

Solid brands will lead the way back

Insights from an analysis of more than 5,000 European consumers reveals that solid and trustworthy brands will win in the wake of the COVID-19 crisis



Kunde & Co

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When the world changes, it impacts your brand

We are in the middle of a global crisis where the exact outcome is yet unknown. The world is unfamiliar, and there are more questions than answers about the future.

It is evident that we won't just return to normal as individuals and consumers. The COVID-19 health crisis has profoundly impacted society, and in its wake, we are facing economic instability in addition to the ever-present climate crisis. Values and trends are changing, which has a big impact on your business, brand and marketing.

In May and June, Kunde & Co completed an online survey among more than 5,000 European consumers to map their wants and needs in the wake of the COVID-19 crisis.

We conducted the analysis, because we believe that solid consumer insights are an important part of the

foundation, when your company shall develop strategies and find the best way through the COVID-19 crisis.

Insights alone, however, are not enough. In a time of crisis, it will also be essential for the company to focus its strategy and efforts around its core brand position and its core customers.

Besides highlights and results from the analysis, we have also included some interesting cases with big, well-known brands to inspire you and show just what it is we do here at Kunde & Co.

It's our ambition that you use these insights as an inspirational tool to ensure that your business and brand remain strong going forward.

Thank you for reading. Don't hesitate to contact us or visit our website to learn more about our company.

The sample consisted of respondents from Denmark, Sweden, Norway, Finland, Germany, Switzerland, and the UK. The analysis consists of more than 30 questions about values, sentiments and expectations to tomorrow's consumption.

The analysis is conceived, developed and completed by Kunde & Co's analysis department. The results of the analysis may only be shared with explicit permission, and all sharing must happen with proper reference to the report.

Three crises and the perfect storm

Severe crises are nothing new. The upside is that we've always made it through to the other side. The consequences, however, are very much apparent. By learning from previous times of hardship, we are better suited to finding our way back.

One defining characteristic of the current crisis we find ourselves in is that we're not talking about one crisis – but three crises altogether. Why is this important? Because each of these crises affects us differently. Each of them is so significant and intrusive that we're drawn to the bottom of Maslow's hierarchy of needs.

Climate change has in recent years evolved so explosively that it's now a real threat to our very existence. Consumers, especially the younger ones, are responding to this threat by spearheading a shift in consumer values and sentiments. Ordinary people are setting the agenda now, while businesses and politicians are running to catch up.

The comprehensive quarantine of whole cities and societies has during the Corona shut-down shown positive effects on nature and the environment in general.

This might very well embolden the consumer's purchasing practices and increase pressure on businesses sustainability policies.

The global Corona crisis arrived like a bolt from the blue.

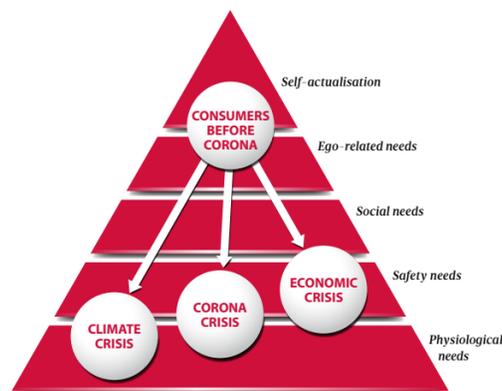
What seemed at first to be a localised event in China has spread to the rest of the world with frightening speed – threatening our lives and well-being.

Where we once felt safe, we now face uncertainty and anxiousness about a potential infection. It has changed our collective behaviour as well as what is perceived to be socially acceptable.

In the wake of the Corona crisis comes **the economic crisis**; extreme drops in GNP, a veritable explosion in unemployment as well as a general uncertainty and anxiousness about the future of certain basic needs we once took for granted.

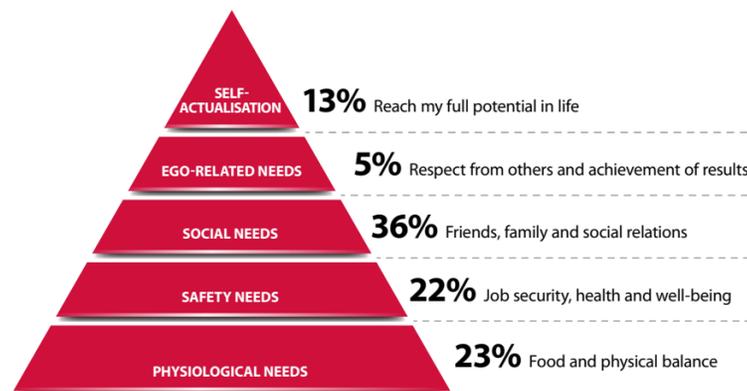
Three concurrent crises are like a perfect storm. We cannot understate the immensity of how this storm affects us all – as people and as consumers. And it will continue to affect us for many years.

Maslow before Corona



The European Maslow in June 2020

Question: Which of the following are the most important for you right now?



During the climate and economic crises, we at Kunde & Co have witnessed how consumers' needs have changed. This time, we decided to map out how consumers values are doing the COVID-19 health crisis.

The mega-crisis shifts values and sentiments

The economic state of emergency is also a mental state of emergency; it has made us scared, insecure and distrustful.

We have taken a look at what worries European consumers. Before the mega-crisis, health and well-being seemed not to worry European consumers much. Corona has turned this upside down.

Health and well-being are now the things that worry European consumers the most. Economic crisis and climate change follow at quite a distant second place.

This is a paradigm shift. We've gone from a position where the climate crisis took the attention of us all, where one of our few concerns were when we got to travel the world again, to a position where fear, uncertainty and suspicion reign supreme.

Maslow's hierarchy of needs, June 2020

The remarkable shift in what worries us also shifted our values and sentiments and our needs and behaviours. The speed at which this happened is extraordinary. Usually, behavioural changes like this take many years.

We have mapped at which level of Maslow's hierarchy of needs the European consumers anno June 2020 find themselves. The average consumer has moved down the pyramid of needs, from self-actualisation and individual needs to the very bottom where needs and behaviour are driven by social relations and worries about the future.

Family is everything

Accountability. Care. Reason. The crises have made us more reflective. We have realised that our responsibility goes beyond ourselves.

