

Strong brands convert  
**3 to 4 times more effectively in sales channels**



Achieve a strong brand position, and prepare to compete in the digital age with Kunde & Co's **unique brand development process**





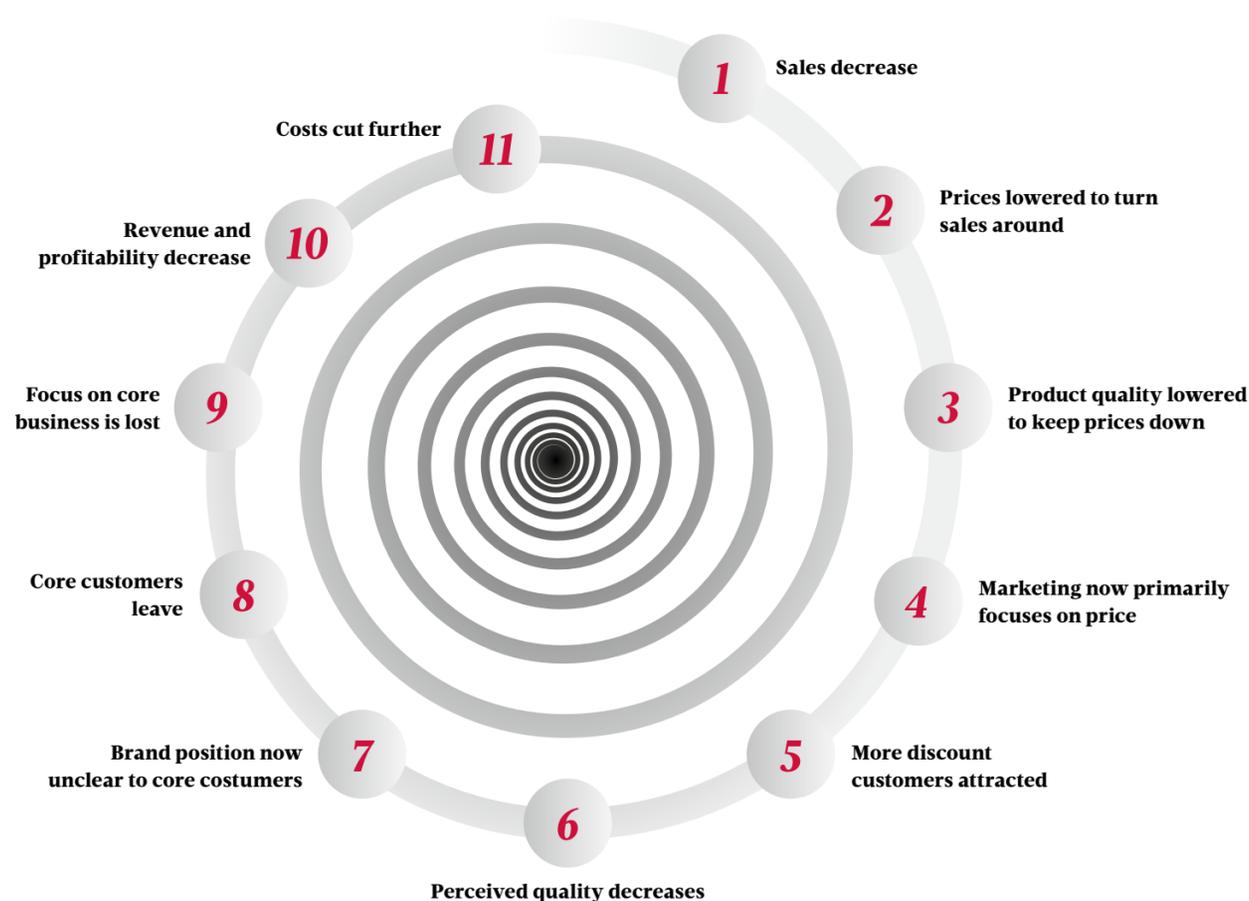
# To build a strong brand, a lot of companies must first **break free of the vicious spiral in which they have placed themselves**

Branding has lain hidden and forgotten for many years – most companies have been very busy reducing and optimising costs. But as customers flock to an internet full of fancy new websites that are hardly distinguishable from one another, some companies are starting to realise that branding is the key to standing out in the crowd and winning customers.

When sales fall or growth ceases, it's natural for company management to look for ways to turn things around, but new initiatives are often launched without a clear starting point, or even a definition of the products and values that the core customers will be buying into. This can result in a negative spiral that weakens both the brand and its market position.

At Kunde & Co, we specialise in turning around negative corporate development for our customers, and getting them ready for growth. We help to clarify which segments a company earns their

living from, and identify the “value drivers” that create a strong match between the core customer’s preferences and the company’s brand.



- 1 Decreasing sales or lack of growth. Something must be done. Often, the company changes course as a consequence.
- 2 The price parameter is the easiest and fastest factor to change. Therefore, the company starts campaigns focusing on price, and may even consider lowering prices in general.
- 3 If productivity is already optimised, companies cannot fund price cuts this way. Instead, they start to consider how to marginally decrease product quality on existing products. They may, for example, launch new, cheaper products of lower quality.
- 4 In order to attract customer attention, the company focuses its marketing around these new lower prices, or new products of lower quality and price. The message of product quality, or the values and needs the products meets, recedes into the background when communicating to the market.
- 5 This new combined focus on price and (lower) quality disrupts the core customer’s understanding of what the company stands for. Loyal customers, which account for the majority of the company’s earnings, become insecure and begin to wonder: “Where is this company going?”
- 6 The uncertainty spreads to all parts of the value chain, and leads to a decrease in both perceived quality and trust in the brand’s products.
- 7 This new combination of a strong focus on price with customers’ weakened perception of quality is like poison to the brand. Suddenly, consistency disappears from its story, and the brand position is rendered unclear to core customers.
- 8 Loyal customers begin to disappear. Those who bought into the brand’s good quality year after year, and who were happy to pay for it, now look elsewhere.
- 9 The share of new customers, for whom price plays a relatively crucial role, grows. The company’s ability to continue offering low prices is critical to maintaining this new customer base.
- 10 The company needs to win a lot of new customers to replace its core customers, who have begun to desert at an alarming rate – more than can be managed. The first customers that were quickly acquired had lower involvement, but now it takes more to convince customers to stay. Consequences are visible in decreasing sales and profitability.
- 11 To turn profitability around, the company decides to cut costs... and moves further and further away from the essence of both its business and its brand.

# Kunde & Co has created a unique process for identifying and developing a company's story and brand position

With the experience that comes with over 100 branding projects for companies all over Europe, we have developed a unique marketing process. The development of a company's corporate story and brand position is based on solid insights and facts, rather than loose ideas and individual taste. At the same time, our process takes into account the fact that the project will be anchored internally, so the implementation of the new brand platform progresses without a problem.

## 14 steps to creating strong brands



### 1 Desk research and pre-interviews

We always start a brand project with thorough desk research in order to foster a clear understanding of the company and its products, business model and challenges. To do that, we look at materials from the company, as well as additional materials and analyses that can aid us in clarifying the brand's history, trends, competitors, etc.

We also conduct pre-interviews with key internal and external stakeholders to ensure an adequate range of conclusions from desk research. This step secures the involvement of key internal stakeholders in supporting the project.

### 4 Development of test material, incl. concept and corporate story direction(s)

After the workshop, we proceed with development of the company's corporate story and brand position while identifying other elements to be included in the test. These include various elements describing the company's corporate story, brand position and identity, sometimes differently from one element to the next. Our test bar will often provide valuable insight into the work that follows, assisting us in developing a company's go-to-market strategy when launching and marketing its new corporate story and brand position.

We finalise development, and provide an overall description of the test design in order to plan for those participations who will be included in the test. This includes deciding with whom to conduct a qualitative 1:1 interview or group discussions, and which target groups to involve in the quantitative test.

### 5 Workshop with project steering committee and top management

We present the final proposal at a new workshop, with the participation of the project's steering committee and/or top management.

The objective is to provide key internal decision makers with insight into what we test, how we test and the test participants. The workshop also allows management to comment on and make additions to both the test material and test design.

### 8 Analysis, conclusions and recommendations

Our analysis department compiles a report based on the test results. The results are assembled and presented graphically, providing an easy overview. Such graphs may, for example, illustrate „gaps“ in internal and external stakeholder attitudes and preferences, response comparisons for different countries and target groups, etc.

Conclusions and recommendations are made in close cooperation between project consultants and the Kunde & Co analysis team. In this way, we bridge the gap between test data and insight, gained by our consultants, into the company and its value chain.

At a meeting, we elaborate on and discuss overall presentation with the working group. The purpose is to reach an agreement on what might need to be changed before the steering committee and/or the top management become involved.

### 9 Initial concept development, brand position and corporate story

Based on test results, recommendations and discussions with the working group, we develop a rough proposal for the company's new corporate story, and an idea of how it can be communicated and dramatised.

We also draw up an initial proposal for how the new brand position and corporate story can be implemented both internally and externally.

### 12 Finalisation and launch of concept and corporate story

Based on all input, we finalise the concept and the story. With mind toward the brand and marketing strategy, we develop a proposal on how the company can launch its new brand position and corporate story across online and offline channels – effectively, consistently, and with high impact.

Development is conducted in close cooperation with the working group, which ensures the involvement of important stakeholders whenever necessary. Kunde & Co is responsible for planning and developing all elements for all markets in the most cost-effective and streamlined manner possible.

### 13 Internal implementation

The employees of a company are the ambassadors of the new brand position, so it is crucial that they understand the company's purpose and how they contribute to it. Our specialists in internal communication and implementation of the brand develop a proposal on how to approach the task and present it to the working group.

Based on the proposal, decisions can be made regarding further improvement points, if necessary. Subsequently, we help the company to organise itself in relation to the internal launch, which can often be a massive undertaking. We also develop and produce the elements to be used during implementation.

## Kunde & Co's brand process stands out on three key points:

- We combine qualitative and quantitative tests, documenting and clarifying tester preferences and attitudes.
- We develop hypotheses about the company's corporate story and brand position, and express them through creative stimuli, so testers can take a stand on them.
- We include a wide range of internal and external stakeholders, in order to identify “gaps” and dominant attitudes across the company's organisation and value chain.

### 2 Development of hypotheses

Based on desk research and pre-interviews, we develop hypotheses and creative materials describing and illustrating different directions for the company's corporate story and brand position. We developed our own unique concept for this purpose, so it is possible to present and test hypotheses internally and externally. In this phase nothing is right or wrong – our only goal is to cover every angle.

### 3 Evaluation of findings and hypotheses

At a workshop, we present the results of the first two phases to the working group responsible for managing the project within the business. Findings, hypotheses and proposals for positioning are reviewed and discussed.

At the workshop, we agree on what to pursue, as well as what may be missing. We also go through our proposal for test design; i.e. how we want to test, and with whom.

### 6 Finalising of test material and preparation for test

We gather all input from the workshop, and finalise the test materials and design. At the same time, we prepare the questionnaire for testing, and make sure to secure final approval. We prepare the test material for the qualitative portion, and program the test framework for the web-based quantitative portion.

The working group receives a test link to the web test, which they review and approve. For international brand projects, we make sure to translate the test into all relevant languages. Five to seven countries participate in a typical test.

### 7 Test of concept and corporate story directions

The quantitative portion of the test is often a mix of web panels, for which we buy access from one or more suppliers, and e-mail addresses that we receive from the client. We carry out the qualitative portion in the participants' native languages, usually in 1:1 interviews of 45–60 minutes. In some cases, we engage in group conversation. The participants in the qualitative portion of the test receive the same questionnaire used in the quantitative portion. Thus, we complement the quantitative results with insight into underlying rationale. All participation is anonymous, thereby ensuring honest, unfiltered answers.

### 10 Presentation to steering committee and top management

In a new workshop, we review the test results and discuss problems, conclusions, recommendations and the first rough proposal for a new corporate story. At the same time, company management gets the opportunity to comment on the presentation and express opinions.

Ultimately, the company's new brand position and corporate story need to strike a balance between management's vision for the company, and internal and external stakeholder perception, and expectation, of the brand. We also discuss how the project will proceed, including the framework for, and expectations of, internal and external implementation of the final brand project.

### 11 Development of brand and marketing strategy

We develop and describe the company's future brand strategy. In a document based on the previous phases, we describe what the company will do in the future to change its existing image and achieve the desired brand position. The work includes a description of the company's starting point, where it will go from here, the values and attitudes that can drive the company toward its new brand position, and the anticipated customer experience that will follow.

We also develop a strategy proposal for launching and marketing the company's new corporate story and brand position. The proposal includes reflections on the prioritising of target groups, go-to-market strategies, selection of communication channels and ideas on how the company can combine branding and product marketing.

### 14 Launch of new corporate story and brand position

After the internal introduction to the company's new corporate story and brand position, it is finally time to introduce customers, partners and other stakeholders. The go-to-market strategy and campaign elements are already ready, so Kunde & Co helps to plan and implement the new brand launch. This can be accomplished with a regular launch campaign, a large fair or similar event.

Regardless of the solution chosen by the company, it is important to keep in mind that a new brand position is not built up with a campaign, so Kunde & Co helps customers maintain focus on the brand with ongoing marketing, and continues to strengthen the company's market position.





# A company is held together by a strong global brand with clear positioning

The three most vital elements in successful international marketing are a well-described, well-documented brand platform; clear definition and prioritisation of the most important target groups; and establishment of an efficient go-to-market strategy that works in every market.



The number of brand touchpoints between the company and consumer has never been greater. Interaction with the company occurs several times, in several different ways throughout the buying process, and it is important that a company maintain consistency with a single coherent story that fosters a single, strong market position. This presents a challenge for most companies, and it is even more challenging for international companies, whose large organisations initiate from different starting points and are driven by many different people – all with the goal of delivering the brand.

International companies often suffer from differing opinions on how to position the brand because they either lack a clear description of the brand position, or a clear strategy for building that position – or both. This strategic vacuum hinders

the ability to work across borders, create consistency or harness synergy throughout the company.

**To build a strong international brand position, the company must be able to:**

- 1) Identify the desired brand position and value proposition.
- 2) Describe the position and other elements of the brand platform. This includes both external brand characters (the “personality” that consumers should connect to the brand), and internal values and attitudes, which direct and ensure that the external brand characters and brand position are delivered.
- 3) Chart a direction for the brand’s future, and explain how the future direction fits with the company’s history and DNA.

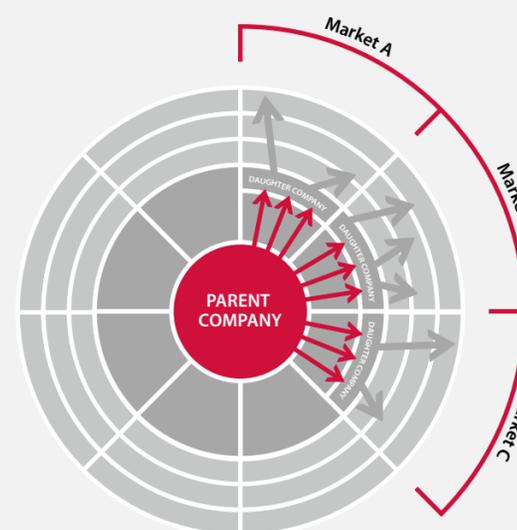
The company must also develop a strategy for conquering the brand position. This requires a definition of the most important target groups, and an efficient go-to-market marketing strategy to ensure that key messages reach target groups in a cost-efficient and impactful manner. As it is the primary means of articulating the brand position and brand characters, the go-to-market strategy must, of course, function effectively in all markets.

Finally, alignment across the international organisation is key, and this is often the most

difficult part of the job. With over 100 projects behind us, we believe that involvement of all key stakeholders is extremely important, and we ensure it by involving as many as possible, as early as possible. Our unique process for development of an international brand position and go-to-market strategy creates involvement, encourages ownership of the project and provides a thorough understanding of the final result and strategy – and these, in turn, allow for successful implementation and execution of the strategy.

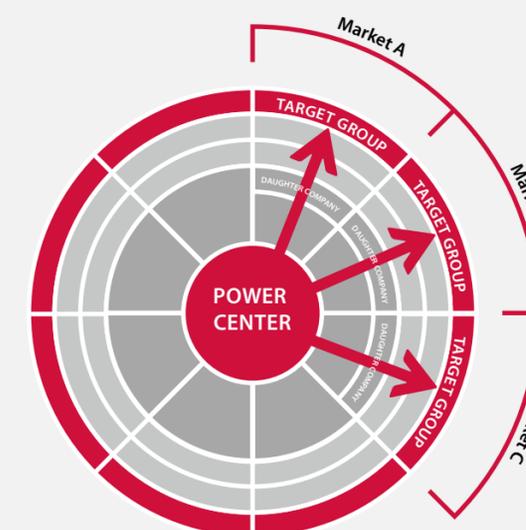
## What kind of international marketer are your company?

