
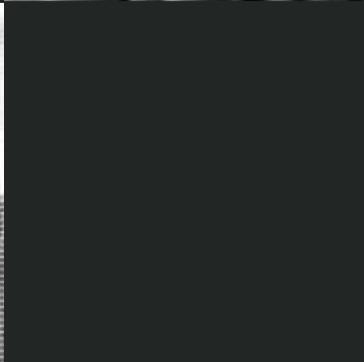
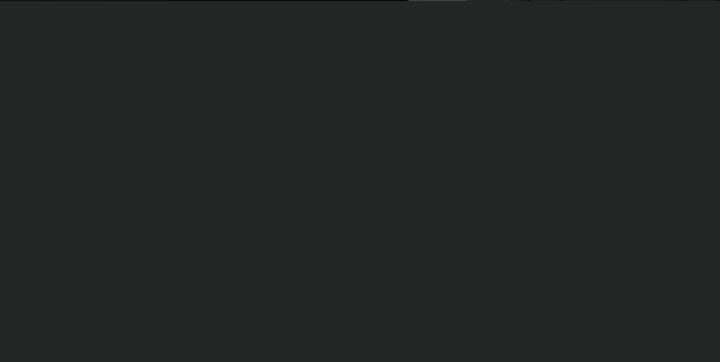
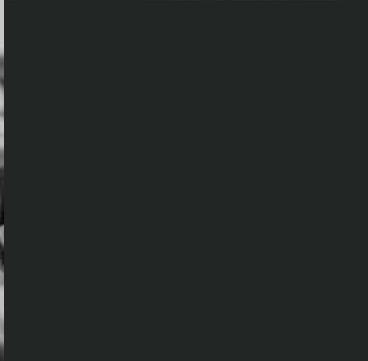
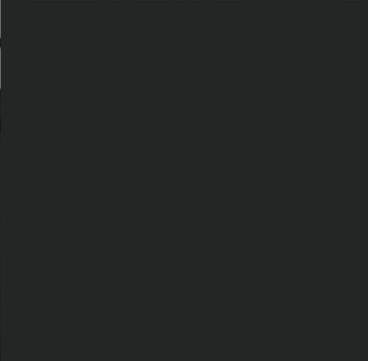
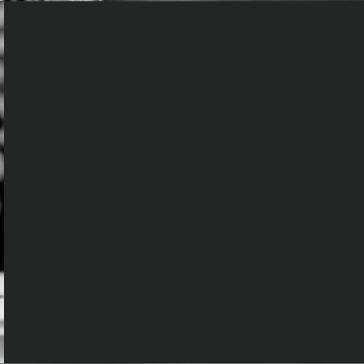
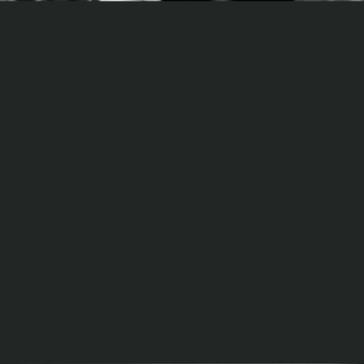
CROSS-BORDER COMMUNICATIONS



# Forward thinking

CBC and the maritime industry





# Executive summary

CBC brings to the maritime industry a business model unique among advertising agencies—one characterized by a single-minded focus on the needs of international **business** as opposed to consumer marketers.

CBC offers clients the reassurance of three decades of experience handling marketing communications for shipping and other **maritime** businesses, based in Denmark, the Netherlands, Japan, the US, UK and Dubai.

CBC has an equally long track record creating **international** advertising concepts that enable maritime brands to cross borders with commercial success.

CBC has tailored its **brand development** process for international B2B companies and guides its clients through a controlled yet swift transition from model to marketplace.