Family as a concept, and its inherent values, has gotten a notable revival and is by a large margin the most meaningful value for European consumers. We have rediscovered just how much family means. Self-actualisation out the window – we're nothing without a strong community.

A big focus on health and well-being

Being at ease, feeling healthy and well-balanced. Health and well-being have suddenly become essential values for European consumers. We have realised that even in Europe, we can't hide from pandemics.

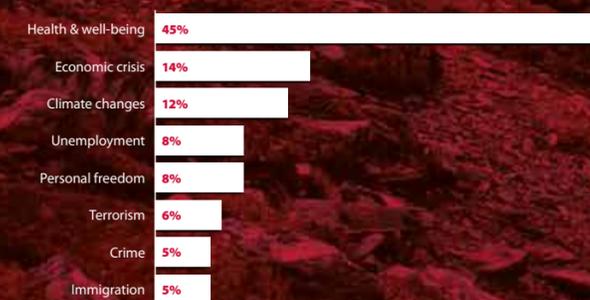
Personal freedom is not a given

Perhaps the most surprising find in this survey is that "personal freedom" ranks so highly.

This is a paradigm shift. Personal freedom has, in our part of the world, been perceived as a given. In the future, we will see this privilege defended.

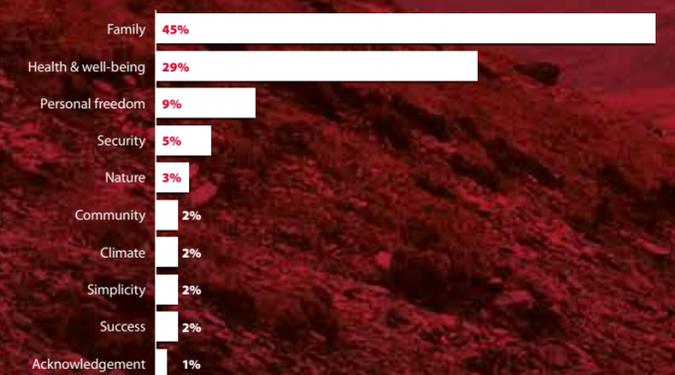
What worries the European consumers

Question: Which of the following worries you the most?



Most important values

Question: Which of the following values are most important in your life right now?



Branding in the new reality

How fast will we return to normal? Will the consumers go for low price? We asked the consumers. According to them, established and recognisable brands will be the winners.

There's much speculation about whether the economy will rebuild quickly or slowly.

It's natural to draw inspiration from what happened during the financial crisis of 2008. In 2011, three years after the crisis surfaced, "savings" was still the preferred spending of European consumers once fixed expenses were dealt with. We see the same pattern now.

"The Corona-consumer" is holding back

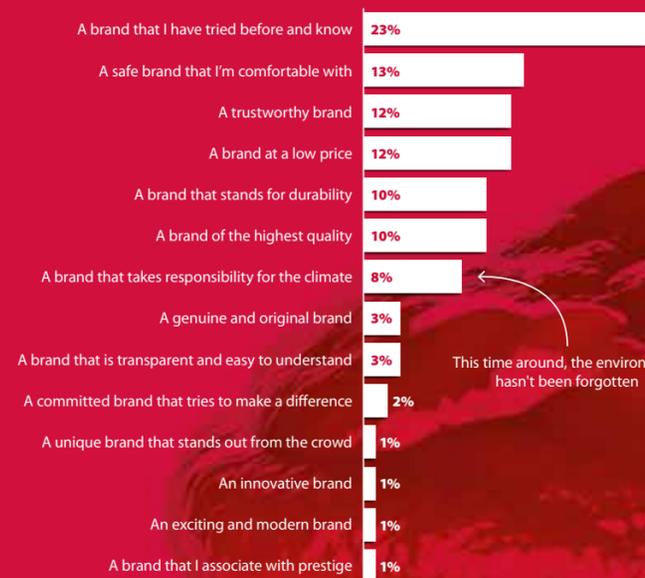
The mega-crisis has dealt a significant blow to consumers and their sense of safety and security. In short, it has made them cautious and reluctant.

Our analysis shows that 27% of consumers expect to boost their savings, and 26% expect that their spending habits will be less than before the Corona crisis. So, even though the majority of consumers are looking at a status quo in terms of savings and spending, it still paints a vivid picture. Some 69% of consumers expect that their future habits, in relation to the Corona pandemic, won't normalise right away – if ever.



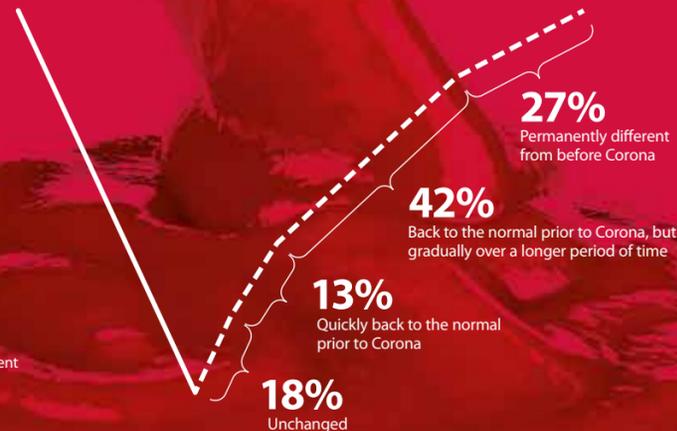
The solid brand wins the day

Question: Which of the following criteria are most important to you when choosing a brand today?



How fast will we return to normal?

Question: In light of the Corona pandemic, how do you expect your future behaviour to be?



The classic market pyramid will evolve into a diamond

During a recession, the expectation is that consumers will look for cheaper alternatives in the market. We have tested that hypothesis.

We have defined four types of consumers and asked each respondent to identify their type. Afterwards, we asked them to estimate how they would spend their money if they had a fixed amount for spending each month. The results are surprising.

Market distribution is in the shape of a diamond. The number of consumers looking for cheaper alternatives is more than 10% points smaller than the number of consumers looking for brands and products that are more expensive than the average. 28% in the top segment of the market indicate that they will generally buy less but at a better quality and higher price. On the other hand, only 16% in the bottom segment of the market report that they will usually buy more at a lower price and quality.