Are you “local” or “global?” Does your company address different target groups in different markets? Or is your positioning identical from one market to the next?



### A fragmented international company

Many companies see their international organization as nothing more than a channel for sales and distribution. This results in locally-operated marketing without any guidance from the parent company. As a result, a brand’s position and marketing focus and strategy can develop differently and vary widely from market to market. This makes it difficult to create synergies to share “best practices” and experiences across the international marketing organization.



### A consistent international company

In a company with a strong international setup, the parent company takes over and maintains management of the brand. The desired brand position is identified, clearly described and summarized in a brand strategy with associated value positions. The result is a shared, clear understanding of intended brand positioning in all markets, allowing for further development and strengthening of the brand through shared international campaigns and activities.



**Task:** Identify Flügger's brand core, and realign its market position and communication accordingly.

**Solution:** Development of an integrated communication concept, "Flügger farver – Til alle jer med nye projekter" ("Flügger – For All of You With New Projects"), with a thorough analysis of Flügger's DNA and the entire customer journey.

**Result:** A whole new way of approaching integrated communication, improved in-store advice and the modernisation of the value position.

# Flügger helps Danes with their new projects



In collaboration with Kunde & Co, Flügger redefined its profile, gained insight into the customer journey and created a strong foundation for driving store traffic and realising the brand's full potential.

In recent years, the Nordic market for paint and wood preservatives had been host to fierce competition. This, in turn, affected Flügger, and in 2014, the Danish paint manufacturer decided to transform its business and communication strategy in collaboration with Kunde & Co.

#### DNA investigation

The first step involved investigating the company's DNA, and the

collection of insight and knowledge from the Nordic region. 3,000 consumers and 400 painters and decorators were surveyed.

The test provided insight into specific segmentation, purchasing behaviour, preference, market trends and positioning – and helped with rediscovering the brand's foundation. From this, Flügger and Kunde & Co established an optimal position for the brand, and developed a new 360° communication concept.

The customer journey was thoroughly analysed, and a series of focus points were identified to support the position and highlight the distinct role that Flügger should play in its customers' projects.

#### To all of you with new projects

The roots of the Flügger brand stem from a time when the company predominately serviced the needs of professional painters, forming



**About Flügger:** Flügger is an international company with Nordic roots that manufactures and sells paint, wallpaper and tools. The group is headquartered in Denmark, and its chain concept, Flügger, comprises more than 550 stores throughout Scandinavia, eastern Europe and China. The stores are either owned by Flügger, or by local master house painters and decorators.



With the implementation of our new position, including the adjustments made to our digital strategy, we're now present on several platforms and come across as a more modern company that attracts positive feedback on our new initiatives.

**KIMMIE AE-JOO KJELGAARD-LARSEN,**  
Manager Retail Experience

# Flügger



Facebook

YouTube channel with do-it-yourself-films



TV-Spots

the basis of the brand's DNA: a commitment to delivering high-quality products and professional advice.

The test also highlighted an acute desire to position the brand firmly among private consumers, so it was essential to reinforce Flügger's involvement in any project – from start to finish. The concept, "Flügger farver – Til alle jer med nye projekter," was born. The company's visual identity was also updated for a unified profile throughout the chain.

#### Focusing on the effect

In early 2015, the new concept was launched in an integrated Nordic campaign, centred on a series of scenes taken from various painting projects, both perfect and imperfect – scenes that would resonate with anyone.

The core target group needed to know that Flügger was with them all the way. Digital channels played key roles, particularly Facebook and YouTube: the former was used throughout the campaign to support important communication, while the latter delivered in-store advice to the digital universe with videos featuring tips and tricks for customers in the Nordic region.

#### Excellent results

Data showed that Facebook played a significant role in the digital customer journey: around 33% of all visitors to Flügger's "Find Shop" page were influenced by Flügger's Facebook presence. The Facebook initiative increased advertising recalls by 14%, brand prioritisation by 6% and intent-to-buy by 2% – equivalent to 20,000 new Flügger customers.

PT PT PT

**Task:** Merge 51 existing clothing labels into a single power brand, while increasing brand awareness and perceived quality.

**Solution:** Development of a strategy, concept name, brand identity and external launch plans – all supported by celebrity endorsers.

**Result:** Brand awareness increased by 43% in just 18 months, with renewed buying interest from the target group.

PT PT PT

**About VRS:** Sold exclusively at Danish retailers fotex and Bilka, VRS produces affordable new fashion styles, basic wear, shoes and accessories for the whole family, and introduces new items every week.



# From 51 fashion brands to one

Former supermodel-turned-author Renée Toft Simonsen, and her daughter Ulrikke Toft Simonsen were chosen as brand ambassadors for the latest campaign. Their strong fit with VRS has helped to raise both awareness and perceived quality of the brand, leading to increased buying interest among consumers.

In just 18 months, VRS increased its brand awareness by 43%, owing largely to the 2015 launch campaign, which helped establish the new brand with consumers. The 2016 campaign further improved the brand's style and perceived quality with two strong endorsements.

### Insight-driven brand creation

The VRS brand was established in 2015, when Kunde & Co accepted the challenge of merging 51 existing clothing labels into a single power brand to cover all customer groups and clothing categories.

Internal interviews and workshops enabled Kunde & Co to develop creative material for an extensive online concept test. Completed by more than a thousand participants around Denmark, the test involved everything from the name, logo and visual tonality, to purchase patterns and creative concepts.

### Choosing the right ambassador

With female consumers constituting the majority of buyers, Renée Toft Simonsen was the perfect brand ambassador, as she could speak directly to the target group. She was a strong, successful woman who still resonated with the average consumer. Renée Toft Simonsen's daughter, Ulrikke, was also a model, and this gave VRS the chance to activate mother and

daughter together, presenting VRS as a clothing brand for the whole family. After the campaign's launch, half of the market survey participants stated that they now perceived VRS as just that.

### The results

The 2016 campaign rolled out on national TV, social media, blogs, in-store materials and outdoor advertising in all large Danish cities. Broad visibility across many platforms increased awareness and identification among consumers, particularly television viewers. The choice of ambassadors resulted in significant press coverage, strong PR and positive activity on social media, generating a marked increase in both brand awareness and perceived quality.

### More motivated buyers

The latest tracking results show that a greater number of consumers now perceive VRS as a brand for everyone, offering good value for money – both of which were goals for the 2016 campaign.

In addition, intent-to-buy also increased, with a 10% increase in the number of consumers willing to buy VRS after exposure to the campaign. This positive development will hopefully continue.

# VRS

RENÉE & ULRIKKE  
TOFT SIMONSEN



The campaign for the second half of the year includes four films: some with raindrop-centric autumn themes, and others with balloon-centric winter themes.



**Task:** Revitalise a Danish newspaper brand for a highly competitive market in an industry undergoing significant transformation.  
**Solution:** Development of a new brand strategy and communication platform based on Berlingske's values, strengths and core customers.  
**Result:** A clear strategy and direction, with an integrated campaign that launched in October 2016.

# Perspective journalism as the strength of Denmark's quality newspaper

In 2016, Kunde & Co was chosen to work with Berlingske to develop a new brand and communication strategy, ensuring a strong, future-proof and differentiated platform for Denmark's oldest newspaper.



Adverts

TV-commercial



On every platform, at every moment, people are spammed with stories, breaking news and light-hearted entertainment. It has become difficult to distinguish truth from fiction – and even harder to determine relevance. Traditional news media, meanwhile, has less time to capture and connect with readers, with updated news increasingly arriving via social media, smartphone feeds and e-mails. Greater focus on digital news has also led to a decline in newspaper sales, challenging the industry's ability to generate earnings from non-print media. Berlingske needed to strengthen its market position in a way that enabled growth from both print and digital media.

## A foundation of analysis

Kunde & Co's first task was to conduct a complete concept analysis. Both internal and external stakeholders were asked to name the most important factors when choosing news media, the most attractive market positions, and the most appealing news concepts both for print and digital media. 50 Berlingske employees were interviewed, from top management and chief editors, to journalists and tele-

marketing employees. Their input was used to map Berlingske's current strengths and weaknesses, and to define a series of conceptual directions. Qualitative interviews with current core customers were also made. A comprehensive test was developed from the results of the internal and external interviews, and sent to 3,000 Danes from the general public, all of them over the age of 25.

## The starting point is with core customers

Based on the collected data and qualitative input, the value points in the news market were defined, as were the core customers in relation to turnover. Definition of which target groups demographically and politically matched Berlingske's current customers also led to new recruitment insights. Based on these two groups, it was possible to define the main drivers in the market, Berlingske's current position, and where the most relevant readers saw Berlingske positioned in the future. These insights were supported by concrete knowledge of subscription types, subject areas and communication forms that would be central to the brand's external communication.



**About Berlingske:** Founded in 1749, Berlingske is Denmark's oldest newspaper and is today among the leading media hubs for quality news, stories and perspectives. Part of Berlingske Media, Berlingske is published daily in print and online for readers throughout Denmark.



It has been very educational for all of us to work our way through Kunde & Co's analysis and strategy, and we now have a new solid brand strategy and a thorough communication concept, which we look forward to using in the market.

JANE BRUUN CHRISTENSEN, Head of Marketing

**Berlingske**



## A strategic focus on the core position

The analysis reinforced the well-known fact that Berlingske was considered the newspaper of Denmark's middle class, but it also revealed other positioning parameters that had greater influence on news media. The new positioning took into account the interviewee's perception of Berlingske as a newspaper renowned for high-quality, reliable and relevant news. The conceptual line, "Det Berlingske perspektiv" ("The Berlingske perspective"), was then developed. It captured, in one line, the strengths and values of Berlingske, and reflected an ability to offer Danes an informed perspective on the world in which they lived. The line also expressed a clear editorial direction and differentiation from competing news media, which focused more on "here-and-now" hard news.

## An integrated campaign concept

The campaign was launched in October 2016 on TV, social media, print and outdoor media platforms, alongside editorials on Berlingske.dk and the newspaper's other channels. The campaign

concept highlighted Berlingske's role as a trusted, relevant news provider with the ability to grasp a story from several angles, providing nuance from which readers could form their own opinions. The concept and idea were expressed through different topics and key issues in a 24-page insert for the weekend edition of Berlingske, explaining to readers what Berlingske stood for, and where the newspaper was headed.

## From campaign idea to real story

The concept of "perspective journalism" was represented through both film and print, with a midwife as the central figure. The idea was to show that things aren't always as they might appear at first glance, and the concept tapped into the increasing debate and perceived prejudices surrounding refugees. The main character was Soheila, who fled to Denmark from Iran, breaking family ties to pursue her dream of becoming a midwife. Soheila was passionate about telling her story, and her passion helped merge the campaign with reality.



**Task:** Investigate ways for Falck Assistance to realise its potential across its product portfolio.  
**Solution:** Development and execution of a new, more integrated marketing strategy and campaign.  
**Result:** An 81% increase in sales of Falck Vejhhjælp ("Roadside Assistance"), a 200% increase in leads regarding alarms from Falck.dk, and a 50% increase in online sales.



**About Falck:** The Danish company Falck has helped Danes for over 100 years. Today, it comprises four key areas: Falck Assistance, Falck Healthcare, Falck Redning ("Rescue") and Falck Safety Services. Together, these provide a turnover of over DKK 15bn (€2.015bn) annually. The organisation has more than 38,000 employees, and assists people in 44 countries.



# Falck secures a more powerful market position by recognising its brand potential and core customers

In collaboration with Kunde & Co, Falck Assistance investigated customers' demands, and its own market position. The resulting insight formed the foundation for a strategy and campaign that yielded positive results with respect to sales, leads and internal pride.

Although Falck is one of Denmark's most renowned brands, known as a market leader in public road assistance and ambulance transportation, it also offers numerous additional services. In these service areas, the company had experienced fierce competition over several years.

Given its extensive portfolio, Falck sought to uncover the best product matches for road assistance, alarms, healthcare and damage services – and to determine if there was a need for new product categories.

## Testing 3,000 people

An in-depth market test of 3,000 respondents between the ages of 18-80 provided insight into Falck's business, positioning, core customer profile and market possibilities. The test confirmed that Danes had a very positive perception of Falck, and that there was indeed potential for growth across the product portfolio. The test also clarified Falck's core customer base, along with the brand's current and prospective value positioning.

## From push to pull

The new knowledge concerning core customers and value positioning was used to develop an integrated marketing system, in which Falck Assistance's digital sales engine was supported by a more extensive communication campaign. The communication would generate demand and preference by articulating customer needs, then elaborate on the products and use the value position – the Falck DNA – to differentiate Falck from the competition.

## A focused effort

The story was presented in a new integrated campaign, launched at the beginning of 2016. The campaign used insights gained from the initial analysis project, and from an examination of the company's marketing system, completed in collaboration with Kunde & Co.

Falck was able to optimise its products to better accommodate customer needs, while also making some significant choices regarding the core customer group. By focusing its marketing efforts, Falck freed up more resources to ensure a more powerful brand activation.

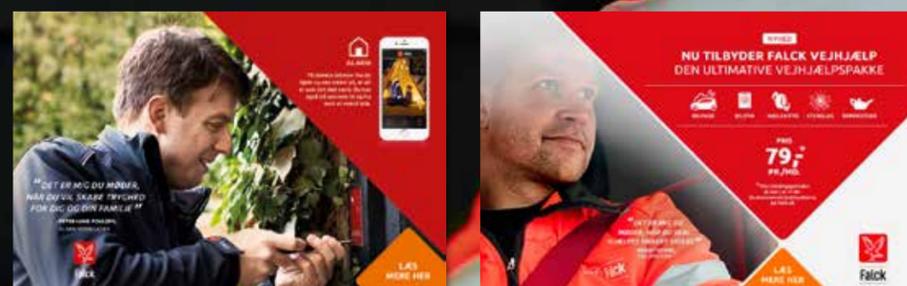
## Compelling campaign delivers great results

The integrated campaign focused on the new road assistance products, including all possible extra services, and highlighted the fact that when assistance is needed, it is Falck that arrives.

The campaign rolled out on TV, digital channels and print during spring and autumn, and strengthened Falck's market position. The effect was particularly apparent for roadside assistance sales, which increased by 81%. Falck also saw a two-fold increase in leads for alarm systems via its website, and a 50% increase in online sales.

**+81%**  
increase in  
Falck roadside  
assistance  
sales

The execution focused on two product categories included in Falck Assistance: alarm and roadside assistance. The campaign used Falck employees for authenticity, as who better to tell the story than the everyday heroes themselves?



Free carwash



Free stone chip repairs



Falck's new road assistance product gathers all necessary services in one place. A TV-commercial highlights the core services: road assistance, stone chip fix, tyre change, carwash and much more.

Free tyre change to and from summer and winter tyres



**Task:** Elevate the quality perception of føtex among families with children, and improve the sale of baby products.  
**Solution:** Development and activation of the customer program, “føtex for de små” (“føtex for the little ones”).  
**Result:** A massive member base in excess of 50,000 increased the relevance of føtex among families with young children.

**About føtex:** Founded in 1960 by Herman Salling, føtex is a leading Danish supermarket chain with 93 stores throughout the country, and part of Dansk Supermarked Group. The name is a combined abbreviation of “food” and “textile,” representing the fact that føtex was the first store in Denmark to offer both groceries and clothing.



# A focused loyalty programme increases føtex’s brand relevance among families with young children

Untapped market potential was realised when føtex launched its loyalty concept, “føtex for de små” (“føtex for the little ones”).

Continuing its main objective of making good quality available to everyone in Denmark, føtex, in collaboration with Kunde & Co, launched a highly successful customer programme for families with young children. The programme’s intention was to increase both relevance and quality perception of føtex within its core target group by providing valuable and meaningful content.

**‘Everything you need to get a head start in life’**  
 The entire concept of the customer programme rested on the fact that life with a baby brings new challenges, and a new daily routine for the whole family. føtex wanted to play a role in this new life, so Kunde & Co developed a segmented concept for young children in eight stages called “Everything you need to get a head start in life.” With this concept, føtex could provide relevant stories and benefits at the right stages in a child’s upbringing.

**Contact points for customers and members**  
 The programme would operate on two levels. One level was reserved for members, comprising a series of appealing benefits including: welcome gifts; a baby “starter kit” and a weekly newsletter with specially selected products and deals; child friendly recipes; special member activities and to-do lists; as well as advice and guidance from healthcare professional Helen Lyng Hansen – all based on the child’s current developmental stage. The other level ensured visibility in stores, catalogues and on various websites – including føtex’s Facebook community – with ads and online banners.