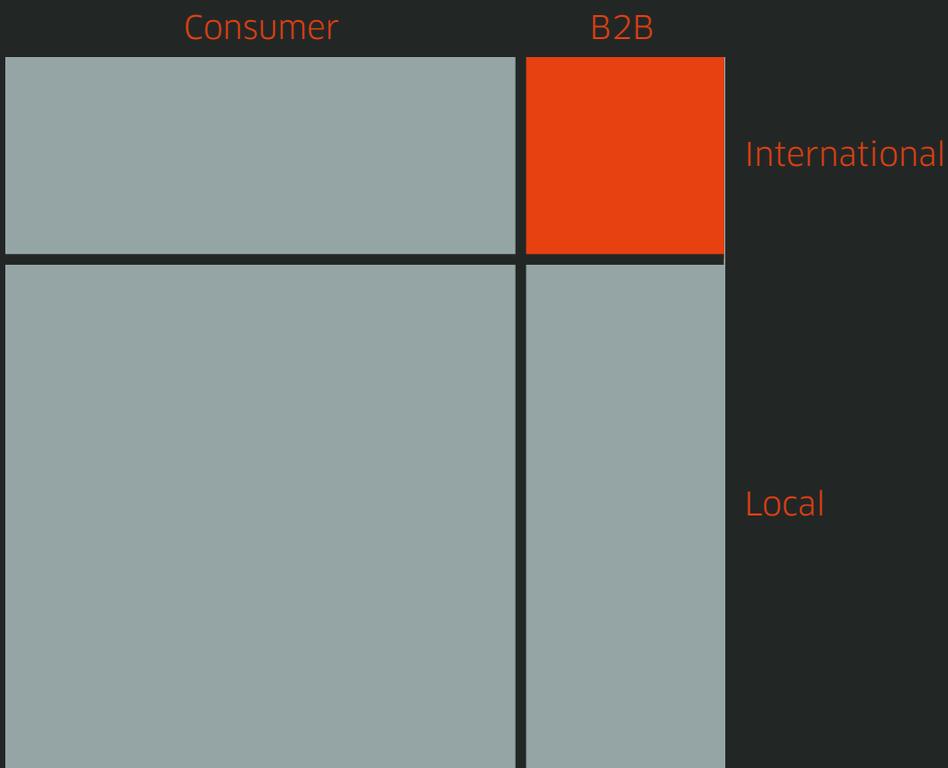
CBC possesses up-to-date expertise in all aspects of **digital** marketing, from web design to social media, guaranteeing a media-neutral brand platform.

With its roots in **marketing communications**, CBC is skilled at creating the impact needed to launch new products, target specific segments and penetrate key markets.

Finally, CBC brings wholehearted commitment and enthusiasm to its relationships with clients.

# Business model

A unique resource for international  
B2B marketers



CBC is Denmark's only truly international B2B advertising agency and has worked for virtually all of Denmark's leading B2B marketers.

By definition CBC is more attuned to the way international B2B marketers actually work. The agency is skilled in helping centralized marketing and communication departments coordinate their activities with decentralized sales organizations; is acutely aware of the need for buy-in from business line managers and subsidiaries; is sensitive to the dynamics of international steering groups; and has long experience with adaptation and implementation across borders.

CBC is thus ideally qualified to assist maritime clients in building a global brand while taking into account the needs of their local sales and marketing organizations.



"When we launched our Global Reach strategy five years ago, we needed an advertising agency that knew what globalization was all about, and what it meant for our brand message and design. CBC did an outstanding job, so when we launched our Global Values strategy in 2009 we turned to them again. They knew us well by then of course, so the back and forth was even easier—it was like channeling each other's minds."

**Lars Säfverström**, Group President, GAC



"This product launch was significantly different from anything we've done in the past and represents an important milestone in our wider transformation towards digital campaigns. We've accelerated from having no data and limited connection with this audience, to having a bank of metrics, significant engagement and a clear impact on market demand."

**Daniel Breum**, Director of Marketing and Communications, Cobham SATCOM



"We turned to CBC late in the planning process for our 2014 Safety Day campaign, which was designed to help us strengthen our year-round safety focus. They were able to demonstrate a good understanding of who we are and what we were looking for. Based on this, CBC developed a strong creative and strategic solution for delivering a global safety campaign, supporting our drive for a behavioral change which is crucial to our business".

**Jens Viby Mogensen**, Head of Group Branding, Svitzer

# Maritime experience

In-depth understanding of maritime industry needs and trends

**COBHAM**

2009 - Present

 **NORDIC TANKERS**

2016 - present

**SVITZER**

2013 - Present



2002 - Present

*Danfoss*

1998 - 2015

 **Armada Group**

1995 - 1998

 **NYK LINE**  
NIPPON YUSEN KAISHA

1993 - 1995

**ScanDutch** 

1974 - 1990

 **NOVENCO**

2013 - 2015

Denmark handles more than 10 percent of world tonnage—and CBC has long been the nation’s leading agency for maritime advertising.

Having worked extensively with the Danish maritime community—from fleet owners and operators, to suppliers of shipping products and services, to manufacturers of marine systems and components, to shipping industry organizations—CBC offers unparalleled experience and understanding of key target groups.

CBC offers deep insight into industry buying processes and market targeting as well as an informed take on maritime industry trends—from growing price volatility to smaller carbon footprints.

Of further benefit is CBC’s network of contacts with shipping and business media in general and its experience coordinating cross-border advertising, direct marketing and sales promotion campaigns for shipping clients.



# International mindset

An international staff of marketing  
communication professionals



Denmark's first and still foremost advertising agency for international marketers, CBC has created countless campaigns that have captured the attention and imagination of business audiences worldwide.