Don't panic

The results seem paradoxical when you think about how we're in the middle of one of the most severe economic crises ever. But there's a logical answer. European consumers are, generally, well-off. When social distancing makes going out more of a hassle and vacationing abroad is off the table, there's a need for pampering oneself.

As a manager or marketer, it's imperative to not just race towards the bottom. Not all industries are hit with the same force. Some are even seeing increasing demand from consumers. As we concluded before, quite a few of these are willing and able to spend more on your products than before the Corona crisis. In the analysis, we have asked consumers which criteria would be most important to them the next time they had to choose between brands. We gave them a range of options to choose from, and the trend is quite clear. The established and trustworthy brand, the one you know and trust, will be better off going forward. It's important to note that this is universal and applies to brands across industries and categories. It's not limited to a particular type of brand.

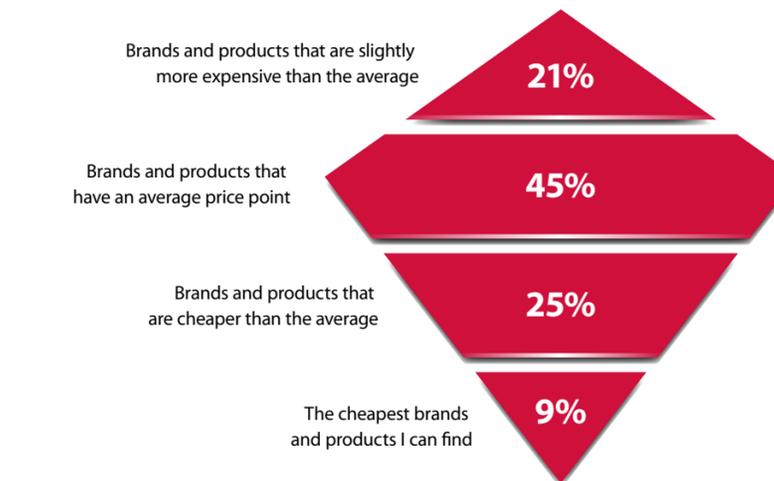
The climate is not forgotten

Businesses taking responsibility for the climate will still be rewarded by consumers – just not to the same extent as before the Corona crisis.

However, it sends a clear message that the consumer has not forgotten climate issues. During the financial crisis of 2008, the consumers briefly "forgot" about climate issues, even though they were also serious at that time. That won't happen again.

The market as a diamond

Question: In terms of price, which type of consumer are you generally?



Question: If you had a fixed amount to spend each month, how would you organise your spending today compared to a time before Corona and last year?



The way back starts when you return to the core of your business

The period for a long focus on growth is over. It's time for a strategy to adapt to a new reality, where the core of the company's business and brand position is in focus.

From focusing on growth to focusing on the core

All companies have, at some point, established themselves in the market with a product and thus conquered a position in the market that a certain type of customer buys into. To grow, these companies have eventually started to broaden their focus across product categories, customer segments and channels.

However, now is the time to get back to the core and focus on what – and who – drives the business. Back to the core position that appeals directly to the core customers, meaning the 20% of customers who are accountable for about 80% of the revenue. Who are they? What characterises their spending habits? What is driving their brand preference?

The core customers have to buy into the core position

It's critical to identify who the core customers are, and what core position they buy into, so you can go to market focusing on that and only that position. Consumers are looking for assurance and the well-known. It makes them uncertain if the company doesn't have a clear focus and the brand points in different directions.

The company must also identify the core products in its portfolio. In the hunt for growth, many new products are launched, but they rarely generate much revenue. Since the 80/20 rule also applies here, you have to move your focus away from these: More often than not, it's a small range of products that make up the majority of revenue – those are the products you should market.

Finally, it's essential to take a decisive look at the go-to-market strategy – meaning how you best reach your core customers with your core products and the core story of your brand.

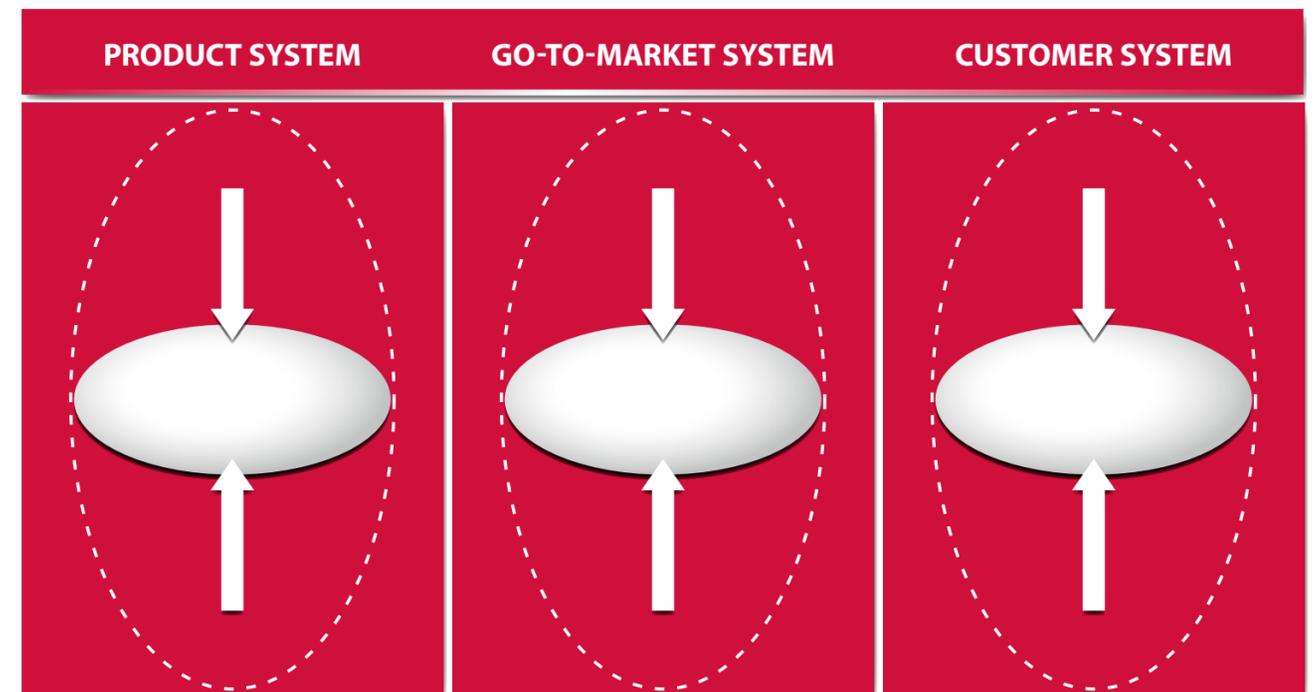
Watch out for the digital pitfall

When talking about the go-to-market strategy, everyone focuses on digital channels. This is unsurprising since the quarantine has made us all adopt a more digital way of being. It has boosted digital evolution, which was already on the rise before the crisis.