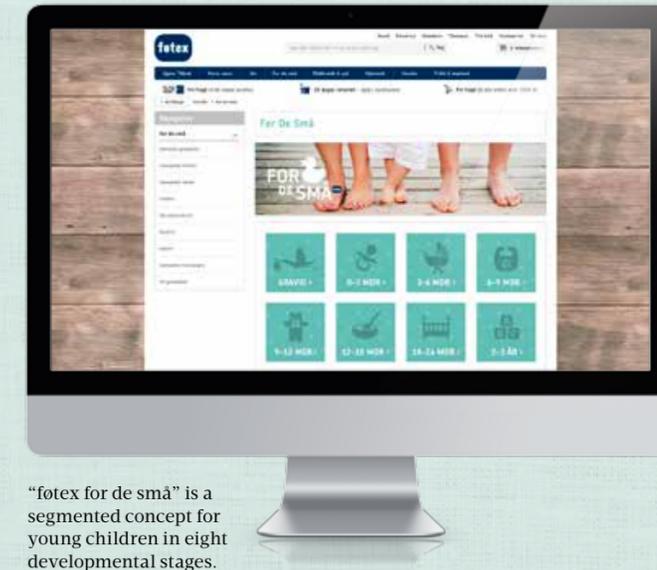
**Member migration exceeds all expectations**  
 To ensure high awareness from the start, føtex launched the concept in a broad campaign that dominated channels with high segment coverage. The approval rating turned out to be massive, and føtex received more than 18,000 sign ups within four days of the launch. This far exceeded all KPI’s, and today the customer programme has over 50,000 members.

**Acute segmenting + focused content = results**  
 Every week, føtex sends out a new, age-specific newsletter to expecting mothers and new parents. The programme has been very well-received by both customers and critics, and the results speak for themselves:

Advertising in relevant magazines aimed at pregnant women and new parents.



Weekly newsletter with advice and guidance from healthcare professional Helen Lyng Hansen.



“føtex for de små” is a segmented concept for young children in eight developmental stages.

Opening and click rates consistently exceeded expectations and generate a continual flow of traffic to the campaign website. A large member population gives føtex access to 23% of its target group: expecting mothers and families with children up to 3 years old.

Baby “starter kit” and welcome gifts for all new members.



Film





**Task:** Relaunch and reposition the Levevis private label brand.  
**Solution:** The development of a new brand platform and strategy, package design, communication and social media strategy.  
**Result:** Levevis 2.0.



**About Levevis:** Levevis is a private label created and owned by Dansk Supermarked Group. Its all-organic product portfolio ranges from meat and produce, to condiments and specialised consumables. All Levevis products boast at least one of several popular certifications, and many are offered free of common preservatives and processing ingredients.



# Levevis improves its market position with a new brand platform



Dansk Supermarked Group launched Levevis, its private label brand, 10 years ago. The brand proved successful, but that success needed to be taken to the next level, and a new, distinctive package design would become the first visible element of the Levevis relaunch.

Ever since Levevis launched a decade ago, both turnover and brand awareness have been increasing steadily. Heading into 2015, Dansk Supermarked Group was ready to give the Levevis concept a make-over, to accommodate increasing customer interest in products that are good for them, for others – and for the environment.

#### New package design

In partnership with Kunde & Co, Dansk Supermarked Group updated the Levevis product concept and developed a new brand platform. This included a description of all the elements in the new brand strategy, as well as the new Levevis story. A new concept for package design was also developed to convey the values Dansk Supermarked Group wanted to associate with a revitalised Levevis.

Kunde & Co created a comprehensive design manual, describing in detail the packaging's characteristic clean design. This design manual allowed Dansk Supermarked Group to involve numerous distributors from several countries, preparing over 300 products on short notice. The first new Levevis products were presented in Bilka and foteX over the summer, and in autumn, the full Levevis range hit the shelves.



**Task:** Further strengthening of Eilersen's market position.

**Solution:** Build upon a creative concept rooted in simplicity and purity of design with the 2015/16 campaign.

**Result:** A 15% increase in sales, and an expanded international market share.



**About Eilersen:** Founded in 1895 by Niels Eilersen, Eilersen has crafted renowned high-quality furniture since 1930, and its exclusive sofas are now sold in more than 20 countries around the world.



Advertisement as viewed on a new responsive site that launched in November 2016



# Eilersen improves its strong Nordic position



In 2015, Eilersen launched its new creative concept and strategy with help from Kunde & Co. The aim was to position Eilersen as an international brand that designed and produced high-quality sofas in a simple, subtle and clean way.

### A new creative concept for the same core audience

As Eilersen continued expanding into the international market, including Canada and the United States, it was decided that a more Nordic aesthetic would further strengthen their market position. To meet this demand, a new creative concept was developed and rolled out in 2015. The creative universe was well-received, with results indicating increased perception of Eilersen as a Nordic brand. The same creative expression would continue in the 2016/17 campaign with a slight twist: twins. By depicting identical siblings who had taken completely different paths, it was emphasised that no matter who you are, or which career you choose, there is an Eilersen sofa for you.

The creative concept was transformed from one of magical, dreamlike universes to a series of simple, pure Nordic expressions. Despite the change in style and tone, Eilersen's sofas were still targeted toward the same audience – primarily women over 40, who appreciate quality and craftsmanship. The campaign images will be presented continuously in home and lifestyle magazines, until summer 2017.

### Continuous marketing pays off - even in times of crisis

Since Kunde & Co and Eilersen began working together in 2008, Eilersen's sofa sales have risen steadily, with an increase of 15% as a result of the 2015/16 campaign. Strong, differentiated and consistent marketing has helped Eilersen to differentiate itself from competitors across all markets.

Eilersen's story is a good example of how continuous and consistent marketing pays off. From the start, Eilersen has based its marketing on unique, differentiated themes, eye-catching visual expressions and a unified vision of what the Eilersen brand stands for. By adhering to these virtues and staying true to a carefully crafted media plan, Eilersen has experienced positive sales growth every year.



WHEN APPEARANCE IS EVERYTHING  
WHO ARE YOU?



## ORIGINALS ONLY

ASKER A. Huseby & Co, Kirkeveien 220. BERGEN Illums Bolighus, Strandgaten 20 • Kiil, Veiten 1. BERGEN, PARADIS Berle Møbler & Interiør, Wernersholmvegen 33, Hop. BODØ Løwini, Stormyrveien 8. BÆRUMS VERK Verket Interiør AS, Verksgaten 18-20. DRAMMEN Ellingsen, Blichsgata 3. GJØVIK Kiil InteriørDesign AS, Øvre Torvgate 11. FREDERIKSTAD Gran Domino AS, Storgata 6. HAUGESUND Inside Interiør AS, Int. Ark. Reidun Fjære, Haraldsgata 185. KRISTIANSAND Olivia's Hus, Tordenskjoldsgate 9. MANDAL Olivia's Hus, Johnstonsgate 2. OSLO A. Huseby & Co, Møllergt. 6 • exó møbelstudio as, Bogstadveien 1 • Illums Bolighus, Munkedamsveien 27. SANDNES DFU, Huset Vårt, inng. Eidsvollgata. SKIEN Møbelgalleriet, Bedriftsveien 96. STAVANGER Møbelgalleriet AS, Løkkeveien 99. TRØMSØ Gautes Interiør, Storgata 82. TRONDHEIM Berge Interiør, St. Olavgate 10 • Rom Til Rom AS, Fjordgata 21. ÅLESUND Møbler & Miljø AS, Moa Park 8.

[www.eilersen.eu](http://www.eilersen.eu)

Model Fatty • Design Jens Juul Eilersen

  
eilersen



**Task:** Strengthen and expand Beierholm's position by ensuring a consistent marketing strategy for the company's communication concept.

**Solution:** The customisation and continued execution of Beierholm's communication, supporting the company's profile as an accounting company that always uses a customer-driven approach.

**Result:** Beierholm is credited with one of the strongest reputations within the accounting business by Aalund Business Research, and ranks among the best workplaces in Denmark for companies with 500+ employees according to Great Place to Work®.

# Consistent communication delivers strong results

In 2008, Beierholm began a new, successful chapter by undertaking a major brand transformation. Today, Beierholm enjoys one of the best reputations in the accounting business with a solid communication profile.



A recurring element of Beierholm's communication is to give both its customers and employees a platform to speak.

The communication concept created by Beierholm and Kunde & Co in 2008 proved durable in a volatile market. The concept not only resonated with customers, business partners and future colleagues, but also ensured significant onboarding amongst Beierholm employees, who then became strong company ambassadors.

## A strong position born from a strong culture

Beierholm has long been subject to tough competition, upheaval and consolidations in the accounting and consulting industry, but a strong strategic focus positioned it as one of the most significant players in the industry. A firmly established brand, culture and values meant the company could remain resilient in testing times. With customer-centric standards deeply engrained in Beierholm's DNA, employees were able to develop meaningful relationships with their clients and a deliver locally-minded service.

## One story - one visual concept

Beierholm positioned itself as the personal, professionally competent accountant company. It had an eye for development and growth, but prioritised close personal relationships with customers and their viewpoints. Once the communication concept was defined, Beierholm's story was easy to tell, since its employees adhered to that story every day. To visually support a unified story, the concept utilised the orange 'O' in all its material - from adverts, LinkedIn posts and TV-commercials, to employer branding material and annual reports. The history of Beierholm is continuously broadened and strengthened to match increasing customer demand - but it never loses sight of core values.

## The customer perspective

A recurring element of Beierholm's communication was to provide a platform for both customers and employees to communicate. As part of the concept, a broad range of Beierholm's customers offered their perspective in a series of cases and films, discussing their relationship with Beierholm and the challenges they resolved in different industries. This case format was presented in daily and local newspapers, ensuring high visibility while expressing the credible story that made Beierholm such a strong brand.

## Achieving growth through consistency

Beierholm has proven that it pays to invest time and resources in finding the right concept, and defining a brand story to ensure consistent communication both internally and externally. The results of consistent communication are clear: since 2008, Beierholm's staff has grown from 400 to over 950, while its offices have doubled in number from 14 to 28. According to Aalund Business Research, Beierholm has one of the best reputations in the industry, and for the last five years, the company has been cited by Great Place to Work® as one of the best workplaces for companies with more than 500 employees.



**About Beierholm:** Beierholm is amongst the largest accounting and consulting companies in Denmark with 28 offices and more than 950 employees.

**BEIERHOLM**  
VI SKABER BALANCE



3-page ad with industry-specific case studies and messages



*The principal task would be to keep the course that we have set for ourselves. In order to build a solid company and a strong brand - irrefutably two sides of the same coin - you need to be able to exercise consistency. Of course, we should always strive to expand the brand and make it better, but the results lie in our focus and clearly defined direction.*

**KARSTEN ENGEDAL**, Head of Marketing





**Task:** Develop a new communication concept to inform the general public about the modern Home Guard's role in society, create interest among a new generation of potential volunteers and inspire enthusiasm among existing voluntary Home Guard soldiers.

**Solution:** An insight-based concept that created a powerful, unifying story for the modern Home Guard, highlighting many valuable assignments that aided the military and benefitted society.

**Result:** A consistent communication campaign strengthened the organisation's reputation, ensured a greater understanding of the Home Guard's role within Denmark and generated interest among potential volunteers.

# Meaningful communication for real-world inspiration

Over two years, a single unifying story about the modern Danish Home Guard strengthened its image both within and outside the organisation, and created renewed interest among potential volunteers.

One of the greatest challenges facing the Danish Home Guard was an outdated public perception of the organisation's role within Denmark. In 2014, Kunde & Co developed an information and recruitment campaign to tell the true story of the Home Guard's important role in Danish society.

## One strong story

The integrated communication concept required a compelling narrative, which came to life after an intensive development phase involving workshops, focus groups and tests. All 45,000 volunteer members of the Home Guard were given the opportunity to provide input on three possible campaign directions. Over 1,000 Danes from the general population were selected to assess the concepts. Their answers revealed the importance of telling a story that characterised the Home Guard's efforts, of which so few Danes were aware. Now in its third year, the campaign has helped deliver an accurate image of the modern Home Guard, and its importance to Denmark, while also generating interest among new volunteers.

## One message across platforms

In 2014, the concept was rolled out across all touch points, and all communication has revolved around the same concept and core messages since then. In this way, the story remains consistent, strengthens the organisation's reputation and fosters internal pride. Coupled with continuous campaign pressure, both offline and online, social media activation has ensured continuous, qualified traffic to the Home Guard's recruitment website, vistillerop.dk.

## Volunteers as ambassadors

A key element of the communication was a series of testimonial videos with volunteer Home Guard members. With the sharing of personal experiences and stories, life in the Home Guard was presented to the recruitment target group in an authentic way, while also linking actual people and stories to the core assignments performed by the Home Guard.

## Ongoing optimisation sustains results

Since the launch, a consistent effort – ranging from local volunteer recruitment events to general communication – has helped to shift Denmark's old-fashioned perception of the Home Guard's efforts. Today, a significant portion of the populace is confident of the Home Guard's benefit to society, making it possible to continuously recruit new volunteers for operations.

A key driver of ongoing recruitment is increased involvement through social media, and enhancement of the synergy between Facebook and other communication channels. Kunde & Co has managed ongoing optimisation of the Home Guard's social media channels and the fine-tuning of messaging on individual channels. In this way, the Home Guard has experienced a cost-effective increase in registrations on its recruitment page, with total cost per registration decreasing by 68%.



**About The Danish Home Guard:** A voluntary military and emergency response organisation with over 45,000 voluntary members and 16,000 active members, the Home Guard supports Danish military and civil emergency forces wherever needed – land, sea or air.



Based on the core story, testimonial films with volunteers from three different Home Guard branches have driven communication across platforms.

INCREASE FROM 2014 – 2016:

**21%**

more people believe that the Home Guard benefits society

**30%**

more people perceive the Home Guard as a modern organisation

**10%**

more of the core target group is considering volunteering



**Task:** Strengthen and maintain Neutral's strong position in the Nordic market.  
**Solution:** An endorsement campaign targeting women with children and focusing on the daily risk points where skin is exposed to harmful substances.  
**Result:** An increased market share in the Nordic region, an improved relationship between Neutral and consumers, and an increase in sales across product categories.

# Anything but neutral results for Neutral's Nordic campaign



**About Neutral:** Part of the Unilever conglomerate, Neutral is a dedicated "free-from" brand of care products for home and personal use. Established 25 years ago, it is Denmark's best-selling laundry detergent brand, supporting its payoff, "No to skin allergies", with a portfolio of mild, high-quality products.

## Neutral®



**345**  
TØJVASKE  
OM ÅRET

"Som mor har jeg valgt at beskytte min familie mod allergi"

Signe Kjeldsen,  
mor til 2, København

**NEUTRAL HAR EN HOLDNING TIL FØLSOM HUD**  
Derfor sørger vi for, at mødre som Signe kan beskytte sin familie mod allergi, når hun vasker tøj. Vores vaskemiddel er ligesom resten af vores produkter fri for parfume, farve og tilsætningsstoffer. På den måde kan du trygt vaske tøj, gå i bad og holde dit hjem rent uden at bekymre dig om allergi. Det er vores holdning til følsom hud.

**HVAD ER DIN HOLDNING TIL PARFUME, FARVE OG TILSÆTNINGSSTOFFER?**  
Giv din mening tilkænde på [www.nulprocent.dk](http://www.nulprocent.dk) og vær med i konkurrencen om et års forbrug af Neutral produkter.

**Neutral**  
EN HOLDNING TIL FØLSOM HUD

Together with Kunde & Co, Neutral strengthened its position in the competitive Nordic markets. The results show an increase in market share and greater product awareness across categories.

Example of Danish campaign communication.

Neutral and Kunde & Co had worked together on the marketing strategy and communication for the leading allergy-friendly brand since 1998. After Unilever acquired Neutral, the cooperation continued, with Kunde & Co acting as global lead agency to elevate the brand across existing and new markets.

#### Increased Nordic competition

Since 1998, Neutral has developed itself to become Denmark's leading brand within its category, and now offers the country's best-selling laundry detergent. However, as awareness of allergy-friendly products increased from year to year, so did market competition.

By the beginning of 2015, it was clear a new communication concept was needed to address this development and strengthen Neutral's market share, while reaffirming the brand's position as the allergy-friendly choice within the market. The challenge was to do so not only within the Danish market, but also throughout Norway, Sweden and Finland, where Neutral was less prominent.

#### A concept for core consumers

The concept was to be based on a strategic analysis of core target groups, but research revealed that there were slight differences in the brand's positioning across the Nordic region. This called for development, adaptation and implementation of a Nordic concept that would resonate within each market. Working closely with Neutral, Kunde & Co developed the concept, "An attitude towards sensitive skin." This concept would align Neutral with those consumers prone to allergies or sensitive skin, and it would also target consumers eager to protect their families. This strategy meant Neutral could avoid stigmatising certain consumers, while still increasing product appeal.