Clients can have confidence that their brand will be communicated with intelligence, eloquence and respect for its vision, mission and values.

The CBC mindset is international, the staff cosmopolitan, the agency language English.

Owned and managed by a small but highly professional group of marketing communication specialists from Denmark and the UK, CBC is conversant with design ideas, marketing trends and business media from around the world.

Employees come from diverse backgrounds, cultures and nationalities, contributing to a positive and constructive dialogue with clients' international staff.

Ultimately, CBC has delivered best-in-class content and creativity for three decades, creating value for customers on a global level. This dedication to marketing excellence has been consistently recognized in international creative awards.



# Brand development

A proven process for moving brands successfully from model to market

BRAND VISION

Why are we here in the first place?

BRAND VALUES

What do we stand for?

BRAND POSITION

How do we want to be perceived?

BRAND PROMISE

What will you do for me if I choose you?

BRAND MESSAGE

Why should someone believe our promise?

BRAND PERSONALITY

What do we sound like?

BRAND APPEARANCE

What do we look like?

BRAND SYMBOL

How will you recognize us?

B2B communication has evolved over the years from an early focus on technical features, to an emphasis on business benefits in the 1980s, to engagement with the Internet in the 1990s, and to acceptance of the overall importance of branding today.

CBC has long been at the forefront of business branding, creating the first modern brand in container shipping years ago (ScanDutch) and in more recent years brands for shipping, financial, industrial, healthcare and software companies.

Well-versed in branding theory, CBC is equally aware of the realities of B2B branding, not least the budget constraints of most business advertisers, the sometimes partisan interests of key organizational players (HR, finance, etc.) and the necessity of maintaining organizational enthusiasm for the process.

Created with these challenges in mind, CBC's brand development model balances theory with reality and is designed to achieve consensus, to anchor brands securely within the organization, and yet move them expeditiously into the market and the world beyond.

CBC therefore has both the competence and credibility needed to help guide its clients' brands through the organizational gauntlet.

See pages 16-27 of this presentation for examples of business brands CBC has helped build.

# Digital integration

B2B expertise applied  
across digital channels



As an integrated agency, CBC incorporated digital into the media mix back in the pioneer days of the early 1990s. As digital has evolved, so have CBC's digital skills and offering, moving from simple websites to interactive digital marketing solutions.

B2B marketing needs are different from B2C, and this difference carries over into digital. From target group customization, to simplifying product complexity, to supporting protracted purchasing processes, digital is a crucial asset for today's B2B marketer. CBC designs digital solutions that are informed by 30 years of B2B expertise and insights.

The pace of digital change is relentless and has generated an explosion of digital channels marketers can engage in. But not all digital channels and levels of engagement make sense for B2B. CBC's B2B and digital expertise make it an effective partner for B2B marketers that see digital as a cost-effective marketing platform, but are overwhelmed by the proliferation of digital options.

Should I consider using social media? How can search optimization increase qualified leads? Who can I reach with a targeted email campaign? CBC has built a core of in-house digital expertise and paired up with specialists in Search and Usability to deliver a range of digital services that are crucial to B2B.

Whether it's a case of brand repositioning or a campaign-specific creative concept, CBC's cross-platform approach integrates digital thinking from the start.

# Marcoms

Professional handling of marketing communications from start to finish

## INSIGHT

- Briefing
- Background
- Objectives
- Target group
- Message
- Competitors
- Channels

## IDEAS

- Concept
- Strategic proposal
- Creative concept
- Engagement plan

## IMPLEMENTATION

- Completion
- Brief
- Execution
- Finalization
- Corrections
- Production

With its roots in advertising, CBC is experienced at using communications to address commercial goals. The agency has developed countless campaigns aimed at launching new products, targeting specific segments and penetrating key markets.

The agency always seeks to understand the business opportunity or challenge in detail and to outline a clear communications goal.

CBC believes strongly in the power of creativity to create impact and drive the marketing process forward.

Campaign tracking is encouraged wherever possible along with the definition of clear success metrics.

One of the world's first ISO-certified advertising agencies, CBC has a robust set of procedures for keeping projects on track.

# Svitzer

Part of the Maersk Group, Svitzer is headquartered in Denmark and operates worldwide with 4,000 employees and a fleet of more than 400 vessels. The work shown here was created to help improve Svitzer's safety culture. The immediate focus of the safety campaign was the annual company-wide Safety Day and the campaign activities and themes were extended to promote year-round safety awareness.

## Take the lead on safety

A safety counter was developed to create interest, engagement and sustain awareness. The counter tracks the number of days (hours, minutes and seconds) that pass without a safety incident.



Main counter

Vessel search box

Safety news

Regional counters

Educational tool

## Procedures keep us safe



An online quiz with new questions every 2 weeks kept employees engaged and learning more about safety procedures.