There's no doubt that digital channels have saved quite a lot of companies during the first wave of the Corona crisis. But now, society is reopening, and the situation is changing once again. Things might have changed drastically, but consumers are still buying into trustworthy brands – not just products – and trustworthy brands are not created through digital communication alone. They are created through brand impressions from many different "touchpoints".

Therefore, both B2C and B2B companies need to combine physical and digital elements to establish an integrated sales and marketing system. Sales professionals are currently unable to meet their customers physically, which makes marketing more important than ever.

Four steps towards the core



When the crisis hits, it's about identifying the core of your company and the core of your brand's position and using this as a foundation to build your strategy.

At Kunde & Co, we help our customers do just that – and we always start by identifying the answers to four central questions:

1. Who are the core customers?
2. What core story do they buy into?
3. Which products are most important to you and your core customers?
4. How do we most effectively reach the core customers with our core story and core products?

You must dare to believe

Believe that the core value of your brand position will hold. Believe that, together with your products and services, it delivers a unique value that is in demand by the customers.

Once you've identified the core of your business, and once you've characterised the core customers, the task is to identify, develop and communicate your core story. It's unique, and it shows the way back. That's why it has to be defined.

Many companies think they've got their core story straight, but experience tells us that many have lost the connection to what made the company a success in the first place. One reason for this is that, in the hunt for growth, the company's focus on its core has been lost. New products, new markets and new initiatives take up too much attention compared to what they add to the business. Furthermore, there's usually much change in the company's management, which weakens the connection to the company's DNA.

Get the internal and the external under control

In the current situation, it's vital to focus on internal and external stakeholders; the internal culture and the external positioning. It's easy to panic and have doubts about whether or not you're doing the right thing. But as a manager, you have to make sure that the

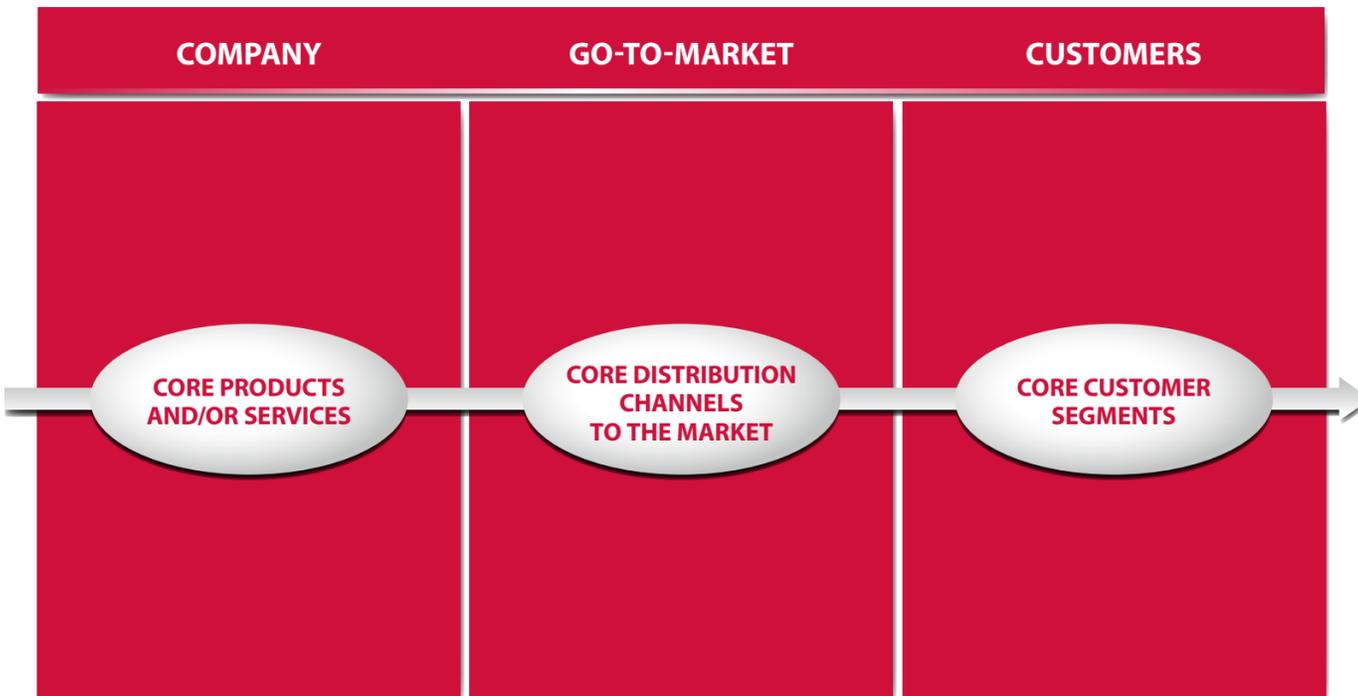
company shows great character and clearly communicates what it intends to do.

Dare to believe

In such a situation, you simply have to believe. Believe that the core customers and the core position represent a foundation that is so strong it can carry the company through this crisis. Believe that it pays off to identify, develop and communicate the company's core story and rally customers, employees and partners around it.

When working on defining and formulating your core story, you have to be mindful that products and company will melt together, just like consumers and society do externally. It's not enough to sell and market a good product.

Customers are just as aware of whether or not a company acts appropriately and responsibly. Therefore, the core story must be transparent and credible and not merely full of pretty words with no substance.



What's the core story?