#### Real people, real life situations

To highlight Neutral's approachability while ensuring eye-level communication, the concept called for real people to feature in communication, instead of models. The focal point was a family surrounded by the harmful substances they faced every day. A qualified spokesperson then reinforced the importance of protecting families against additives that cause skin allergies. A series of advertorials supported these ads, focusing on further insights that would position Neutral as a skin allergy expert.

#### Integrated communications to target consumers

The campaign commenced in magazines targeting mothers, followed by a broader range of women's magazines, selected health journals, television ads, social media and other channels. On the campaign site, nulprocent.dk, users could share their experiences living with sensitive skin. This enabled Neutral to build a stronger relationship with its most engaged consumers, while creating awareness around the brand's portfolio.

Campaign results showed Neutral's position had grown stronger, and that awareness had improved among core consumers across all categories. Undisclosed figures revealed that shares in the competitive Danish retail market had also increased.

#### International communications platform

Aside from work within the Nordic markets, Kunde & Co collaborates closely with Unilever on Neutral's global brand strategy and concept, with the goal of sharing Neutral across the rest of the world, so that even more people around the world can avoid skin allergies.



**Task:** Expand the existing marketing concept and communicate Kieser Training's position as a strong community to both stakeholders and potential customers.

**Solution:** Enable existing Kieser Training customers to become brand ambassadors, using their positive experiences to inspire others and encourage community engagement.

**Result:** A distinct increase in conversion and engagement rates across all platforms – and a lot of new customers.

# Strong bodies – strong brand

In collaboration with Kunde & Co, Kieser Training developed a successful marketing concept that utilised brand ambassadors to communicate a unique philosophy in a highly competitive health and fitness market.



**About Kieser Training:** Founded in 1967 by Werner Kieser, a pioneer in medical- and science-based strength training, Swiss-based Kieser Training is a market leader within healthcare-based weight training, with more than 145 studios around the world operated by the company or its franchisees. The company will celebrate its 50th anniversary in 2017.



When Kunde & Co was chosen as Kieser Training's lead agency in 2013, the main task was to address the company's image. Brand perception needed to shift from the belief that its weight training programs were designed exclusively for the elderly and sick, to one of a modern and positive workout experience – for everyone. The key aim was always to generate qualified leads, equal to increased bookings and completed introduction courses. A holistic approach was chosen to accomplish these objectives and optimise the entire communication interface – from offline and online marketing, to personal interaction at Kieser Training's studios.

### Working out a stronger market position

Following a successful launch of the brand concept, "Ja zu einem starken Körper" ("Yes to a strong body"), Kieser Training needed to expand its position in the DACH region (Germany, Austria and Switzerland). In 2016, the campaign #WirSindStark (#WeAreStrong) was developed, elaborating on the idea of a greater community with a distinct style and positive tone-of-voice that still supported the core values and standards of the Kieser brand concept.

### A new platform and community

The campaign facilitated interaction, engagement and motivation within the Kieser Training community, where everybody adhered to the "Yes to a strong body"-concept. Loyal, dedicated customers acted as brand ambassadors, demonstrating how Kieser Training helped them become more active. Thus, campaign content was communicated with authenticity, as customer cases supported the message that Kieser Training could bring about resolution and help people lead better, more pain-free lives. A final key element of the campaign was the brand ambassadorship of Werner Kieser, the company's founder and a pioneer in the science of strength training.

### Reaching new audiences

The concept was successfully launched across Kieser Training's various communication platforms. Within a few months, the company's Facebook community had grown to an audience of 65,000, accruing a 25% share of all industry interaction and the highest industry engagement rate. In addition, a newly created blog attracted nearly 4,000 regular readers.



Excerpts from the Kieser Training brand ambassador film starring Norbert Göller.



Facebook



**DANK KIESER TRAINING IST MEIN KÖRPER WIEDER STARK**

Beim „Kaufzeit 2017“ haben rund 1.000 Personen unser Trainingskonzept die Motivation gefunden, einen Trainerkurs zu absolvieren und sich nun gut für einen Sport zu betätigen, was für einen Trainingsplatz ist. Kieser Training ist ein Unternehmen, das die Gesundheit der Menschen fördern und sie dazu ermutigen möchte, sich für einen aktiveren Lebensstil zu entscheiden. Wir sind stolz darauf, dass wir Ihnen helfen können, Ihre Ziele zu erreichen und Ihre Gesundheit zu verbessern. Wenn Sie sich für einen Kurs anmelden, werden wir Sie persönlich betreuen und Sie bei jeder Gelegenheit unterstützen.

**89%**

Jetzt kostenloses Einführungstraining vereinbaren unter [kieser-training.de](http://kieser-training.de) oder +49 122 45 87



**DANK KIESER TRAINING IST MEIN RÜCKEN WIEDER STARK**

Beim „Kaufzeit 2017“ haben rund 1.000 Personen unser Trainingskonzept die Motivation gefunden, einen Trainerkurs zu absolvieren und sich nun gut für einen Sport zu betätigen, was für einen Trainingsplatz ist. Kieser Training ist ein Unternehmen, das die Gesundheit der Menschen fördern und sie dazu ermutigen möchte, sich für einen aktiveren Lebensstil zu entscheiden. Wir sind stolz darauf, dass wir Ihnen helfen können, Ihre Ziele zu erreichen und Ihre Gesundheit zu verbessern. Wenn Sie sich für einen Kurs anmelden, werden wir Sie persönlich betreuen und Sie bei jeder Gelegenheit unterstützen.

**65%**

Jetzt kostenloses Einführungstraining vereinbaren unter [kieser-training.de](http://kieser-training.de) oder +49 122 45 87



**DANK KIESER TRAINING SIND MEINE MUSKELN SO STARK WIE FRÜHER**

Beim „Kaufzeit 2017“ haben rund 1.000 Personen unser Trainingskonzept die Motivation gefunden, einen Trainerkurs zu absolvieren und sich nun gut für einen Sport zu betätigen, was für einen Trainingsplatz ist. Kieser Training ist ein Unternehmen, das die Gesundheit der Menschen fördern und sie dazu ermutigen möchte, sich für einen aktiveren Lebensstil zu entscheiden. Wir sind stolz darauf, dass wir Ihnen helfen können, Ihre Ziele zu erreichen und Ihre Gesundheit zu verbessern. Wenn Sie sich für einen Kurs anmelden, werden wir Sie persönlich betreuen und Sie bei jeder Gelegenheit unterstützen.

**74%**

Jetzt kostenloses Einführungstraining vereinbaren unter [kieser-training.de](http://kieser-training.de) oder +49 122 45 87

Adverts



**Task:** Develop a strong, coherent position and story for use as the foundation for Danfoss' global growth strategy.  
**Solution:** Analysis of the brand's position and development of the ENGINEERING TOMORROW platform, with implementation across the whole group.  
**Result:** A strong common position that improved popular understanding and perception of Danfoss.



**About Danfoss:** A global company with over 23,000 employees and customers in over 100 countries, Danfoss leads development within the fields of cooling and heating solutions, mobile hydraulics, and electrical motor-control drives.



# A new brand position supports a stronger growth strategy

In 2014, after over a year of development, Danfoss launched its new global brand platform, ENGINEERING TOMORROW.



Print campaign

Outdoor advertising



The responsive web design automatically adapts the content to the digital platform



After years of business optimisation, Danfoss launched a major brand project in 2013 with Kunde & Co. With streamlined core objectives, growth was high on Danfoss' agenda, and the branding project's goal was to achieve a unified, well-aligned brand position across markets.

## A global company

A worldwide presence meant Danfoss had to keep things global. The new brand platform would serve Denmark, USA, Germany, Russia and China, so easy implementation and operation were both essential, and it also needed to inspire enthusiasm and support from Danfoss employees.

## Comprehensive planning process

Development requires insight, so Danfoss and Kunde & Co adopted a comprehensive process to involve all key stakeholders across Danfoss' central markets and divisions. The first step was to pre-interview around 80 internal representatives from various divisions and markets, providing a detailed overview of Danfoss' organisation. They offered critical insights into positioning, culture and marketing that would form the basis of the new concept, and revealed common beliefs concerning Danfoss' current and future market position.

## One workshop, 240 managers

Based on the pre-interview process, Kunde & Co began work on concept directions that could drive Danfoss' future position, and these would serve as an effective means of inspiring discussion. At the 2013 Global Manager Meeting, Danfoss' top 240 managers used the directions as a starting point to debate where the company could position itself. The management team provided key input that contributed to development of the final concept.

## Extensive external concept direction testing

Based on the initial hypotheses and input from Danfoss management, Kunde & Co created a comprehensive online survey. 4,100 respondents (of whom 600 were internal) from seven countries responded to questions regarding Danfoss' position, pay-off, tonality, logo, values and company statements.

## Aspirations for the future

The test revealed a divergence in perception of Danfoss. While its primary values – reliability, applied expertise and high quality – were strongly supported, customer insights highlighted a desire for a more innovative position, while employees aspired to make a distinct and positive impact on the world.

## Creative values

Based on these insights, Kunde & Co began developing a brand platform. The first word, "ENGINEERING," was selected to represent high quality, reliability and innovation, long synonymous with Danfoss' mission.

The second word, "TOMORROW," signified the dedication that defines Danfoss internally as an industry leader in products, solutions and commitment to a sustainable world. A new pay-off and concept were born: "ENGINEERING TOMORROW."

## Four growth themes drive the brand platform

The next step was to define the brand platform, beginning with key growth themes. Based on global trends in areas of influence for Danfoss – energy, food, climate and infrastructure – these themes would be used to drive, collect and evaluate communication, ensuring that all projects maintained a strong, progressive external perspective.

Kunde & Co composed The Danfoss story in a 10-minute corporate film directed by Christoffer Boe, as well as a new graphic brochure. By illustrating different customers around the world – from a farmer in Chile

to a heating installer in Russia – the platform was tied to the four chosen focus areas, as each illustration described how Danfoss solutions helped the subjects. Along with the four themes featured in the brand narrative, Kunde & Co developed an entirely new global visual identity, using red to generate a dynamic visual expression of the Danfoss brand.

## Global execution

The platform was launched in September 2014: a Danish campaign used the four focus areas to illustrate the brand's long, rich history with cross-channel video content. Roll-out occurred across corporate media, airports and international political events in locations surrounding Danfoss' Southern Jutland headquarters.

The story was driven by digital videos, with content aimed at target groups via digital and social channels, and global launch of the platform will take place in the coming years across all of Danfoss' main global markets.

## A concept to build a strong position in the CER markets

CER markets are central to Danfoss' business, so a year-long repositioning campaign was launched in these markets in October 2015. Over the span of a full year, the four central growth themes of the CER story were used to reposition Danfoss as part of the solution to Germany's large political project, Energiewende. With energy efficiency and energy productivity at the core of the ENGINEERING TOMORROW story, three strategic target groups were targeted in dedicated on- and offline industry media: governmental decision makers, engineers and HVAC installers and distributors. A strategic sponsorship of the DENA Energie Effizienzkonferenz and central industry fairs such as SPS, ISH and Hannover Messe was also integrated into the campaign. Target group tracking showed that 34% of viewers recalled the campaign from industry media and fairs, and displayed a significant increase in their understanding of Danfoss' growth theme impact.



**Task:** Strengthen HTH's brand position.

**Solution:** New Nordic communication platform and visual identity, rolled out across all brand touch points.

**Result:** Even before launch, tracking results show positive development on the image parameters needing strengthened.



**About HTH:** With a turnover in excess of DKK2 billion, and more than 100 shops in the Nordic region, HTH Køkkener A/S is the largest kitchen manufacturer in Northern Europe. The company is a part of Nobia Denmark, owned by Nobia AB, which is quoted on the stock exchange in Stockholm.



Film

## A new communication platform for a leading kitchen brand

For decades, HTH found ways to reinvent itself without shelving its DNA. The results were impressive, and in 2016, the largest Nordic kitchen manufacturer took a step in a new direction with the launch of its new communication concept: "Modern life needs the right kitchen."

The kitchen market is characterised by intense competition and broad product ranges, to the point where a large number of product portfolios look similar on the surface. The challenge for HTH was to differentiate itself in relation to its competitors, across multiple markets, without losing its broad appeal in the places where the brand was strongest. HTH and Kunde & Co had worked with this exact challenge for several years, but in 2016 it was decided that the brand position should be further sharpened.

### Concept on time

HTH began a new strategy-development process, which resulted in an updated communication platform, a new visual identity and a communication concept that embraced HTH's hallmark and market offerings.

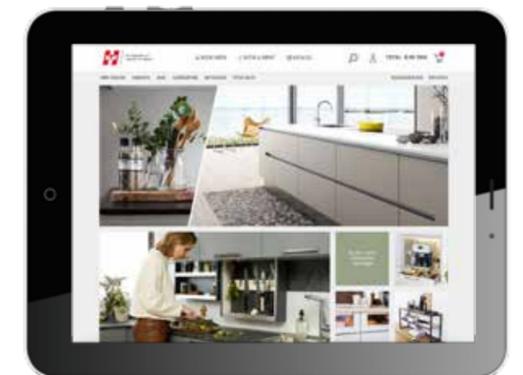
The insight behind the new communication concept, Modern life needs the right kitchen, lay in understanding that the way we live changes constantly. The kitchen must follow, and it is the kitchen that adapts to people's lives, not vice versa. Style. Function. New possibilities. Interiors. Buying experiences. HTH combined all of these with its classic blend of design, quality and service.

### Launching across platforms and countries

The new communication platform was released in March 2016, in conjunction with the new campaign launch in Denmark, Norway, Sweden and Finland. Kunde & Co worked with HTH on campaign elements, including commercials, a new visual identity (including a website), social media, ads, inserts, catalogue, POS material and more.



Advert



Website



**Task:** Develop and design a global web platform.

**Solution:** A flexible, responsive digital marketing platform built on Sitecore, which puts the brand in central focus, supports local marketing efforts and enables possibilities for integrating local web shop solutions.

**Result:** A strong platform implemented in 11 countries with localised versioning. Analyses of the dot.com site showed a significant increase in brand engagement with longer visiting hours, a lower bounce rate and more page views per visit.

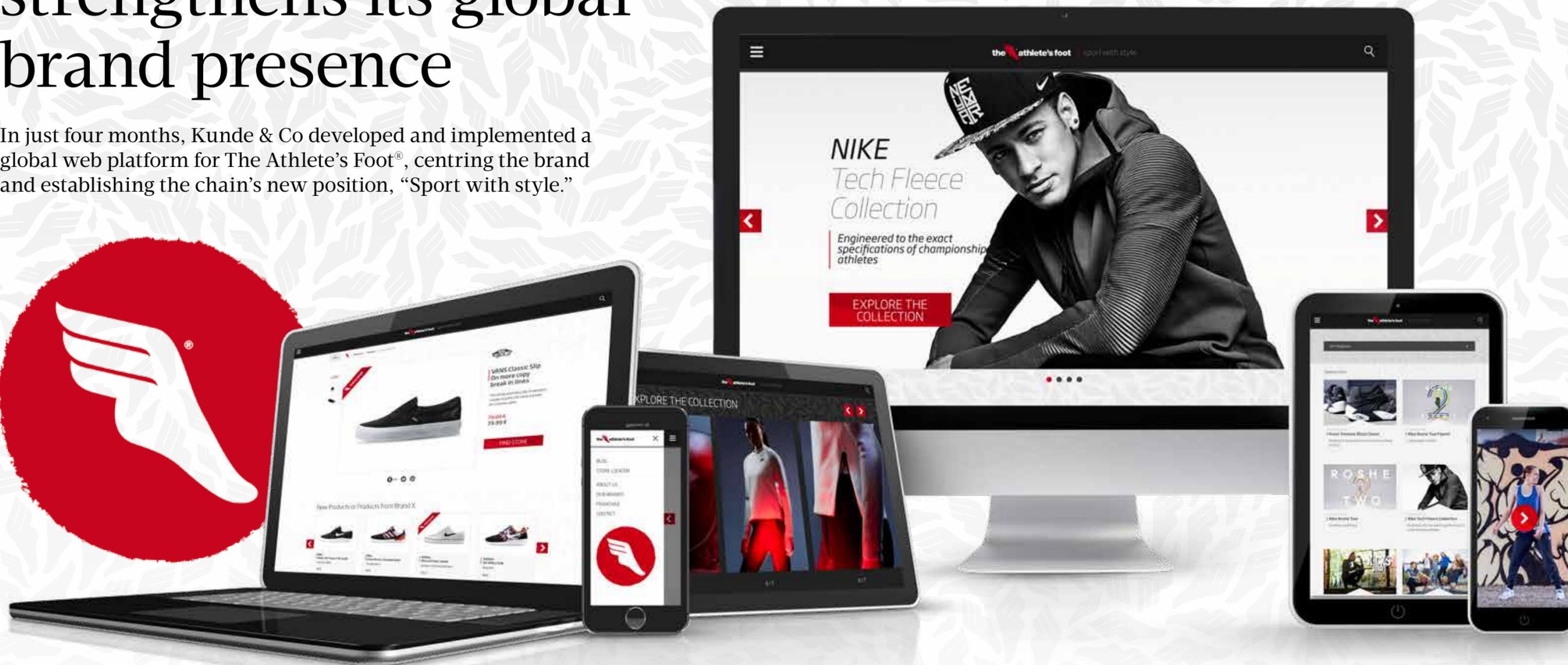


**About The Athlete's Foot®:** A global retailer of sports shoes for both athletic and lifestyle consumers, the Athlete's Foot was established in 1971 in Pittsburgh, Pennsylvania. As the first store of its kind in America, the chain later evolved into the world's first sneaker-store franchiser. In 2012, The Athlete's Foot® was acquired by INTERSPORT International Corp. At the moment, there are 483 The Athlete's Foot® locations across 27 markets.