Posters were designed with reminders of procedures and anti-complacency messages.



A board game introduced on Safety Day also became a part of offices and ports across the globe.

## Shipshape

The centerpiece of the campaign was a brief video animation, which was shown worldwide on Safety Day and also posted on the corporate website and Facebook page.

A QR code provided a direct link to the online safety video.



A series of workplace posters were inspired by scenes in an animated safety video featuring Deckhand Duke.



Full coverage of the ongoing Shipshape campaign was provided in Svitzer's company magazine, which CBC also helps write and produce.

Shipshape campaign material and information continued to appear throughout the year on the Svitzer website and Facebook page.



A smartphone (iPhone and Android) game called "Shipshaper" provided hands-on engagement with the safety theme.



Google Play



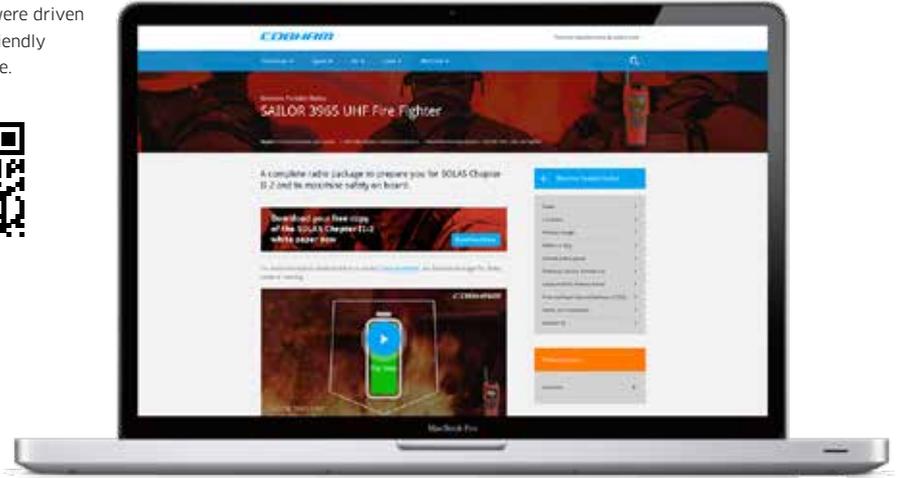
# Cobham SATCOM

Cobham SATCOM, a leading technology and services innovator, needed to create preference for its maritime fire fighting radio. The strategy was to use content marketing to influence purchase specifications, with a campaign that centred around two core user missions: viewing hard-hitting video content and downloading a thought-leadership whitepaper. Over 3000 people engaged with the campaign and a staggering 1300 downloaded the white paper over the campaign period.

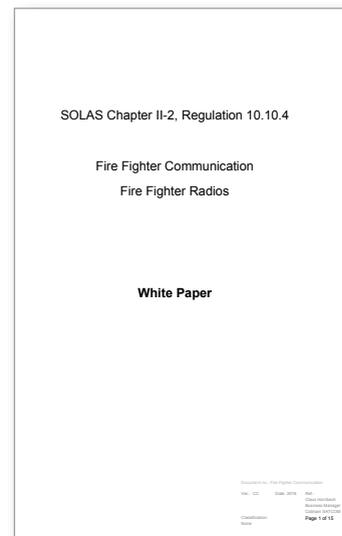
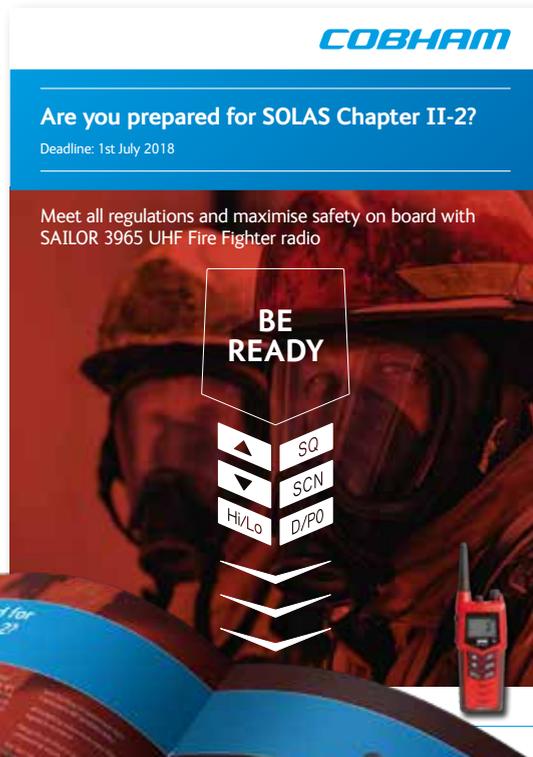
Roll-ups were created for use at trade shows and other events.