A core story has to be built around the unique value that the company and its brand and products deliver to the core customer segment(s) that make up the livelihood of the company – nothing else.

Gather internal and external stakeholders around your brand



In times of crisis, we need to focus on that which is safe and makes us believe in the future. Right now, it's more important than ever to get back to the core of the company and the DNA of the brand. It's about finding the common belief that unites the internal and the external market in a cohesive movement and understanding.



THE FIRST HIGH-PRECISION PROGRESSIVE LENSES MADE FROM A COMPLETE BIOMETRIC EYE MODEL

A PARADIGM SHIFT
IN INDIVIDUAL
PROGRESSIVE LENSES

WE CALL THESE LENSES B.I.G.

BIOMETRIC INTELLIGENT GLASSES™



RODENSTOCK

Because every eye is different

Task: Repositioning Rodenstock in the market through the development of a new concept that is able to communicate Rodenstock's revolutionary lens technology in a clear way.

Solution: Extensive internal and external analysis process resulting in a new corporate- and product concept, and a brand strategy that supports Rodenstock's value proposition.

Result: EA strong story that creates a clear point of differentiation for Rodenstock through the introduction of a new product category: Biometric Intelligent Glasses™.

Development of a new compelling story in the market for Rodenstock

With the new DNEye® Scanner and DNEye® PRO Technology, Rodenstock created a revolution in the world of progressive lenses by enabling progressive lens production based on precise measurements of the individual eye. However, without a clear way to communicate this, the ground-breaking innovation had yet to be successfully positioned towards opticians and their customers. Kunde & Co's methodology was employed to achieve this.

There are 7.5 billion people in the world, and each of their eyes are different. Yet in the production of progressive lenses, the optics industry has been using standard models of the human eye as a base for lens calculation. Since these models use standardised values that suit just a small percentage of eyes, lenses produced using these models fail to precisely fit most users. In fact, 98 percent of progressive lenses don't fit the user's eyes precisely.

Rodenstock's DNEye® Scanner is state-of-the-art device able to measure thousands of individual data points in every eye and transfer them directly to the lens production process. Through the DNEye® Scanner, Rodenstock has left the old way of thinking behind to become the only lens manufacturer to truly tailor lenses to the eyes of the individual. The result is sharper vision than ever possible before. Our job was to develop a compelling way to communicate this to the market and identify a market position to support Rodenstock's value proposition.

A unique concept development process

First, to gain in-depth insights into Rodenstock's technological innovations, we involved a broad range of internal stakeholders in the process. In close collaboration with Rodenstock's management, development, marketing and sales departments we incorporated a wide range of interviews with experts, academic articles and scientific studies.

Based on this collaboration, two directions were developed to tell the story: 'Brain Vision' and 'B.I.G. Vision - Biometric Intelligent Glasses™'. The directions were included in the survey, along with several possible core messages, corporate concepts, market trends and visual identities.

Initiating an extensive internal and external international test process

Together with Rodenstock we developed a comprehensive survey to test the concept and uncover the characteristics of the market, the group's competitors and its customers. This involved a total of 3,865 individuals in three of Rodenstock's key markets: Germany, England and Italy. The sample included around 650 Rodenstock employees, 200 opticians and other B2B customers, and some 3,000 glasses wearers in the three countries.

Identifying the optimal brand position

By mapping the value in the market and analysing the buying behaviour of opticians and consumers and mapping we were able to extract a multitude of important insights. For instance the results showed progressive lenses are one of the market's most important sales drivers, and 50+ year-olds the most valuable target group.

Most importantly, the survey identified the internal and external perceptions of Rodenstock's brand. By uncovering the internal-external brand perception, the survey enabled us to define a future direction for the brand that would match both internal and external preferences, while appealing to the most valuable part of the market.

Strategic recommendations for the repositioning of the company

Based on the survey results and numerous other insights a set of strategic recommendations were developed. From these, we developed a new brand strategy in order to reposition the company and capture an optimal brand position. The core of the strategy depended on the creation of a powerful, integrated communication concept that incorporated the knowledge gained from the expert interviews and included scientific studies. This concept would be able to match the market preferences uncovered.

About Rodenstock: The Rodenstock Group is a prominent manufacturer of ophthalmic lenses and frames based in Munich, Germany. With approximately 4,900 employees and presence in more than 85 countries, Rodenstock is the only manufacturer to precisely determine the individual parameters of the eye and transfer them directly into the lens production. Combined with their wide range of lens technologies, this makes Rodenstock an international innovation leader in the field of progressive lenses.



B.I.G. VISION™ FOR ALL

BIOMETRIC INTELLIGENT GLASSES





▶ Measuring the individual eye with the DNEye® Scanner

▶ Transmitting data to Rodenstock

▶ Calculating the biometric data set

▶ Constructing the biometric eye model

▶ Transferring data digitally into the lens

▶ Biometric Intelligent Glasses™



Concept brochure



Film

Compelling story that differentiates Rodenstock in the market
 With the new concept 'B.I.G. Vision™ for all', Rodenstock would be able to communicate at two levels. At the product level, the acronym B.I.G. – which stands for 'Biometric Intelligent Glasses™' – highlights Rodenstock's innovation power and the uniqueness of their products by introducing a new product category: lenses based on biometric data.

Rodenstock's sales organisation access to in-depth information on scientific studies, products and technologies that support the concept.

At the corporate level, B.I.G. VISION™ FOR ALL creates a corporate philosophy centred on bringing sharper – and bigger – vision to all glasses wearers through Rodenstock's broad range of lens technologies. B.I.G. Vision creates a unified story for Rodenstock that allows its sales organisation to clearly communicate the group's main point of differentiation to opticians and consumers alike.