# The Athlete's Foot® strengthens its global brand presence

In just four months, Kunde & Co developed and implemented a global web platform for The Athlete's Foot®, centring the brand and establishing the chain's new position, "Sport with style."



Cooperation between The Athlete's Foot® and Kunde & Co first began in 2012. At that point, the chain had been newly acquired by INTERSPORT International Corp., which needed to uncover the brand position of The Athlete's Foot® and develop a strong concept to better represent the brand within the market. Qualitative interviews, along with internal and external web tests involving more than 5,000 consumers across six countries, provided a better understanding of the core target audience, and made it possible to establish a sneaker specialist position under the concept, "Sport

with style." This concept would be rolled out within a global web platform to improve the digital position of The Athlete's Foot®.

#### A future-proof web platform

The global website was created with Sitecore Experience Platform, a high-end digital marketing platform that could handle global marketing efforts while also supporting local marketing activities. The brand was clearly centred on all pages, never disappearing behind the many strong sneaker brands on display, and the design

was responsive, so all content on the site would be displayed optimally, regardless of whether the user was using a smart phone, tablet or computer. The process of locating a local store was simplified with postcode-entry and geo-targeting with accompanying map functionality. Finally, a blog was added to keep the site dynamic, ensuring that The Athlete's Foot® could continuously publish new content to support the sneaker specialist position and create visibility with regard to campaigns, product news, interviews, events, etc.

#### A good start

After the launch of theathletesfoot.com, the chain continuously and independently rolled the site out to further markets with appropriate versioning, including France, Mexico, the United States, Finland and Russia. The local markets welcomed the new platform, praising the sleek design and great usability.



**Task:** Strengthen consumer preference for eight of Reckitt Benckiser's Nordic brands.

**Solution:** Development and implementation of a new digital strategy focusing on data-driven creativity, close collaboration across special departments and 1-to-1 dialogue with consumers.

**Result:** A robust, unique platform from which to develop engaging, value-based content that lifts the performance of all brands with respect to preference, user frequency, price perception and willingness to buy.

# Improved digital presence strengthens brand preference in the Nordic region



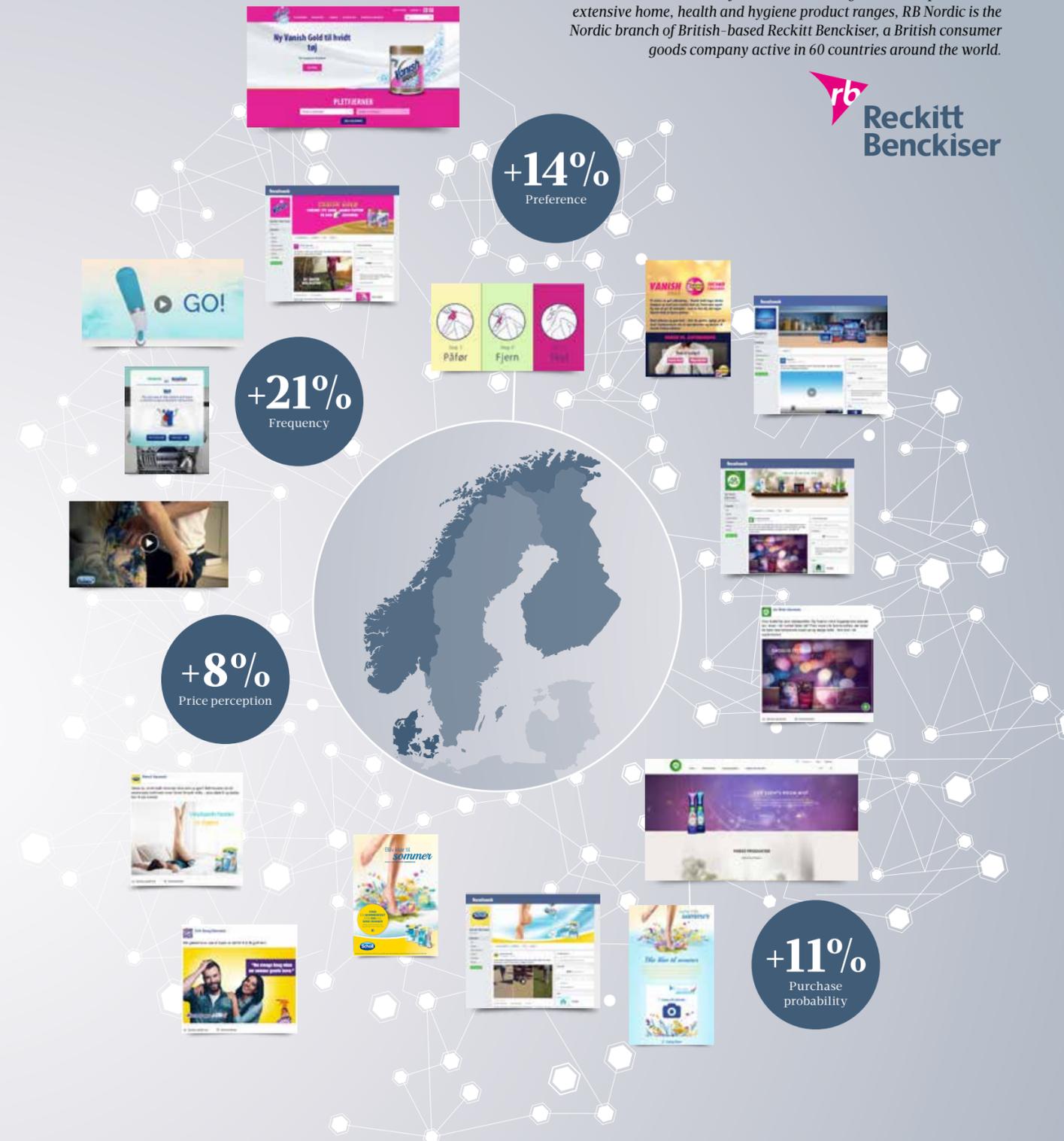
A new digital strategy and data-driven creativity strengthened RB Nordic's digital presence, bringing the company closer to consumers and increasing preference across eight selected brands.

RB Nordic had achieved high awareness through a focus on TV and the development of strong distribution channels, and brands like Vanish, Veet, Scholl, Cillit Bang, Air Wick, Neophos, Dettol and Durex were well-known throughout the Nordic region. However, increased competition and higher consumer expectations meant that sound awareness ratings and robust distribution platforms wouldn't be enough, so the company needed to prepare for a new digital era.

With this in mind, Kunde & Co worked closely with RB Nordic throughout 2016 to develop and implement the second phase of a new digital strategy, with the goal of supporting and further



**About RB Nordic:** One of the world's leading FMCG companies with extensive home, health and hygiene product ranges, RB Nordic is the Nordic branch of British-based Reckitt Benckiser, a British consumer goods company active in 60 countries around the world.



enhancing Facebook concepts for the eight brands rolled out between 2014 and 2015. The focus was on building preferences, shortening the space between brand and consumer by successfully adding value for both through a relevant, engaging digital presence.

#### Data-driven creativity and an involved target group

The new strategy placed greater focus on 1-to-1 dialogue with consumers via Facebook communities, engaging with value-based content that addressed the target group's behaviour and interests.

Kunde & Co's specialised departments enabled RB Nordic to exploit quantitative insight into target group behaviour on digital media,

while a group of Nordic community managers collected further qualitative data and insight about the respective brand communities. This knowledge gave consultants and creatives a unique platform from which to define the optimal creative direction and develop content to bring the brands and consumers together.

#### Progress on all parameters

The results of this digital campaign have been striking. Taking targeted business parameters into account, all eight brands have experienced progress. Brand preference has seen positive change, as well, and this trend is expected to continue for the duration of the campaign.



**Task:** Develop a corporate story that drives SimCorp's position toward further growth and expansion.

**Solution:** Development of an integrated corporate identity, based on surveys with internal and external stakeholders, as well as a new brand platform, visual identity, website and other communication elements.

**Result:** A strong identity aligned across all platforms, and significant improvement in web performance (i.e. 20.8% longer visit time on the new website).

# New brand platform consolidates SimCorp's leading position

Based on a completely new brand platform, SimCorp has strengthened its international profile and presence in crucial markets.

SimCorp is a Danish software production company and a major supplier of IT solutions for the finance industry. With a 66% and 24% share of the Nordic market and Central European markets respectively, they were doing well, but with over 40% of their target group located on the other side of the Atlantic, in North America, they wanted to do even better. SimCorp recognised the significant growth potential that lay waiting, and decided it was time to compete with the local players. In close collaboration with Kunde & Co, the company made the strategic decision to strengthen its brand and position through a classic Corporate Religion process.

## Comprehensive analysis

The collaboration began with qualitative interviewing of internal and external stakeholders. The interviews provided a foundation for defining key positions and a corporate concept based on how

SimCorp perceived itself, how the market perceived it, and the position it aspired to achieve. Afterwards, these were validated through quantitative tests regarding positioning and communication directions, all of which described SimCorp's corporate story and showed how SimCorp differentiated itself in the market.

## Market insight

The process revealed that SimCorp's integrated solution was unique and well suited to handling the speed and complexity characteristic of a financial products market wherein new legal requirements are constantly enacted, requiring quick system-wide implementation.

Unlike many of its competitors, SimCorp Dimension can control assets throughout the entire process via a single system, with

19 integrated modules that interact with one another. Since all the modules are built on the same system architecture, the system easily handles the everyday turbulence of wealth management – whether it's the introduction of new products, new markets, new regulations, demands for increased transparency, better reporting options or the incorporation of new instruments. The sum of these benefits was expressed through the new pay-off and concept, "One System for a Complex World," and with this settled, the cornerstones for SimCorp's new brand platform were in place.



**About SimCorp:** SimCorp is a publicly-traded Danish company, responsible for one of the world's most integrated asset management software solutions, SimCorp Dimension. The solution is targeted toward major banks, pension funds, insurance companies and fund managers all over the world.

**Advertising – seven floors high**  
In May 2016, a seven-floor graphical animation was displayed at New York City's Times Square, targeting SimCorp's most important growth market.

“  
It has been a truly rewarding process working with Kunde & Co on the brand platform. Most of all, we today have a brand and communication platform that is aligned across all channels.”

**JENS OLIVARIUS,**  
Chief Marketing Officer



**A new brand platform and product system**

The essence of SimCorp's new brand platform was the clear presentation of SimCorp as a company that acknowledged and took into account the many challenges faced by the world's leading asset managers. This communication was based on SimCorp's long-standing philosophy of always helping customers to stay a step ahead. This philosophy was described and detailed in a new image brochure and through a new product system, which together illustrated how each module in SimCorp Dimension solved a concrete task while adding value through unique interaction with other system modules.

**A strong visual identity**

To support the new key story, SimCorp developed a new visual identity, which was less conservative and bank-like. The identity was built around hexagons, which can be linked together like Lego bricks, underlining the fact that SimCorp delivers an integrated solution which can be tailored to a customer's specific needs. The identity was described in a new design guide, and implemented in all SimCorp communication elements, from presentations to newsletters, images, brochures, social media, employer branding and campaigns.

**Better digital branding**

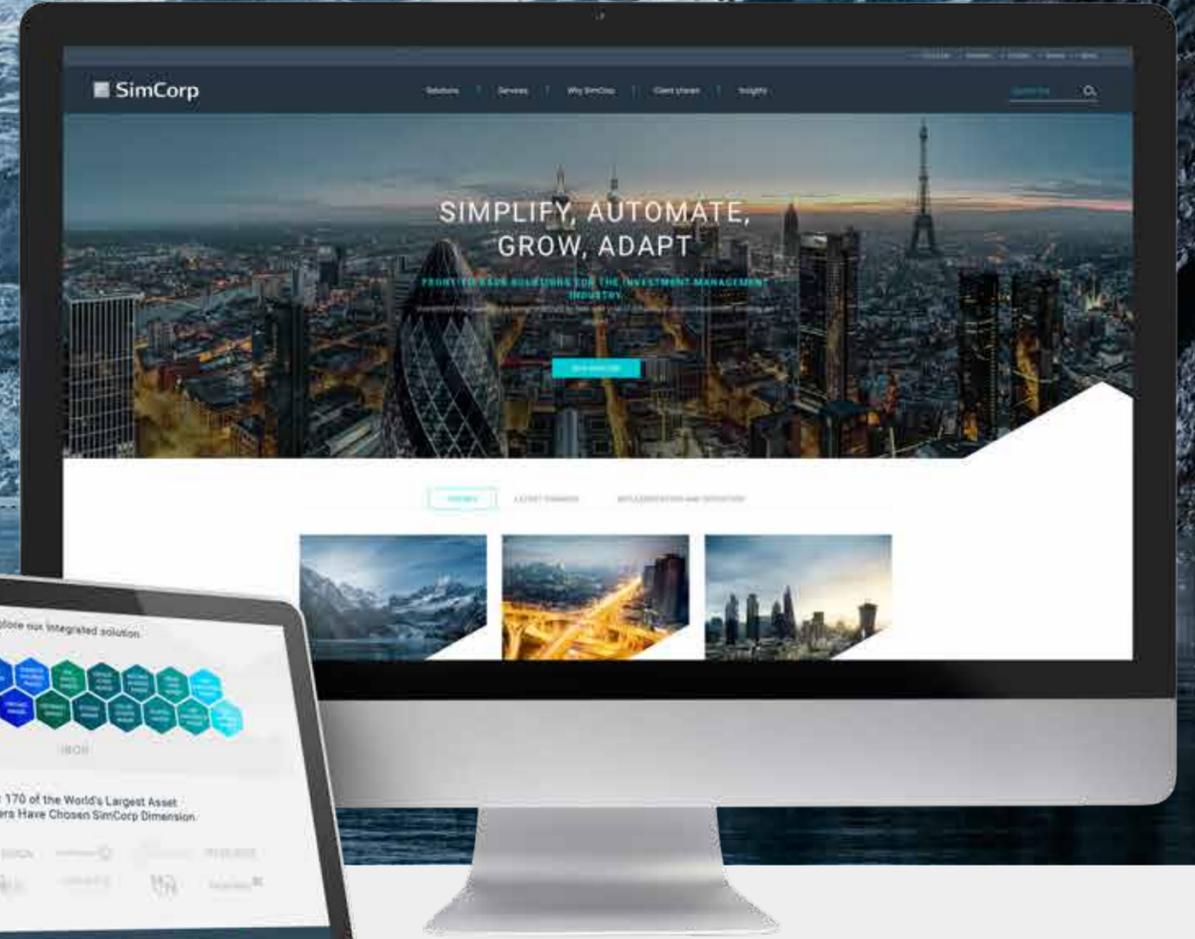
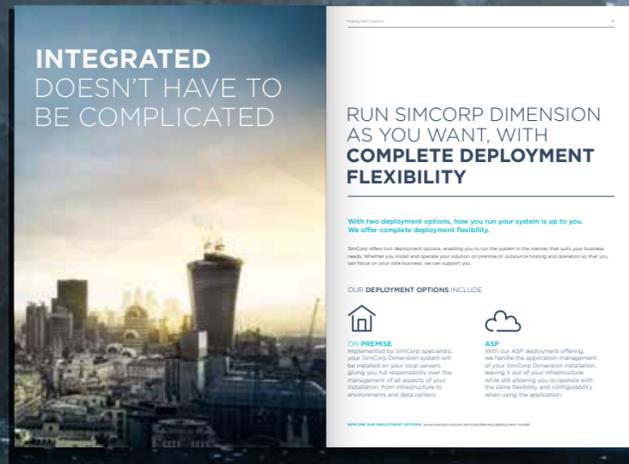
A new SimCorp website was built on the Sitecore 8.1 platform, with responsive design that ensured the same experience regardless of whether the page was accessed by computer, tablet or mobile phone. The new website was integrated with SimCorp's CRM-system, ensuring that the on-site behaviour of both identified and unidentified contacts could be tracked and logged. This customer behaviour-tracking was used as the basis for a lead-generation model, and for a consumer behaviour-based user experience.

