

Two-year branding transformation journey aimed at repositioning client – from a steel player to a diversified industrial

Situation

Branding project aimed at repositioning

Today:
Perceived as steel player

- Engineering rather than customer focus
- Steel- and German-centric
- Little innovation power

Objective:
Position as diversified industrial player

- Diversified industrial conglomerate
- Strong customer focus
- Attractive international player, shaping the future

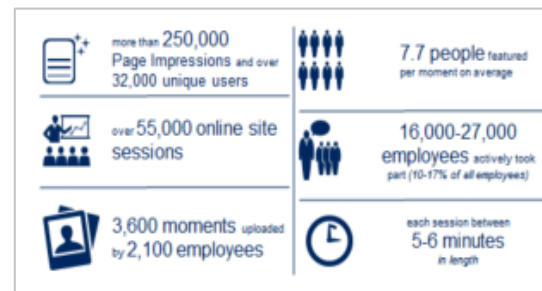
What we did

- Wide-scale research involving **>6,000 stakeholders** (incl. customers, (potential) employees, investors) and using McKinsey's proven BrandMatics® approach
- Broad stake-holder management
- Brand architecture redesign. Simplified and optimized the brand portfolio and architecture across all BAs – from a total of ~ **180 brands to 20-30 brands**
- **No big bang implementation** – Implementation by using a credible approach (EUR ~10 mn vs. ~100 mn implementation costs)

Impact

A few weeks after launch...

- Awareness – 1 out of 4 have already heard about the new brand (4 out of 5 within 3 months)
- Association of new logo most frequently to attributes such as “modern” & “innovative”
- Almost 30,000 employees (18% of all employees) participated and activated through digital campaign



**Instrumental for opening up
other transformational situations**