Prospects were driven to a user-friendly landing page.



Posters were created to help build awareness of new regulations and preference for the new radio.



A free-to-download thought-leadership whitepaper was at the centre of the campaign.

A brochure was created that promoted the creative theme with key information and messages.



CBC created a digital presentation to help sales efforts.



A full animation and teasers were created to promote special features of the new radio as well as to encourage people to download the whitepaper and visit the landing page.

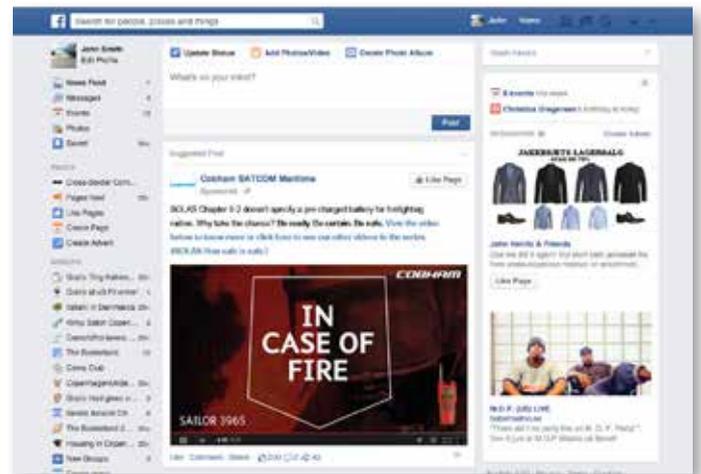


# B2B Marketing

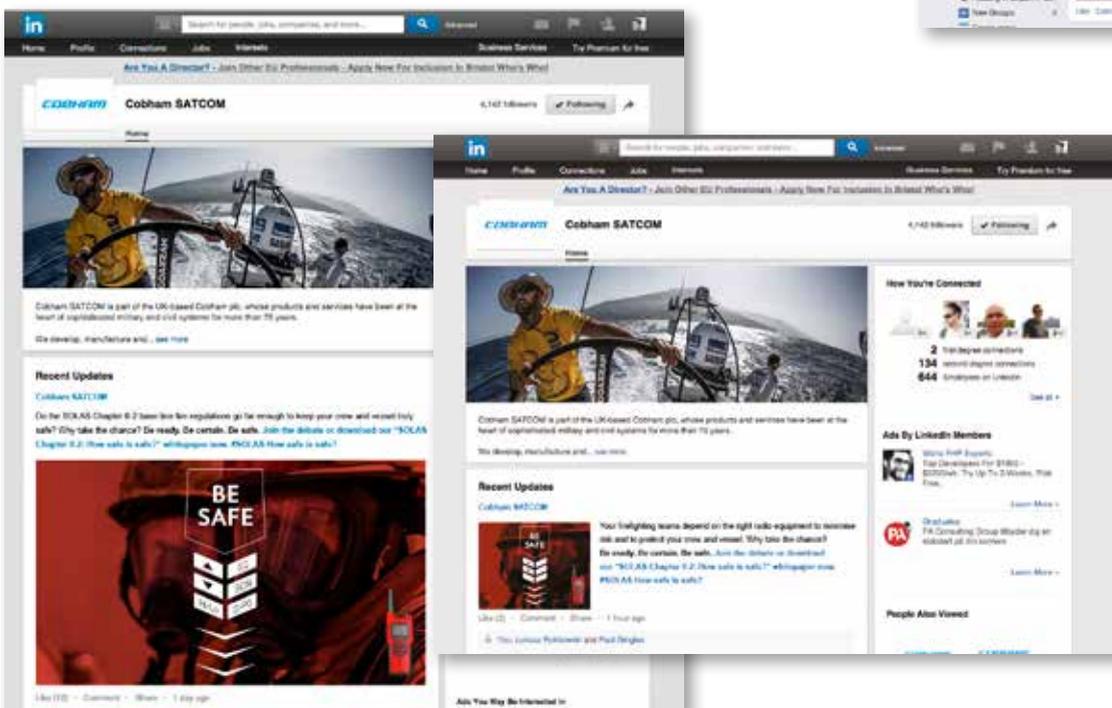
Nominated at B2B Marketing Awards 2017 in two categories:

- Best product launch campaign
- Best lead generation or nurturing campaign

The campaign made use of sponsored Facebook posts to reach a wider audience.



Strategic use of LinkedIn helped to create awareness and engagement.



The campaign was also featured on Cobham's Twitter feed.