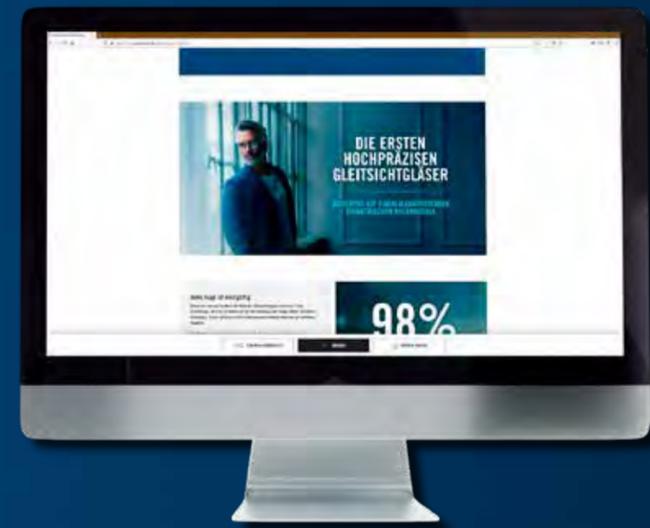
An additional presentation features scientific references and sources to support all claims and can be used during talks with opticians. These and all other elements, including print, online ads and social media content, were designed with the new visual look.

Through a consistent roll-out of the concept across all markets, the new communication elements strengthen Rodenstock's market presence and integrate 'B.I.G. vision™ for all' internally and externally. Rodenstock premiered the concept at the international OPTI fair in January 2020 and generated great interest.

Broad implementation with high consistency

Kunde & Co creatives developed a portfolio of communication elements around the concept. Our film specialists created an elaborate film almost five minutes in length, which explains in detail all benefits of B.I.G. Vision™. It combines scientific information with a highly aesthetic visual universe to illustrate the visual benefits of biometric intelligence.

Printed elements included a concept brochure that is both emotive and informative, while a detailed documentation folder gives



Website

Task: To revitalise Danfoss' "ENGINEERING TOMORROW" story and increase awareness around the many innovative solutions the company is developing to meet global challenges.

Solution: Developing the "THIS IS WHERE THE TRANSFORMATION STARTS" communications concept and campaign, to be rolled out in over 21 markets.

Result: Huge internal support for the concept, and strong external performance of the campaign, with over 1.6m video views and 10.6m impressions with the target audience across social media channels.

THIS IS WHERE THE TRANSFORMATION STARTS



About Danfoss: A global company with more than 28,000 employees, Danfoss is a leader within cooling and heating solutions, mobile hydraulics and variable frequency drives that control electric motors.



Revitalising Danfoss' position ensures relevance in changing times

"THIS IS WHERE THE TRANSFORMATION STARTS" has given fresh momentum to Danfoss, showing that the company is truly dedicated to creating solutions for the future in the areas of climate change, food supply, urbanisation, digitisation and electrification.

In 2014, Kunde & Co worked together with Danfoss to reposition the company to create a strong foundation for growth, as well as show an aligned Danfoss across product areas, customer segments and markets. The result was a new global brand position and platform in the form of the ENGINEERING TOMORROW concept, which has since united and defined Danfoss' position globally. It is this narrative that has been given new life, as part of the latest chapter in a long-running collaboration with Kunde & Co. This revitalisation follows a new phase in strategy, which focuses on five global megatrends where Danfoss has the opportunity to make a big difference and influence the development of each megatrend in a positive direction.

The five megatrends

Danfoss' business and future potential of its solutions have been influenced by several key global megatrends, with climate change, securing food supply from farm to table, and increasing urbanization in the world's cities seen as particularly important areas of interest. Similarly, digitization is no longer just a buzzword, but an integral part of most of the solutions that make up the backbone of modern society. This is also correspondingly linked to the increasing electrification of all infrastructure. All in all, these five megatrends indicate enormous potential for greater use of intelligent, energy-efficient solutions and thereby also increasing relevance for Danfoss' products.

Enough talk – it's time for action

For a long time, there has been a lot of talk about these megatrends. That something should be done to bring about noticeable change – but rarely has there actually taken been decisive and scalable action. However, to Danfoss it is clear that the world has now reached a transformative turning point – where solutions are no longer just talked about, but where the right solutions are actually being implemented across industries. Numerous solutions that can help influence these megatrends to bring change are already available today, and Danfoss, with its technologies and know-how, can include many of its own tried and tested solutions in that number. It's this perspective that formed the framework for the revitalized ENGINEERING TOMORROW narrative for Danfoss. While developing a creative concept to express this, four campaign directions were tested with prospective clients and candidates. The results showed a clear winner and the line "THIS IS WHERE THE TRANSFORMATION STARTS" became the cornerstone of the campaign.

Poster



Print ad

“Generation Z” as the voice

A concept film sets the stage for the entire campaign. The film is anchored in the perspective of the younger generation and presented by a young woman – a Generation Z’er (born between 1995-2005). The film articulates this need to go from talk to action and gives examples of solutions available today that can make a big difference to our world. So, whether you are an engineer, decision-maker or student, Danfoss has created a story that is easy to relate to, even if the subject is complex.

A layer deeper on solutions

In addition to the concept film, which only lightly touches on the solutions Danfoss works with, a solutions film was also developed in order to further qualify the story. This film answers the statement that was made in the concept film by delving into a number of the specific solutions that make a difference within the individual megatrends. Furthermore, five social-first films were developed to activate the concept within five important industry verticals, as well as 16 short cases with concept images for each.

A flexible narrative

To keep the story tangible, all elements were tied directly to various Danfoss’ cases, proving how it’s possible to begin the transformation of society and industries here and now. It was essential that the concept could cover Danfoss’ entire core business, which required a fully scalable story, from agenda-setting narratives to detailed cases across all markets, business areas and target groups.

Digital focus on decision-makers

The narrative was created to position Danfoss in their business-critical audiences, and the general roll-out targeted three core audiences: Decision-makers within the industries Danfoss is active in, Engineers for whom it’s relevant to know Danfoss and their solutions, and lastly, potential future Danfoss employees. The external launch was primarily driven by social platforms with the main focus directed towards reaching the professional decision makers. In total, the campaign has so far generated more than 1.6 million video views and 10.6 million impressions in total. “THIS IS WHERE THE TRANSFORMATION STARTS” will continue as the focal point of Danfoss’ communication across key touch points in the coming years.

Social media content



Concept film



Still image from concept film



“ For the past five years, we have built our position around Engineering Tomorrow, and today there are many who see Danfoss as an innovative and reliable partner. We wanted to open a new chapter in that narrative to ensure our relevance in a global agenda characterized by uncertainty and climate challenges. With our new concept and Generation Z as the voice, together with Kunde & Co we created a highly topical message that has delivered a good response with our industries.”