**Long purchase process**

Carefully planned information architecture was implemented behind the new website, giving SimCorp a stronger digital presence in the market and ensuring that the considerations faced by poten-

tial customers were addressed. The architecture was based on a combination of interviews, listening studies and analyses of clients' customer journeys. Also taken into consideration was the fact that investments in new IT solutions only take place every 10-15 years within the financial sector and, when they do, there are many players in the market, as well as a great number of decision makers that complicate the buying process.

As a result, the new platform's structure focused primarily on delivering information to new clients, with existing clients, investors and job applicants receiving secondary consideration. With the new site structure, SimCorp clients stayed on the site 20.8% longer, and viewed 26.5% more pages, while the bounce rate decreased by 18.8%.





**Task:** Develop and implement a strong brand concept, as well as a new identity to support Wavin's marketing transformation and integration across Europe.

**Solution:** Analysis of brand position and opportunities in the market, followed by the development, implementation and activation of the "Connect to Better" brand platform throughout the entire organisation.

**Result:** Strong, coherent positioning towards both internal and external stakeholders across all markets in Europe, improving brand perception of Wavin.

# A new concept kicks off Wavin's way of connecting to the market



A complete marketing transformation is refreshing the Wavin brand and bringing it closer to customers.

As part of a new marketing strategy, Wavin, a leader in the industry of innovative plastic pipe systems and solutions, decided to embark on a marketing transformation journey. The transformation aimed to position the company closer to its end-customers, and to explore opportunities for further efficiency through internationally-aligned marketing initiatives.

In collaboration with Kunde & Co in 2014, Wavin launched a substantial pan-European branding project called "Connect to Better." The concept was developed to ensure strong and consistent positioning towards internal and external stakeholders throughout Europe.

### More than just another product

The first step in the process involved determining the themes that would establish a strong position in the plastic pipe solutions market. Research and analysis showed that much of the marketing and communication strategy employed by competing companies focused solely on products. This left Wavin with considerable room to differentiate itself from competitors by aiming higher, moving from a focus on product communication to an emphasis on the purpose of its solutions, and how they delivered value to Wavin's end-customers.

### A story about connecting

Having identified untouched marketing territory, Wavin needed to qualify its story – what was it doing better than others in the industry? Importantly, the answer lay in Wavin's practical experience and its unique ability to deliver complete plastic pipe solutions. Whatever the building project or challenge, Wavin helped customers get the job done right, in an efficient, hands-on and down-to-earth manner. What's more, the company connected its industry to new knowledge, technologies, and better plastic pipe solutions.

### A concept is born

Having compiled the relevant market insights through analysis, Kunde & Co began working on the brand platform that would eventually drive Wavin's internal and external communication. Two principal concepts were developed, each emanating from its own positioning strategy.

A subsequent focus-group test of the two directions pointed to a favourite: "Connect to Better." This was considered the more personal and approachable direction of the two, and it reflected the highly ambitious objectives of the company as a proactive industry pioneer.

The branding concept, "Connect to Better," is activated both internally and externally through various communication channels.

**About Wavin:** Headquartered in Zwolle, The Netherlands, Wavin is a European leader in plastic pipe systems and solutions, and a part of Mexichem group.



### A successful launch

The inauguration of "Connect to Better" took place at an executive meeting in The Netherlands. Over 200 people attended and became a part of the concept launch, which was very well-received. Following this meeting, the concept was launched locally at a series of events in all operating countries.

With the development, implementation and activation of the brand platform throughout the entire organisation, Wavin strengthened its corporate story and brought itself closer to the end-customer. Furthermore, the communication concept emphasised the fact that for more than 60 years, Wavin had been the leading manufacturer of groundbreaking and innovative plumbing solutions, safe drinking water distribution technology, sustainable wastewater and drainage management, and heating and air conditioning equipment.

### Mood films

Wavin's new concept are core competences are communicated in a "mood film."





**Task:** Position Sidel as a solid provider of integrated solutions.

**Solution:** An extensive brand strategy process and global campaign rolled out across digital, social and analogue channels.

**Result:** To date, the campaign has reached 240,000 unique users in the target group and has generated 17,500 visits to the campaign website and blog – the equivalent of a 360% boost – as well as 220 leads from potential customers.

# A new reality inspires a global player to reinvent itself

Over the past two years, Sidel, a member of the Tetra Laval Group, has undergone an extensive repositioning process. Kunde & Co served as Sidel's strategic partner during the process, with great results.

# 360%

boost in traffic to website

# 8

times higher engagement rate on social media compared to industry average

# 220

leads from potential customers

## A changing industry

As is the case with many industries, changes within the beverage industry are occurring at unprecedented speed. In 2015, Sidel recognised a significant shift: customers who previously purchased production line parts separately from varying manufacturers were now demanding integrated production line solutions from single suppliers.

## New positioning

This shift in buyer behaviour proved favorable for Sidel, as the company was one of the few suppliers in the market able to actually deliver fully integrated solutions. The challenge lay in ensuring that current and potential customers alike were made properly aware of this fact. It was at this point that Sidel, together with Kunde & Co, began an extensive brand strategy project.

## Extensive strategy process

The first step was to define the scope of the market's shift towards integrated solutions. The second was to develop a concept that Sidel could bring to the market and use to differentiate its offering, establishing a powerful position as an integrated solution supplier.

## More than equipment

For Sidel, an integrated production line is about much more than equipment: it is a question of expertise. In collaboration with

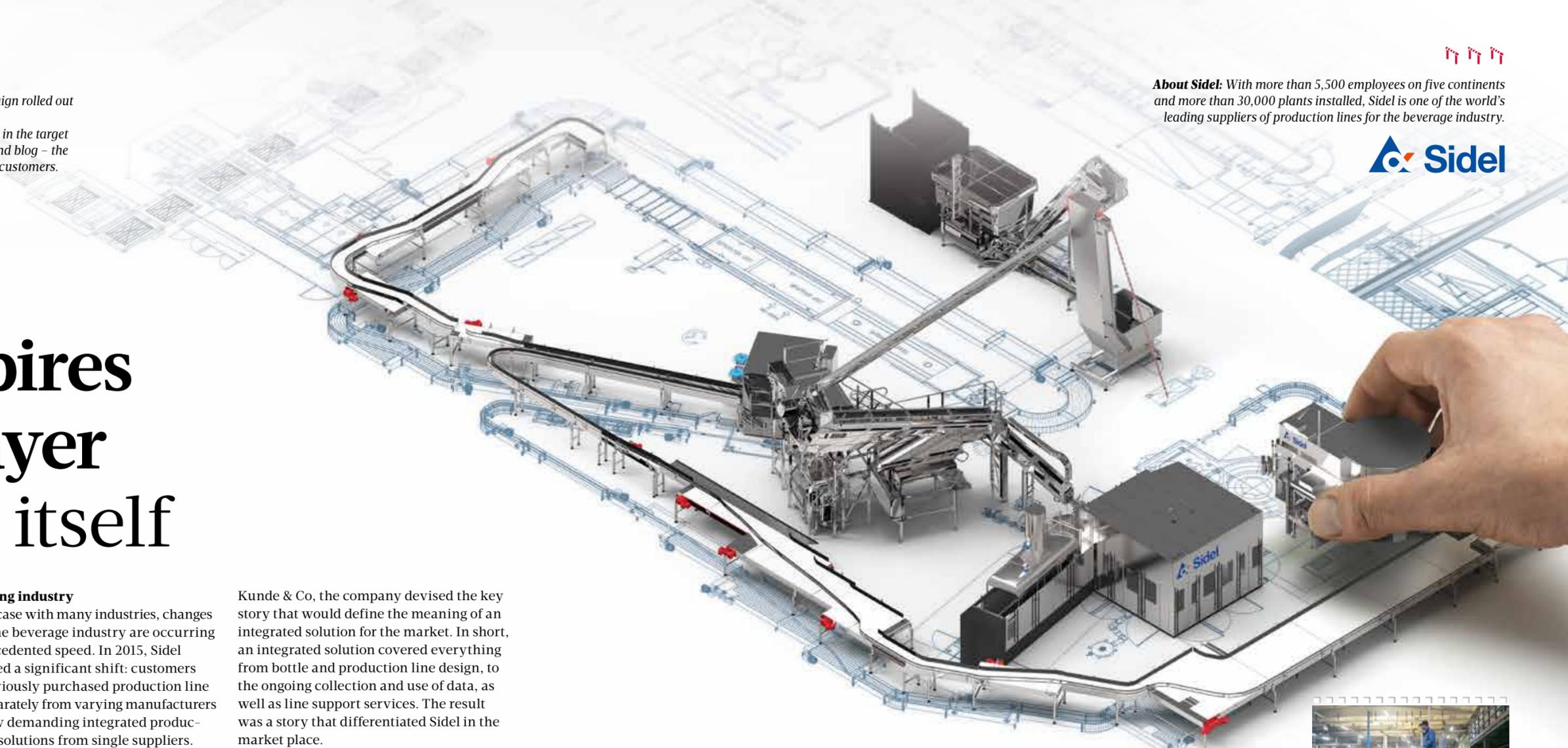
Kunde & Co, the company devised the key story that would define the meaning of an integrated solution for the market. In short, an integrated solution covered everything from bottle and production line design, to the ongoing collection and use of data, as well as line support services. The result was a story that differentiated Sidel in the market place.

## Global execution

The campaign involved a large number of communication elements for optimal market reach, including an extensive white paper that described Sidel's integrated solution in detail. The message was also conveyed via advertisements in industry-relevant media, while a campaign site included everything from interactive descriptions of each step in the integrated solution process, to segment-specific line concepts and a concept film.

Other online elements included trigger-based e-mail flows, extensive social-media seeding and retargeting, massive production of blog content and landing pages. Finally, Sidel's sales force received a technical presentation that framed and explained the concept. This mix of elements ensured that no matter how customers or potential customers encountered Sidel, they would experience the same integrated story.

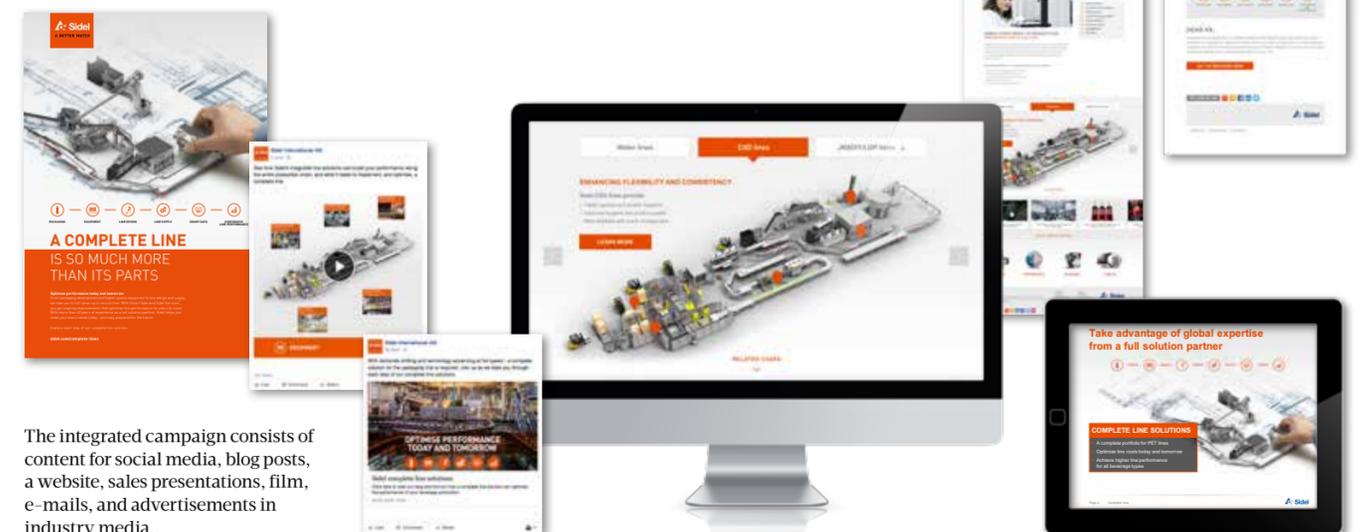
**About Sidel:** With more than 5,500 employees on five continents and more than 30,000 plants installed, Sidel is one of the world's leading suppliers of production lines for the beverage industry.



## Impressive digital results

So far, the campaign has reached 240,000 unique users in the target group. Around 8% of those exposed engaged with the social media content, which was eight times the industry average. The campaign attained a click-through-rate of 5.6%, which was seven times the industry average.

There were 17,500 visits to the landing page and blog during the campaign period, and 75% of these were new visitors. The campaign generated a 360% increase in traffic to the relevant websites, and has delivered 220 relevant leads from potential customers – so far.



The integrated campaign consists of content for social media, blog posts, a website, sales presentations, film, e-mails, and advertisements in industry media.



**Task:** Strengthen Sidel's online presence.

**Solution:** The implementation of an integrated solution that aligned brand messaging and positioning across all relevant channels.

**Result:** A boost in conversion rates and website visit length, and generation of new leads.



**About Sidel:** With more than 5,500 employees on five continents and more than 30,000 plants installed, Sidel is one of the world's leading suppliers of production lines for the beverage industry.



# Strategic implementation across all relevant online channels

The advance of digitalisation makes the marketing world ever more complex, and this development calls for a strongly integrated approach! As Sidel's lead agency since 2010, Kunde & Co proved instrumental in the implementation of an integrated online strategy.



## An integrated solution based on thorough analysis

A detailed listening study provided Kunde & Co with important information on relevant industry topics. After an additional comprehensive digital analysis, a strategy was defined for strengthening Sidel's online position, with a framework that would equip the correct channels with appropriate content. This content reflected the brand position and made Sidel an opinion leader in the beverage industry.

To make the process as efficient as possible, a centrally-led "hub-and-spoke" structure was created, with a clear distribution of tasks. Copywriters, art directors, specialists from the media and digital departments, community and account managers, and those responsible at Sidel worked closely together. Thus, Kunde & Co could guarantee the perfect alignment of channels, a consistent appearance, high quality and relevance of the content, and successful international implementation.

## Implementation of a consistent marketing mix

Features like landing pages, a download centre, trigger-based e-mail flows, newsletters, blog posts, social media, SEO and SEA all contributed to lead generation and nurturing. By using look-alike and retargeting, we ensured that all relevant target groups were reached. Thanks to our integrated approach, all current and potential customers will receive the right content at the right time, depending on their current position within the customer journey. They can become active themselves, and interact with both Sidel's products and the company itself.

## A lasting success

A steady monitoring process provides us with important insights, helping us to continually improve Sidel's online presence. All key indicators confirmed the success of our integrated approach, as many new leads were generated, and conversion rates and website visit length were boosted significantly.



**Task:** Development of extensive post-fair communication for world's leading trade fair, ISH, focusing on efficient HVAC technology with the "Green IQ" label.

**Solution:** Creation of a post-fair campaign with the "Boost" motif, featuring an extensive road show and a 7-minute trade fair video.

**Result:** The target group gained comprehensive information on new products, and the video played not only on the road show, but also in Vaillant's showrooms.



**About Vaillant:** A company with a longstanding history as the leading premium brand for sustainable and responsible systems, solutions and services for heating, ventilation and hot water. Vaillant has over 12,000 employees and is the second-largest company in the HVAC and renewable energies sector.



# The exhibition really starts after the exhibition finishes

Every two years, the Frankfurt Trade Fair becomes the world's hub for plumbing, energy and air conditioning technology. ISH is a global trade fair, with close to 2,500 exhibitors presenting innovations for a global audience. Kunde & Co took control of Vaillant's post-fair communication, producing an exhibition film, a roadshow and much more.



**Everyone wants to push this button:** The irresistible key visual to the campaign.

**Quick and simple:** The post-exhibition presentation gave an overview of ISH highlights and made viewers eager to find out more.

Invitation to the post-exhibition event.



Vaillant, active throughout Europe, leads the market with future-oriented, intelligent heating and air conditioning technology that combines energy-efficient heat generation with a smart, Internet-based control system. Products by Vaillant show that they fulfill environmental certification criteria with a customised "Green iQ" label.

### The green boost

Because of this focus, the Green iQ was the main feature of a comprehensive post-exhibition campaign for Vaillant, developed

by Kunde & Co. The benefits of these smart systems were conveyed to any specialists, dealers, installers or planners who were unable to attend ISH. The major appealing element in the campaign was the large green button, which inspired the target group to actively engage with the brand and its products to increase their know-how and improve their business.

### On tour with the 'Green IQ' truck

To accomplish this engagement goal, Kunde & Co designed a roadshow to travel throughout Germany, exhibiting a range of

functional systems in a 17-metre truck. At every stop on the tour, selected trade partners and professionals were invited to the event, "Green IQ - New drive for your business."