# GAC

Dubai-based GAC is another familiar face in international maritime circles. To sustain momentum and growth, senior management launches a new business strategy every four years. This time, under the theme of “get closer to the customer”. To achieve this, GAC required an entirely new brand communications platform and graphical identity that could establish this proposition with stakeholders and build upon the company’s existing, well-established profile.



A corporate film was an ideal way to explain GAC’s complex services and value offering.



The corporate brochure used a four-page spread to clearly illustrate GAC’s full range of services.



Visually, the concept used distinctive graphics that combine business charts with 3D representations to highlight core services and sectors.

Segment brochures were used to anchor GAC's strengths and services in the minds of specific target audiences.



## Complete shipping services to keep your business moving

**Alongside worldwide**  
From Shanghai to Singapore, from the high latitudes to the equator, our global network keeps your business moving in thousands of locations worldwide. We are at the service of over 3,500 principals and handle a single case of it for the world beyond borders and sea time and with GAC.

A broad range of segment ads were created to build a strong brand profile and communicate customer-centric messages.

## Delivering Value

Delivering your strategy.

Posters were displayed in global offices to create a strong sense of unity and achievement for GAC staff.

### Putting your business first

**Delivering shipping services with you in mind**  
GAC offers a wide range of shipping services to meet your needs. From full container load (FCL) to less than container load (LCL), we provide flexible and reliable solutions. Our experienced team will help you choose the best option for your business. Contact us today to learn more.

### A world of shipping services that revolves around you

**Personalized, prompt and proven**  
We understand your business. We know your needs. We provide personalized solutions that revolve around you. Our experienced team will help you choose the best option for your business. Contact us today to learn more.

### Logistics strategies to keep you on track for growth

**Fast-track your business at GAC.com**  
Our customers benefit from our advanced transportation and logistics solutions. We provide personalized solutions that revolve around you. Our experienced team will help you choose the best option for your business. Contact us today to learn more.

## Expanding the pie

When we share the pie, we all have success.

Our standing in the industries we serve depends on our ability to work together, communicate effectively and deliver value – both to customers and to each other.

## Delivering Value

How our strategy and our brand work together

## We have the strategy

Vision 2-Global Performance is our 5-year plan that will take us through to 2017. It's built on four pillars:

**OUR VALUES**  
Think of our ethical practices, the GAC Spirit, our HSE focus and our determination to give back to the communities we work in.

**OUR LONG-TERM APPROACH TO CUSTOMER RELATIONSHIPS**  
We want to be long-term strategic partners with our customers, not just service providers.

**OUR ASSETS**  
We have good equipment, good technology and great people.

**OUR REGIONAL STRUCTURE**  
The world is a big place, full of different working cultures. Each GAC region has the flexibility to decide what works best in their part of the world.

**The key point in the strategy is in the word – "performance". It's all about showing our customers and ourselves what we can do.**



The concept was brought to life for employees through an engaging and entertaining film.



An internal brand paper clearly communicated the "Delivering your strategy" message and helped staff buy into the new approach.

# Maersk Sealand

No introduction presumably needed for Denmark's—and one of the world's—biggest shipping concerns. Campaigns shown here include an early example of B2B co-branding for Maersk containers and a general image campaign for its reefer operations.

## One good label deserves another

Your label has to stand on its own in the marketplace. Along the way, however, it's a different story. With Maersk Sealand, your product receives the care and attention it deserves. Our label stands for world-class transportation solutions, and is backed by 250 vessels, 800,000 containers, 325 offices and 10,000 employees all dedicated to keeping your business going.

[www.maersksealand.com](http://www.maersksealand.com)



Co-branding—leading labels travel with Maersk Sealand in this creative twist on the testimonial.

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[www.maersksealand.com](http://www.maersksealand.com)





www.dcc.dk

## Perishables meet their end soon enough. Treat them well along the way

To make sure your goods don't perish before time, ship them with Maersk Sealand. We provide cold chain solutions from pickup to delivery – watched over by our dedicated staff of reefer specialists. The result? A fresher, tastier, better looking apple. Ready, come what may.  
[maersksealand.com](http://maersksealand.com)



Gentle handling before the inevitable end-reefer campaign for shippers of perishable goods.