Mette Munk – Head of Group Branding, Design & Digital Communication, Danfoss

The future is female



Originals only

SEELAND: BIRKEROD Olsson Møbler BRONSHØJ Brdr. Friis Møbler CHARLOTTENLUND Martine Lic HOLBÆK Vestergaard Møbler LYNGBY Ingvar Christensen A/S • Vestergaard Møbler NÆSTVED Vestergaard Møbler ROSKILDE Design Center • Jørgen C. Nielsen Møbler A/S KØPENHAGEN: KØPENHAGEN K Illums Bolighus • Olsson Møbler • Vestergaard Møbler KØPENHAGEN O Paustian A/S FREDERIKSBERG Anton Dam Møbler A/S SOBORG Brdr. Friis Møbler FÜNEN: ODENSE Central Møbler Odense A/S • P. Lindegaard Poulsen ApS • Schiang Living A/S JÜTLAND: EGA Tendens ESBJERG Ingvar Christensen A/S HADSTEN Rosborg Møbler HERNING Haus HJØRRING Haugaard Møbler A/S HOLSTEBRO Living Møbelstudie A/S HORSSENS Jacobsen Plus KOLDING Indbo A/S KRUSÅ Kollund Møbler LEM Slots Møbler LØSNING Interior A/S RANDERS Entré Living by Brdr. Sørensen Møbler SKIVE Houmøller's Møbler SILKEBORG Møbelhuset Silkeborg TONDER Møbelhuset 2 VEJLE Ingvar Christensen A/S VIBORG Designhuset Wertz AALBORG Brdr. Sørensen Møbler • Høgh Møbler AARHUS Paustian A/S • Thorsen Møbler A/S

www.eilersen.eu

Modell Ra • Sofa 240 x 89 cm • Design Jens Juul Eilersen • Stoff Desert 16


eilersen[®]
since 1895

Task: To develop, retain and strengthen a strong profile in the market.

Solution: A focused strategy and a strong creative communication universe, that continuously can be renewed and evolve a relationship with the target group.

Result: A strong position as the exclusive sofa brand, which has led to rapid progress for Eilersen and constant growth.

About Eilersen: A Danish design and sofa manufacturer, that was founded in 1895 by Niels Eilersen and has been devoted to developing furniture of the highest quality since the 1930s. Eilersen's sofas offer uniquely personalised looks and are sold in more than 20 countries around the world.



2010



2011



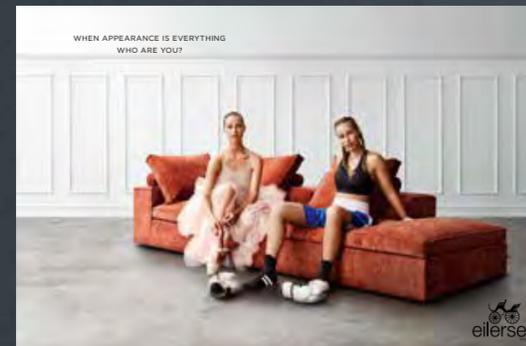
2014



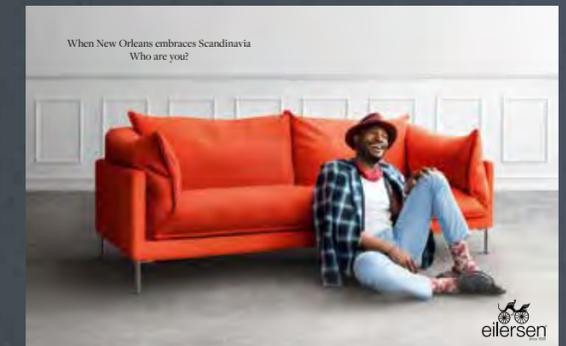
2015

Consistent renewal pays off

The Danish design and sofa manufacturer Eilersen has experienced constant sales growth for the last 10 years. The successful framework was created in collaboration with Kunde & Co and includes a focused strategy and a creative universe that holds on to the essence of the Eilersen brand, while at the same time constantly evolves.



2016



2017



2012



2013



2018



2019

In the 10 years Eilersen has teamed up with Kunde & Co, there has been consistency in the strategy. Through a universe where each picture has expressed an inspiring story and emphasized that an Eilersen sofa is something quite special. This has contributed to a steady increase in sales and growth.

A narrow target group

When the collaboration began, Eilersen needed to create growth through targeted communication towards end users. Too many resources were spent on communication to the vendors and other stakeholders. However, a new marketing strategy that focused sharply on one selected target group

quickly changed the picture, and so the growth journey began. So today, the timeless Eilersen sofas are sold in large parts of Europe, Asia and North America.

The creative universes

The first creative concept was dramatic, beautiful and eye-catching and helped to position Eilersen sofas as "Design Destinations". It was distinctive, had personality and quickly distinguished itself positively from its competitors. Later, the creative path changed slightly with the introduction of "Originals Only" in 2015, where the theme in the pictures became a mix of the first fairy tale universe, Danish design and Nordic aesthetics. It resulted in

playful phrases, unique themes and strong characters that drew attention to the images and again made Eilersen stand out in the market.

Looking into the future

In 2019, Eilersen introduced a new universe, where the models no longer play the central characters, but supports the story that the specific Eilersen sofa tells. The campaign images are based on trends from today's society, such as "The Future is Female", "Be Social" and "The Future is Now", and yet again portrays a brand with a strong attitude and stories to tell.

Focus and persistence

Throughout the years from 2009 to 2019, Eilersen has kept the same well-defined target group, the same media strategy and a strong personal expression, which is constantly evolving a bit in the universes with the aim of surprise, eye-catching and inspiration. The persistent and strong positioning has led Eilersen to prosper and the brand is constantly growing.

Task: To maintain HTH's position as a leading Nordic kitchen manufacturer in a competitive market.
Solution: Developing a brand purpose and catchy concept that resonates with the core target group.
Result: Strong support across dealers and sales organisations as well as increased in-store sales.

About HTH: Northern Europe's largest kitchen manufacturer with more than 100 stores across the Nordics and a turnover of more than DKK2bn. HTH is part of Nobia Denmark, which itself is owned by Nobia AB, a Swedish company listed on the Stockholm Stock Exchange.