### ISH 2015 in just 7 minutes

The ISH exhibition film was an important part of the communication package created by Kunde & Co. In a 7-minute video tour, the presenter met Vaillant CEO, Dr. Marc Andree Groos, and various Vaillant specialists who presented highlights from the exhibition. Enriched with informative graphics, the film enhanced the

presentation not only at the roadshow, but also in Vaillant's show rooms, and the company was able to extend the reach of its successful participation at ISH, to offer its target group a vivid glimpse into the future.

**A lively tour:** The exhibition film reviewed ISH 2015 with product highlights and interviews.





**Task:** Drive behavioural change in the industry towards more intelligent pumps.  
**Solution:** A new, dialogue-driven concept addressed five core target groups while effectively positioning Grundfos iSOLUTIONS.  
**Result:** A flexible and targeted concept that fostered a closer relationship with the 250 largest industrial clients in the Grundfos portfolio.

# Closer customer communication helps Grundfos drive behavioural change

By considering customer requirements and challenges, rather than products alone, Grundfos created a stronger relationship with its customers, broadening their knowledge of intelligent pump solutions and the possibilities of integrated data.



**About Grundfos:** One of the world's leading manufacturers of pumps, with more than 16 million pump units produced each year, Grundfos is headquartered in Bjerringbro, Denmark, and consists of over 80 companies located across more than 45 different countries.

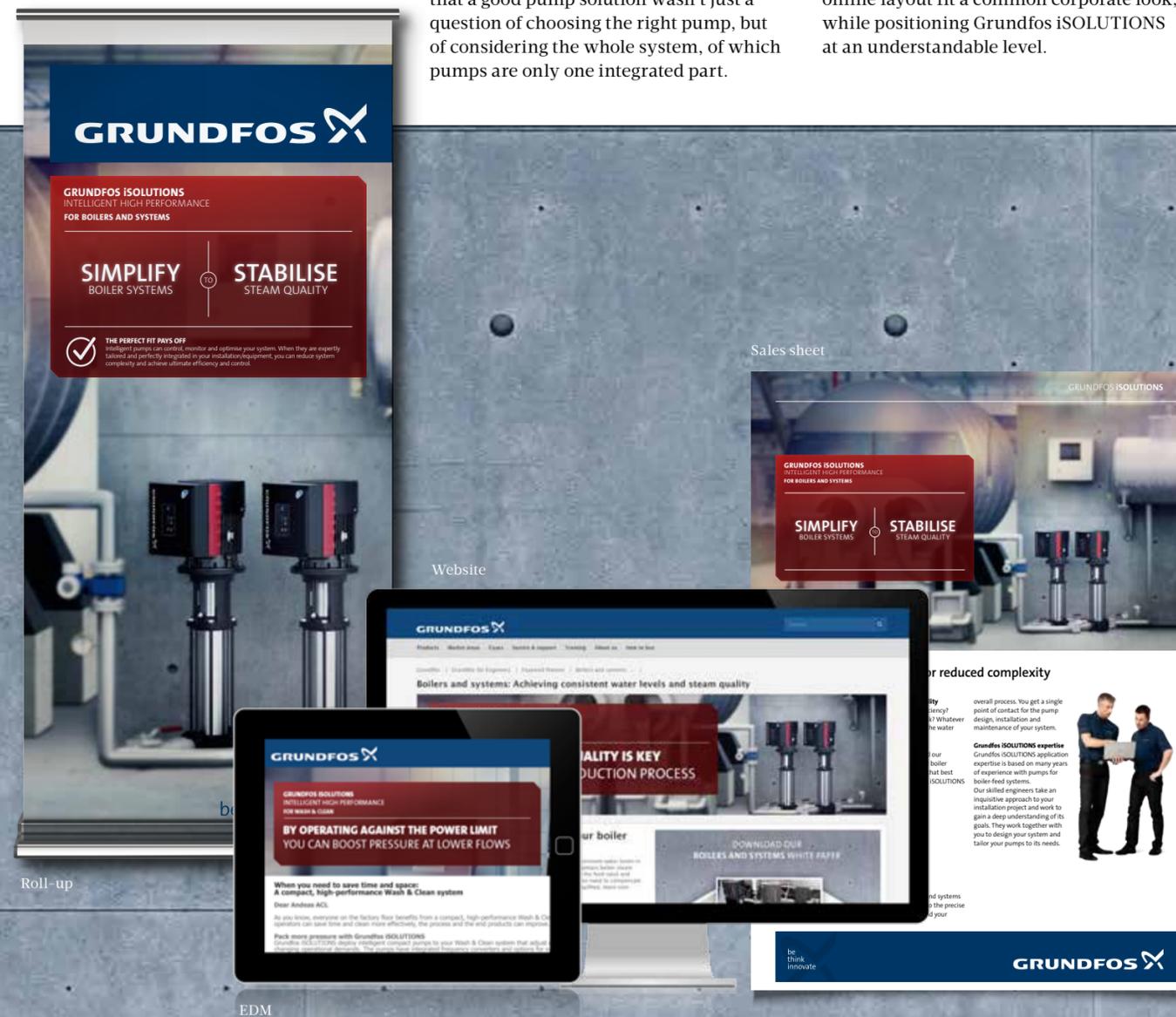


Every industrial company uses pumps, but few consider the systems behind the pumps, and how they ensure optimal operation. In a new campaign, Grundfos established a dialogue with 250 of Europe's largest industrial companies to explain the many advantages of an intelligent pump solution like Grundfos iSOLUTIONS. An intelligence-based approach allows pumps, frequency converters, management and protection devices, as well as measuring and communication units, to work together, making it possible to control pump operations directly from a computer.

**A campaign with five tracks**  
 In collaboration with Kunde & Co, Grundfos founded the new campaign on the concept, "INTELLIGENT HIGH PERFORMANCE." The campaign targeted Grundfos's five largest customer groups: companies working in cooling, heating, pressure boosting, boiler feed systems, and wastewater/water purification applications. A set of tailor-made messages was created for each target group, addressing key customer requirements and challenges experienced on a day-to-day basis. These messages were developed in partnership with Grundfos application managers and salesmen, with an acute understanding of customer needs, so Grundfos could communicate the fact that a good pump solution wasn't just a question of choosing the right pump, but of considering the whole system, of which pumps are only one integrated part.

**Communication that build relations**  
 The dialogue-driven campaign used e-mail marketing (EDM) to establish a personal relationship with decision makers and engineers among Grundfos' industrial clients. Every EDM linked to a campaign site with customer-specific content and images that focused on their needs and requirements. The campaign site was divided into five parts – one for each customer segment. Within each, Grundfos created company value by demonstrating an in-depth knowledge of specific requirements, challenges and operations. All material was made available for download, and it was also possible to participate in knowledge-based events. The streamlined online layout fit a common corporate look, while positioning Grundfos iSOLUTIONS at an understandable level.

Communication addressing customers' "pains and gains" within specific systems.



Roll-up

Website

EDM

Sales sheet



**Task:** Clarify the essence of the DNV GL brand, and what it stands for.

**Solution:** A new communication platform that could be integrated and activated across all global campaigns, with elements such as films, ads, websites, presentations and more.

**Result:** A clear and distinct communication concept that defined the company's core position within energy, and a more strategic approach to global campaigns.



**About DNV GL:** With around 14,000 employees globally, DNV GL is one of the world's leading consultancy and certification companies. The company provides international classification for the design, construction, building and operation of ships and offshore units, and is an important partner for the energy and healthcare sectors.



$$P = \frac{1}{2} \rho A V^3 C_p$$

# Knowing energy – and how to communicate that knowledge

In collaboration with Kunde & Co, DNV GL strengthened its leading position in the energy market while streamlining its global campaigns.

For over 90 years, DNV GL has delivered technical specifications, standards and recommendations for shipping, energy and oil industries worldwide. The group is actively involved in driving these industries towards new sustainable, intelligent and energy-efficient solutions, and as a result, it always needs to be ahead of the game. In collaboration with DNV GL Energy, Kunde & Co created a global communication concept based on four strategic themes integrated across all internal and external platforms.

### Behind the curtains

In developing the concept for DNV GL Energy, Kunde & Co was confronted with a significant creative challenge: DNV GL Energy didn't produce anything tangible for the energy sector. The goal was to communicate DNV GL's in-depth knowledge and problem-solving capabilities in providing complex calculations and analyses through highly-qualified staff, to create true customer value.

The answer was as simple as it was elegant: to move DNV GL's expertise away from offices, and refocus it on real-life solutions.

### A clear concept

The overall concept needed to set the direction for DNV GL within the energy sector, and drive a clear, differentiated market positioning. Kunde & Co developed the modular, flexible and value-oriented concept, "Knowing Energy & How." The concept highlighted DNV GL's extensive industry knowledge and expertise in managing transitions, and in navigating customers through a complex environment of standards, classifications and service specifications.

### A global platform

Having developed the concept and platform for uniting DNV GL's communication within the energy sector, Kunde & Co turned its attention to the group's nine global campaigns. These were eventually trimmed to four major strategic themes – Wind, Solar, Future Grids and Sustainable Use – with the communication concept integrated across each theme. They were then activated through campaign activities like ads, social media, EDMs, exhibitions and sales presentations.

Following the project, Kunde & Co initiated a process for measuring and tracking relevant marketing activities. The result was a global marketing and campaign dashboard that measured and visualised all activities across the marketing and brand funnels.



Examples of the new integrated campaign communication concept.



**Task:** Develop and implement a complete communication concept for the DNV GL Technology Outlook 2025 report, to be rolled out across all touch points, using DNV GL's technology insight and research to tell the brand's corporate story.

**Solution:** A communications concept that streamlined the content from Technology Outlook 2025 into a digital format with elements such as film, a website, presentations and more.

**Result:** The Technology Outlook 2025 report, and all of its related elements functioned as a powerful internal and external brand statement that helped to consolidate DNV GL's leading position in the market.

# A compelling story of technological expertise

In collaboration with Kunde & Co, DNV GL communicated the company's visionary view on future technological development through comprehensive digitisation of the Technology Outlook 2025 report.



In 2014 Kunde & Co also worked closely with DNV GL in 2014 to communicate the brand story. This collaboration resulted in a four-minute film about DNV GL's technology expertise.

Much has changed since DNV GL published Technology Outlook 2020 in 2011. Today, the global media landscape is invariably subject to rapid change, and the digital platforms on which companies interact with clients change accordingly. With this in mind, DNV GL decided to release Technology Outlook 2025 on the campaign site <http://to2025.dnvgl.com/> in order to optimise overall reach and strengthen the company's leading market position.

#### Strategic research

Technology Outlook 2025 is a multi-purpose document, aimed at a number of audiences. It is written for analysis on several different levels, as both an informative read for industry professionals and an educational tool for political and industrial influencers. It is also a strong branding message, focused on the group's competencies, all of which relate to a broader set of stakeholders that includes decision makers, management and employees.

#### Conceptualising the communication

The creative team at Kunde & Co developed the concept, look and feel of the digitised report. It was decided that a printed version of Technology Outlook 2025 would function as the master copy, and form the basis for the digital version that drove and united DNV GL's story across all platforms.

The report focused on prospective technological developments for shipping, energy and life sciences. Its sheer size and detailed content made it a powerful brand statement, a valuable sales tool and a

part of the wider corporate story. Moreover, it represented DNV GL's leading position as an entirely knowledge-based company with a unique ability to guide different industries through the complex areas of technology development, research and business area insights.

#### The first truly digital Technology Outlook

The next stage involved the development of a campaign site. The digitalisation of Technology Outlook 2025 created a platform that could be used as a conversation starter, and to engage DNV GL clients in a compelling interactive user experience. The website was structured so that visitors could intuitively locate sections and content to find information easily within DNV GL's key areas – Innovation, Shipping, Energy and Life. The site also allowed visitors to download event-related materials, such as films, invitations, banners and presentations, specific to parts of the report.

#### A successful launch

In April 2016, Technology Outlook 2025 launched globally at a major event in Shanghai, with further events scheduled throughout the remainder of 2016. The development and implementation of a holistic communication concept, and the conversion of the report into digital form, have both allowed DNV GL to better communicate its capabilities as part of a greater corporate story, while enhancing the market's overall understanding and perception of DNV GL as a market leader.

**About DNV GL:** With around 14,000 employees globally, DNV GL is one of the world's leading consultancy and certification companies. The company provides international classification for the design, construction, building and operation of ships and offshore units, and is an important partner for the energy and healthcare sectors.

DNV·GL



The "Technology Outlook 2025" report is a detailed prediction of how the world will look in the year 2025.



TO2025.dnvgl.com



**Task:** Develop a strategy to support the Diebold Nixdorf merger and create a unifying visual universe.

**Solution:** The creation of consistent Corporate Visual Identity (CVI) guideline aligned with the market leader's global relevance, while safeguarding the original identities of both companies.

**Result:** A visually appealing and easily recognisable design to be used in Diebold Nixdorf's complete communication.



**About Diebold-Nixdorf:** The 2016 merger of Diebold Inc. and Wincor Nixdorf led to the new world market leader for automation and self-service solutions in banking and retail. With more than 25,000 employees, the company makes cash machines and systems, controlling approximately 35% of the global ATM market. Each day, more than 80 million people worldwide interact with Diebold Nixdorf's technology.

# The best of two worlds united in one strong brand

In August 2016, Diebold merged with Wincor Nixdorf, and a new powerhouse for automation in the finance and retail industries was born. Kunde & Co worked closely together with the company to forge a strong, unified brand.

USA meets Europe: Diebold and Wincor Nixdorf shared the same industry, but were distinguished by their operational ranges and culture. Merging American pioneering spirit and German engineering was the first task for the management of the new Diebold Nixdorf enterprise, and Kunde & Co's role was to assist in the creation of a common identity, and to develop the new organisation's CVI guidelines.

## A new look for 150 years of innovation

Over 90% of the global Top-100 financial institutions rely on Diebold Nixdorf technology, as do 16 of the 25 biggest retailers, with ATMs, payment systems and software solutions comprising much of the demand. This strong market position required an equally confident visual appearance to complement a combined 150 years of innovation.

Diebold Nixdorf had already developed a new company logo and a secondary mark. Close collaboration with Kunde & Co resulted in a white identity box-form bridge between the two. The box could also be used as a decorative element or watermark.

The next step involved the development of a CVI, and guidelines to ensure consistent and unified internal and external representation. This comprehensive manual comprised typography, colours and imagery, as well as instructions on how to create material for social networks, film graphics and gimmicks.

## A new identity right on time

Timing for the project was exacting, as elements had to be ready and in place to coincide with the merger date. Ads and banners have also been launched, along with a two-minute animation, showcasing Diebold Nixdorf as a steady driver of technological industry benchmarks - thanks to its ability to offer the best of two worlds.



**LinkedIn Ad/Banners**  
The minimalist look of the new Diebold Nixdorf CVI is convincing - even in the smallest digital media elements.

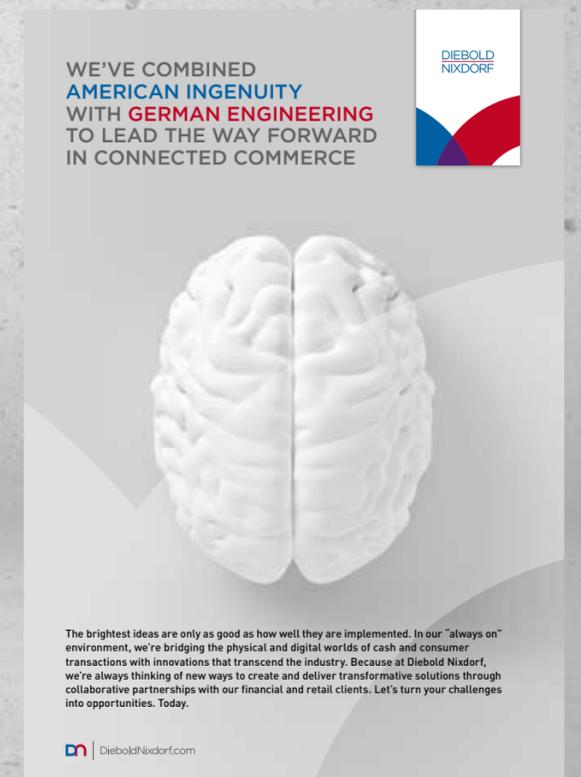


## Logo/App Icon

The secondary mark breaks the company look down to two letters with maximum stylisation. Its simplicity also makes it the ideal app icon.

## Ad Campaign

This campaign leverages simple, strong symbolism to communicate the merger's advantages.





**Task:** Focusing of AVIA's brand profile and strengthening of the company's position on international markets.  
**Solution:** A consistent corporate design for all European companies, reflecting the group's diversity while uniting its members.  
**Result:** The new, modern look clearly differentiates AVIA from its competitors and strengthens its European position.