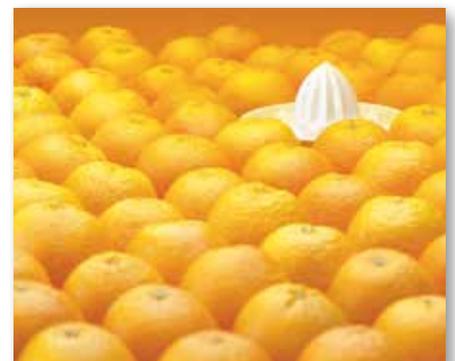
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[maersksealand.com](http://maersksealand.com)



### Perishables meet their end soon enough. Treat them well along the way

To make sure your goods don't perish before time, ship them with Maersk Sealand. We provide cold chain solutions from pickup to delivery – watched over by our dedicated staff of reefer specialists. The result? A fresher, tastier, better looking tomato. Ready, come what may.  
[maersksealand.com](http://maersksealand.com)



### Perishables meet their end soon enough. Treat them well along the way

To make sure your goods don't perish before time, ship them with Maersk Sealand. We provide cold chain solutions from pickup to delivery – watched over by our dedicated staff of reefer specialists. The result? A fresher, tastier, better looking orange. Ready, come what may.  
[maersksealand.com](http://maersksealand.com)



# Wrist

Smaller than GAC yet with similarly global plans, Wrist Ship Supply used this campaign to announce it could deliver just about anything, anywhere—anytime. Like our efforts for GAC, OW Bunker, Torm and many other clients, the Wrist campaign entailed a complete rethinking of corporate identity, including everything from logo and letterhead to messaging and visualization. Currently in the running for a global creativity award.



**Rib eye steaks? Just say when.**

We stock just about everything and deliver just about everywhere. So it is really just a question of when—and you always get to decide that. For ship supplies and spares, just say Wrist.

**Hubs in:**  
Aalborg, Algeciras, Dubai, Houston, Malaysia, Marseille, Norway, Piraeus, Rotterdam, Singapore

[www.wrist.com](http://www.wrist.com)

**wrist**  
SHIP SUPPLY

[www.dbc.dk](http://www.dbc.dk)

Advertisements capture reader attention with dramatic imagery.

**Fresh veggies? Just say when.**

We stock just about everything and deliver just about everywhere. So it is really just a question of when—and you always get to decide that. For ship supplies and spares, just say Wrist.

**Hubs in:**  
Aalborg, Algeciras, Dubai, Houston, Malaysia, Marseille, Norway, Piraeus, Rotterdam, Singapore

[www.wrist.com](http://www.wrist.com)

**wrist**  
SHIP SUPPLY

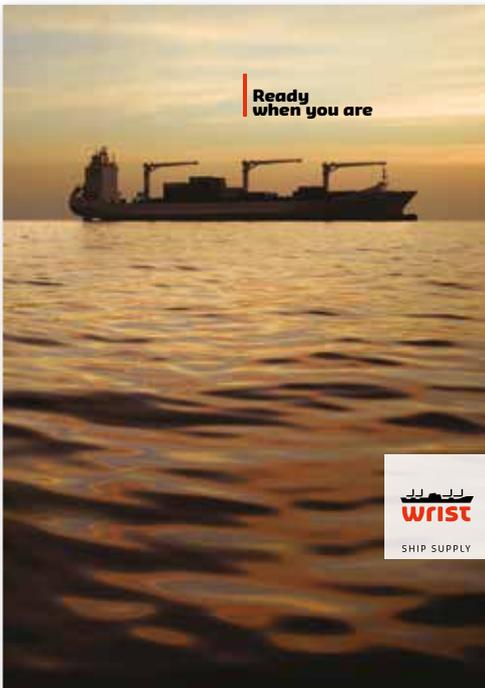
**Spare parts? Just say when.**

We stock just about everything and deliver just about everywhere. So it is really just a question of when—and you always get to decide that. For ship supplies and spares, just say Wrist.

**Hubs in:**  
Aalborg, Algeciras, Dubai, Houston, Malaysia, Marseille, Norway, Piraeus, Rotterdam, Singapore

[www.wrist.com](http://www.wrist.com)

**wrist**  
SHIP SUPPLY



Ready when you are



Provisions  
Stores  
Marine logistics  
Owners' goods  
Contract catering  
Bulk trading

Just say when

### READINESS IS A STATE OF MIND

You are here. But your vessels are there. And there... yet somehow you have to reassign them before they move on to their next destination.

Supplying a ship is like hitting a moving target. There is a brief window of opportunity when it is in port. Then suddenly it is gone. Fortunately there is an organisation with the experience and resources needed to help you succeed every time. And all you have to do is, say Wrist.

Wrist stocks just about everything and delivers just about everywhere, so it is really just a question of telling us when your vessels will be in port. After that, sit back and relax, knowing

your order will be delivered right on schedule by the most professional team in the ship supply industry.

#### Modern way

Wrist is about today's world—a world in which purchasing arrangements are better than ever. Listing with different ship suppliers eats up scarce time and can generate more paperwork than profits. Wrist offers an alternative. Think of us as your one-stop shop or top box store for the marine industry, where everything is already on the shelf and prices are

competitive—where you can shop by catalogue, order electronically, and get home delivery in ports worldwide.

And Wrist is not just about provisions and stores. We are pushing the one-stop envelope all the time to meet the maritime industry's need for new services and savings. Our marine logistics and owners' goods services are helping owners and ship management companies cut warehousing and logistics costs. Our business intelligence statistics let buyers see—item by item and ship by ship—exactly what they are spending worldwide. And our contract catering service lets owners trim costs by outsourcing a non-core yet key activity.



Costs, volume patterns, volume forecasts, trends... Just say when.

Brochure conveys sense of an engaged and responsive company.



Global coverage  
24/7/365 service  
Uniform quality worldwide  
Volume scale prices  
End-to-end logistics  
Storage in key ports  
Consolidated deliveries

Just say where

### ORGANISED FOR THE 21ST CENTURY

Ship chandlers have traditionally been small businesses, anchored in the local community. A fine tradition—Wrist started out that way in Denmark in 1953. But times have changed, and while small ship supply companies have their merits, your fleet cannot go global if your supply lines are still local. And today global is where the action is.

Wrist has brought ship chandlery into the 21st century, creating a company that combines global reach with a local touch. Our people are local—but product quality, prices, terms and conditions are uniform across the board. Wrist coordinates its worldwide activities through regional centres in Europe, the

Middle East, Asia and the United States, with operations spanning the world's sea-lanes in line with the needs of today's global shipping companies.

#### Both ends

Wrist generates efficiencies upstream and down. We make globalisation work to your advantage on the buy side—going literally to the ends of the earth to obtain goods directly from the world's most cost-competitive producers and manufacturers. Our bulk trading division goes straight to the source, bypassing in-between links that add costs and driving down prices by purchasing in volume.

On the sell side we stock provisions and stores in key ports worldwide, so you never have to go out of your way to get them. Our hubs are your hubs—there is no need for detours, no in-port delays, no time spent off-line because you are missing a spare part. What is more, Wrist puts everything together for you, turning separate orders from different sources into efficient consolidated deliveries.



High volume purchasing opportunities help ship prices too.



Platform-neutral creative concept integrated in digital marketing.



Fruit juice? Just say when.

We stock just about everything and deliver just about everywhere. So it is really just a question of when—and you always get to decide that. For ship supplies and spares, just say Wrist.



Hubs in:  
Abu Dhabi, Algeiras, Dubai, Houston, Malaysia, Mersin, Norway, Pireas, Rotterdam, Singapore

www.wrist.com



# Torm

Yet another Danish shipping giant with a proud heritage—though at the time of CBC’s engagement a decidedly low-profile image. Change was overdue, market expansion the order of the day, greater visibility in financial circles a must, and an IPO in America a distant possibility. All of these were achieved, thanks in part to a global branding concept that connected Torm’s proud past with the farsighted vision of its then CEO Klaus Kjærulff.

IT ONLY  
HOLDS  
120 MILLION  
LITRES



With 120 million litres of gasoline you could drive around the world 36,000 times—a lot of fuel perhaps, but in the grander scheme of things a mere drop in the bucket. That’s why our new-building program is steadily growing. With a fleet that’s more than doubled in recent years and a string of new product tankers on order, TORM is doing its part to keep the wheels of commerce turning. See where we’re headed at [www.torm.com](http://www.torm.com).

A/S Dampskibsselskabet TORM  
Torms Boulevard 31  
DK-2600 Hillerød - Denmark  
Telephone: +45 39 17 92 00  
  
TORM Singapore Pte Ltd  
65A Mary Road # 38-018  
Singapore 049909  
Telephone: +65 6534 3431

VISION ANCHORED IN EXPERIENCE



THAT'S WHY  
WE KEEP  
BUILDING  
MORE

Advertisements running in shipping publications like TradeWinds and Lloyd’s List give voice to TORM’s plans.

EAST IS EAST,  
AND WEST IS WEST



The world may be a global village in some respects, but it’s still a long way from one end of town to the other. Helping to keep the village’s billions of residents warm and mobile, however, is part of TORM’s mission. With a park of modern product tankers—75 ships and more on the way—we cross thousands of miles of ocean safely every day, delivering the heating oil, gasoline and other refined oil products needed by developed and developing countries. See where we’re headed at [www.torm.com](http://www.torm.com).

A/S Dampskibsselskabet TORM  
Torms Boulevard 31  
DK-2600 Hillerød - Denmark  
Telephone: +45 39 17 92 00  
  
TORM Singapore Pte Ltd  
65A Mary Road # 38-018  
Singapore 049909  
Telephone: +65 6534 3431

VISION ANCHORED IN EXPERIENCE



LUCKILY  
WE’RE IN  
BOTH  
PLACES



## 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



### 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](mailto:cbc@cbc.dk) / [www.cbc.dk](http://www.cbc.dk) / [www.cbc.co.uk](http://www.cbc.co.uk)