**About AVIA:** In 1927, several independent mineral oil importers in Switzerland came together under the name AVIA. In the 1950s, importers from other European countries gradually joined the group, resulting in the formation of AVIA INTERNATIONAL in 1960. Today, the AVIA brand encompasses 3,000 filling stations and over 80 member companies in 14 European countries. In addition to filling stations, AVIA member companies are also major fuel oil suppliers, lubricant producers and suppliers of alternative energy, such as energy pellets, solar power, wind energy and more.



# Locally rooted, internationally active



With help from Kunde & Co, European petroleum company AVIA created a consistent global image that strengthened its international position and set it apart from the competition.

**A modern visual identity**  
 The new visual identity reflected the brand's values, enabling a professional presence across all target groups and media, and the expanded corporate design manual provided partners with coherent guidance for consistent communication.

**A successful execution**  
 By renewing and clearly defining the brand's image, Kunde & Co further strengthened AVIA's international positioning. The new corporate design manual has already been successfully implemented, and the new, modern look allows AVIA to clearly distinguish itself from its competition.

**Harmonising the brand**  
 AVIA management recognised the role of a consistent image in maintaining a strong international brand position. AVIA wanted to keep its existing logo while standardising its use and placement in communication across the company. To achieve this, Kunde & Co developed a new corporate design manual, revising marketing tools and defining the appearance of elements and symbols in locations such as filling stations, fuel pumps, pylons, vehicles and corporate signage. A clear design was also created for all AVIA products.

The AVIA member companies, or "Aviators," consider themselves different from their multinational competitors. They are an association of companies, with strong local roots that contribute to the larger AVIA family throughout Europe. However, the AVIA members each underwent separate brand developments, leading to an inconsistent and conflicting brand image.





**Task:** Development of a promotional focus for a new series of hydraulic motors, followed by an internal and external rollout.

**Solution:** Creation of the "Hidden Beast" concept, which aligned all product advantages in one communicative direction, and implementation across a comprehensive campaign.

**Result:** Social media activities led to a 318% increase in monthly mentions, and more than 25,000 Twitter impressions. First sales leads were generated on trade fairs.

# Brutally successful with new engines

How do you focus the advertising for a range of Bosch Rexroth hydraulic engines that are superior to the competition in every way? Kunde & Co mastered the challenge by unconventional means.



**About Bosch Rexroth:** The Swedish company, Hägglunds Drives has been a fully integrated part of the Bosch Rexroth Group since 2011, expanding the group's product portfolio to include durable, high-performance hydraulic drives.

**Rexroth**  
Bosch Group

When it came to a campaign for the most compact and powerful hydraulic motors in their class, with additional unique selling points, it was particularly important to find a focus. Kunde & Co created a comprehensive communications concept for the Hägglunds CA 10-40 Bosch Rexroth product range. Its name? "The Hidden Beast." With the tagline, "Brutally powerful," the concept was first rolled out internally and later for NPE2015, The International Plastics Showcase, where it was unleashed on its main target group in the plastics processing industry, one of the primary application areas for engines and injection-moulding machines.

Alongside traditional advertising for exhibitions, advertisements and brochures, Kunde & Co also developed a complete online strategy, including films, Facebook and LinkedIn campaigns, as well as classic offline advertisements and brochures. Adapted to cater for a slightly broader target group, this phase was repeated at the Hanover Trade Fair 2015. The results confirmed the advertising power of the "Beast," with activities on social media generating a 318% increase in "monthly mentions" during the campaign, and more than 25,000 impressions on Twitter. Not to mention the positive customer feedback at both trade fairs, and the generation of initial sales leads with a media investment. Brutal success, indeed.



Powerful design, consistently implemented: The "Hidden Beast" effectively strikes all end devices.





**Task:** Strengthening of Bosch Rexroth's position as a lead supplier and lead user in Industry 4.0 for OEMs and end users.

**Solution:** Development of a comprehensive communication concept, including campaigns for LinkedIn and Google AdWords and a campaign website.

**Result:** With a series of ten animated films, Bosch Rexroth dominated the "Industry 4.0" search on YouTube.



**About Bosch Rexroth:** One of the world's leading specialists in drive and control technologies, and active in over 80 countries, Bosch Rexroth is a pioneer of Industry 4.0 and is pursuing a dual strategy as both a leading provider and user in the field.

**Rexroth**  
Bosch Group

# Pioneering work for Industry 4.0

Industry 4.0 is one of the most important topics for B2B companies in Germany and across Europe, and Bosch Rexroth is both a leading provider and user. Kunde & Co developed a comprehensive communication strategy and campaign to reinforce this position.

The next evaluation stage in the history of the industry falls under the generic term of "networking." The "Internet of Things" is an unstoppable megatrend that will see up to 50 billion objects connected to one another over the next 15 years. For the industry, this means that machines will communicate with each other just as they do with their operators – creating previously unimagined gains in efficiency and quality. Here, Bosch Rexroth is among the pioneers, offering innovative products and services that the company itself

also uses to optimise production. Among these products is an open-core interface, one that has received the Hermes Award and is considered a milestone for supporting open standards. An international communication concept, developed by Kunde & Co, helped to support this interface.

#### **Dominating the new industry**

As a long-standing supporting agency for Bosch Rexroth, Kunde & Co was tasked with establishing the company as a key player in Industry 4.0 among two target

groups: OEMs and end users. To achieve this, Kunde & Co developed a comprehensive communication concept that began in 2014 with a LinkedIn and Google AdWords campaign. Here, ten animated films were integrated, exemplifying the solutions and services offered by Bosch Rexroth. With these films, Bosch Rexroth dominated the YouTube platform with regard to Industry 4.0. At the same time, a detailed website was created to explain Industry 4.0 in detail, and to position Bosch Rexroth as a key solutions provider.

RECONFIGURATION OF PRODUCT LINE

NETWORK

ENGINEERING

CONDITION MONITORING

The campaign begins with informative films on LinkedIn to reach the target group directly.





**Task:** Strengthen Carestream Dental's global position and challenge the conventions of a very feature-focused industry.

**Solution:** Development of a branding campaign platform to launch strategically-selected products that drove Carestream Dental's position as a market leader in dental imaging.

**Result:** Full campaign integration across all platforms and successful worldwide implementation.

# Breaking dental imaging conventions

Carestream Dental's new campaign concept is based on the mission that digital imaging and 3D diagnostics should make life easier for dentists, and challenges the product-oriented communication normally used in the industry.

Film for product launch



To build and defend a position within a competitive international market, it's crucial to communicate like no one else, with the bravery to go against the stream. Carestream Dental had that courage. In an industry that focused largely on technical product features, Carestream Dental, together with Kunde & Co, took a unique position by focusing on how its imaging technology met the needs of dental clinics, making the work they do easier and more efficient.

## Launching CS 3600

Carestream Dental launched a campaign true to their brand promise by focusing not on what their products did, but the outcomes they helped dentists accomplish. The result was a unified and consistent concept, with a clear underlying focus on launching new, innovative imaging products. The first task within this branding concept was the launch of a new intraoral scanner, the CS 3600, developed for unparalleled user-friendliness and improvement of the care dentists could provide their patients.

## A new approach

The new campaign concept was developed in close cooperation with Kunde & Co, the global lead agency for Carestream Dental since 2011. While earlier campaigns focused more on tactical product promotion, the new approach emphasised the company's mission and values, and extended the brand promise, "Made easy for you." In this new approach, tactical promotion activities were aligned around an overall branding campaign message that helped Carestream Dental strengthen its position in all relevant phases of the dentist's decision-making process – from initial interest to final buy decision.

## Exceeding expectations

The CS 3600 product launch campaign was split into two parts. First came a teaser campaign, with film and e-mail marketing to create awareness and build-up for the global launch, along with a fully-integrated launch campaign in spring 2016.

The second half comprised a film, brochures, ads, web banners, a landing page and an e-mail marketing program, all of which helped to introduce both the new scanner and Carestream Dental's new brand umbrella. To date, these campaign elements have been implemented in more than 20 markets across Europe, Asia and the Americas. The results speak for themselves: sales of the new CS 3600 intraoral scanner far exceeded expectations.

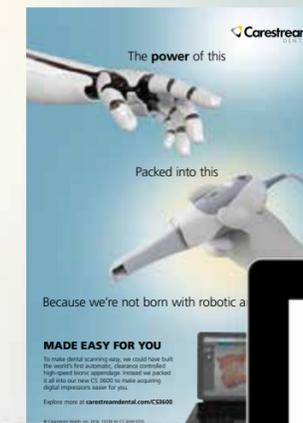
## A new look

To support the new strategy, a new branding campaign platform was developed with a clean visual aesthetic and a more appealing, modern design. Brighter colours and a new image style helped to humanise Carestream Dental's products and illustrate the everyday life of the dentist. More importantly, this new direction now helps to differentiate Carestream Dental's communications from those of its competitors.

**About Carestream Dental:** A US-based dental company providing advanced industry-leading imaging and X-ray solutions for dental and oral health professionals all over the world, Carestream Dental boasts more than 100 years of industry experience, and its products are used globally by 7 out of 10 dental practitioners.



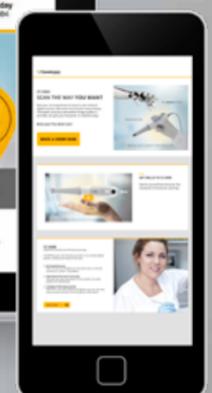
Ad



E-mail



Landing-page



Brochure





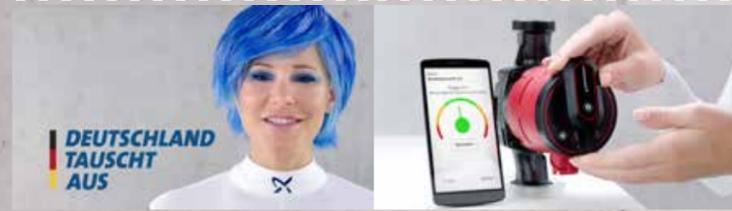
**Task:** Develop a unique and eye-catching campaign for the “Pump Exchange,” to support a subsidy program launched by the German government.

**Solution:** Think big: our concept, “Deutschland Tauscht Aus,” connects the national importance of greater energy efficiency with Grundfos pumps.

**Result:** Already 12 weeks after campaign start all KPI's are above the target values – absolute as well as relative.

# The “Pump Exchange” Race: Pole Position for Grundfos

In August 2016, the Federal Government of Germany began subsidising the exchange of old heating pumps, and the decision resonated like a starting shot for pump producers. With help from Kunde & Co, Grundfos hit the ground running.



Film for installers



POS Material

Landing page  
[www.grundfos.de/foerderung](http://www.grundfos.de/foerderung)



**About Grundfos:** One of the world's leading manufacturers of pumps, with more than 16 million pump units produced each year, Grundfos is headquartered in Bjerringbro, Denmark, and consists of over 80 companies located across more than 45 different countries.



This subsidy program represented a gigantic opportunity for Grundfos: every German house owner who replaced an old, inefficient heating pump with a modern, high-efficiency pump would be subsidised for 30% of the total cost. In addition, hydronic balancing of heating systems – a process that optimises the system and evenly distributes warmth – received a 30% promotion. As the government planned to replace approximately 10 million pumps by 2020, this plan created massive sales potential.

Kunde & Co developed a campaign, directed primarily towards professional installers but also focusing on end customers. Using the claim, “Deutschland Tauscht Aus,” it instigated a movement. For added testimonial, a proven Grundfos figure was used: the Blue Lady. Together with several authentic installer testimonials, she was the focal point of all media, ranging from a concept film and five intricate animation films, to brochures and ads, all the way to wholesaler communication and wide-ranging social media measures.

The first results were strong: since the beginning of the campaign, the number of hydronic balancing services increased by 27.5% per month, with help from the Grundfos GO Balance app. The app was downloaded by professionals more than 1,000 times in the first two months alone, with future increases predicted. After all, this campaign was designed for long-term success, like the subsidy program that inspired it.

Film for end-users



Poster “Fit für Förderung ALPHA3”



Flyer “End-user”



# Services

## Strategic services

- Marketing strategy
- International brand alignment
- Customer experience
- Cross-channel marketing
- Product positioning & launches
- Social media marketing
- Lead nurturing and marketing automation
- Corporate positioning and brand system
- Digital analysis and strategy
- Market and customer insights

## Creative services

- Design
- Film
- Digital
- Social
- Campaign
- Internal alignment
- Corporate

## Sector expertise

### *Business to business*

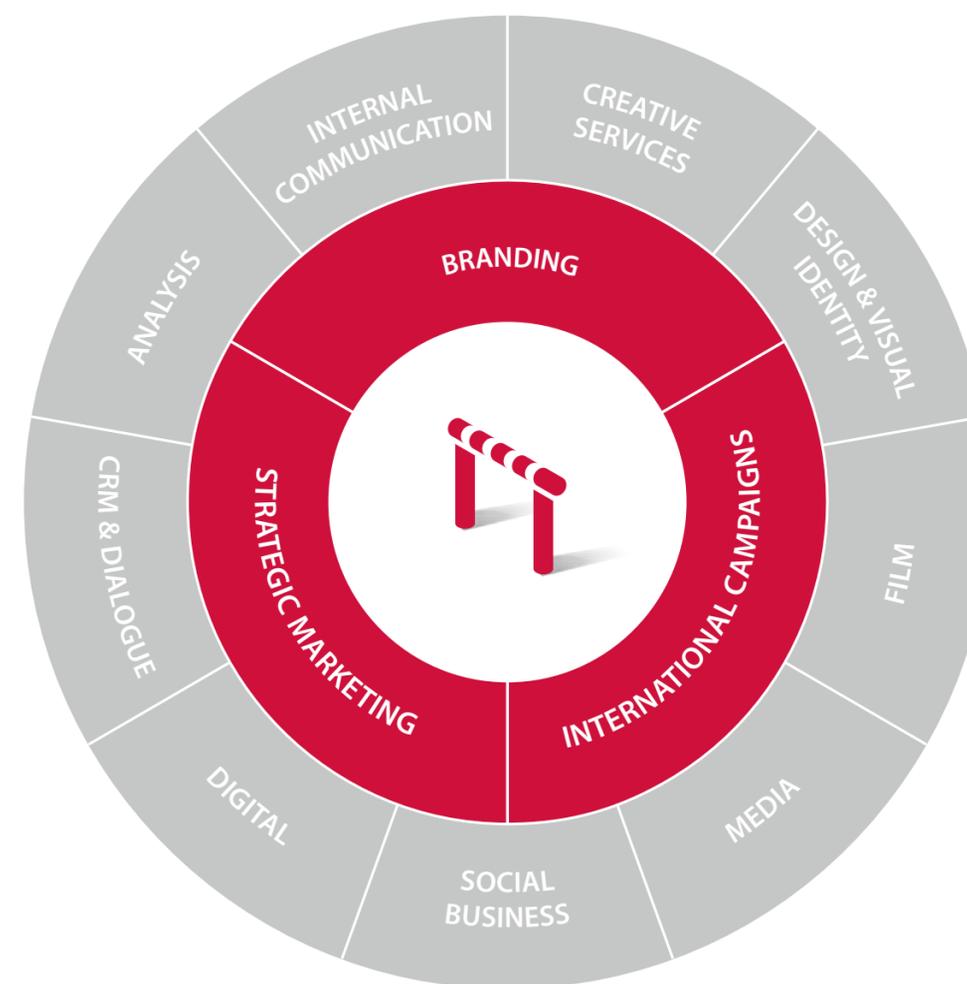
- Software & IT
- Heavy industry
- Transport & logistics
- Building & construction
- Service industry
- Health & Care
- Medical devices
- Biotech & Pharma

### *Business to consumer*

- Retail
- Consumer goods
- Banking, finance & insurance
- Fashion, furniture & design

### *Public and non-governmental organisations*

# Strong brand marketing requires consistency and diversity



Kunde & Co has worked with integrated marketing for almost 20 years, helping our customers to market their brands consistently across all brand touch-points and boundaries. We ensure a diverse and powerful brand experience by utilising channels effectively – and we help our customers with prioritising and opt-out for an optimal marketing mix, achieving the best possible business results and brand positioning within a given budget.

# References

Arla Foods Asics AVIA Bata  
Baxter **Bosch Rexroth**  
Carestream Dental Danfoss Dantherm  
Demag **DNV GL** Eilersen  
Feldschlösschen Flügger Ginsana Grohe Professional  
**Grundfos** Hälg & Co INTERSPORT  
Johnson Controls Kieser Training  
Knauf Landis+Gyr Miele Professional Nycomed  
Neutral **Phonak** Purmo Rehaklinik Bellikon  
**Reckitt Benckiser** Rettig  
Saxo Bank Sidel **SimCorp**  
**Solar** Sortimo Straumann The Athlete's Foot  
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