TVC



Kitchen Love That Lasts

Kunde & Co and HTH Kitchen joined forces to identify and develop the latter's brand purpose, bringing to life a new communications concept.

As Scandinavia's largest kitchen manufacturer, HTH Kitchen has built up a strong following over several years. With more than 100 stores spread across the Nordics, HTH owes much of its strength to continuously adapting its brand and keeping up with modern trends. With this in mind, and in a collaboration with Kunde & Co, HTH decided to pinpoint its core DNA in order to identify and develop a strategy and brand platform that would further cement its position within a competitive market.

The journey and goal

The overall aim of the project was to identify the "sweet spot" between a consumer's needs and desires, as well as the particular competencies that differentiate HTH from its competitors. The project combined qualitative interviews and workshops with HTH's management and customer-facing staff, in addition to quantitative consumer tests. All of which provided insight on purchase drivers and barriers, as well as helped Kunde & Co create thorough customer profiles – including information on the value potential of each. Through an in-depth comparison of all the data collected, Kunde & Co was able to form the building blocks for HTH's future positioning.

A love that won't rust

Kunde & Co took the results of its analysis and turned it into a conceptual narrative that expressed through words, feelings and images what it is that HTH brings to the market. An authentic and enticing story that HTH and its customers can get behind, expressed through the concept: "Kitchen Love That Lasts".

The concept and narrative were combined in an attractive package and visual presentation that not only spoke to the target group's biggest kitchen dreams, but also to the many other wants and needs one has when upgrading or renovating their kitchen. The brand position and concept was then rolled out across digital and analog channels and presented in a relevant way across all brand touch-points along the customer journey.

Instant results

HTH's new brand purpose and concept was launched in early 2019 across all Nordic markets, garnering a positive response from all sides. HTH's dealers and sales organisations have readily bought into the idea "Kitchen Love That Lasts", and customers are acknowledging and reacting to the concept with great interest – leading to a noticeable increase in sales.



Website



Catalogue



In-store

Task: To consolidate the company from more than 40 brands into one strong global Falck brand.
Solution: Identification and development of brand platform based on in-depth testing and analyses across seven key markets.
Result: One common position and one global Falck brand under the pay-off: 'There when you need us', which extends across the Group's many – and very different – services and markets.

40 companies consolidated under one strong brand – Falck

With a clear brand strategy, Falck will make it clear that the company is among the world's leading rescue and health organisations, and give customers and employees a unified direction.

Falck will relaunch its acclaimed brand in 2020, including redesigning their logo for the eighth time in the company's 113-year history. This time it is because the organisation is uniting all 40 brands under the global Falck brand, to share one common position. This way they can tell their story clearly as one of the world's leaders in helping people in emergencies, in a way that is suitable for all of Falck's many different services and markets.

Analysis in seven key markets

Behind the new position lay a larger brand project, which was conducted in collaboration with Kunde & Co. The project was based on a carefully designed process which ensured that the most important internal and external stakeholders across seven selected key markets were involved. The first step was a pre-analysis study based on over 70 one-on-one interviews with relevant health care respondents from Denmark, Germany, Spain, UK, United States and Colombia. This ensured that the project's team gained extensive knowledge about Falck's international business and the necessary insight to develop hypotheses about positioning, key drivers for the future and the optimal marketing system.

Input from more than 2,000 customers and employees

The many insights from the pre-analysis provided the foundation for the development of a larger online test in which the story of Falck was turned into a number of concepts. More than 2,000 customers and employees in the healthcare sector in the seven key markets participated in the survey. They answered questions about the current and

“We've found Falck's DNA. Kunde & Co was an invaluable midwife and sheep dog that helped gather and tie off all loose ends.”

*Kaspar Bach Habersaat,
Director of Communications, Falck*

potential new positions, values, company descriptions, pay-offs, tonality, design and logos. Test results indicated that it was important to communicate care and efficiency – and that the Falck story should centre on the caring hands that help people

in need. Falck has established order and precedence in how rescuers and health workers can always – and most effectively – help people in need. It is not just the story of Falck's strategy – but also a reflection of customers' demands, and the way Falck's employees see themselves.

The reliable, efficient and helpful player. These insights enabled Kunde & Co's team of consultants and creatives to develop the brand platform that now forms the basis of Falck's communication. A key element of this is the company's new pay-off: 'There when you need us', which clearly communicates that Falck can be relied upon and are a helping hand, wherever and whenever it is needed.

To activate the new brand platform, Kunde & Co developed supporting communication elements. Falck's new corporate brand films were launched internally and externally, while a comprehensive brand book was devised to ensure consistent communication around the Falck brand globally.

About Falck: Internationally leading rescue and health company with 30,000 employees in major cities across the Nordics, Germany, Spain, United Kingdom, Colombia and the United States. Beyond driving ambulances, Falck also provides fire and combat advice on high-risk systems such as nuclear power plants, petrochemical plants and critical infrastructure such as road tunnels and airports. In Denmark, Falck's rescuers and health workers are whom the Danes put their faith in to look after them when an accident occurs, when the car breaks down, and when their backs or minds are in urgent need of help and treatment.



Brand book



Brand film



Task: To maintain Citroën's strong position in the Danish market following the success of the 'Leth at elske' (easy to love) campaign.

Solution: UIn the 'Citroën saves the Tour universe, Jørgen Leth is sent to France in a Citroën to cover the world's most famous cycling race.

Result: Huge press coverage, which Citroën rarely receives.

Quick thinking puts Citroën's press coverage into top gear

With Kunde & Co's assistance, Citroën made it possible for Danes to, once again, hear the renowned Danish journalist, poet and film director Jørgen Leth talk about the world's most famous cycling race and its wild ups and downs on the Alpe d'Huez. The campaign launch resulted in massive press coverage, which was followed by four commercials and daily video podcasts from France.

With more than 260,000 Danes viewing every stage of the Tour de France, one can safely say that Danes love the race. And despite not being invited to the commentators' box as usual, this year Jørgen Leth was again where he wanted to be – on the ground in France, following the race. Continuing the years' long collaboration between Jørgen Leth, Citroën, and Kunde & Co, the experienced cycling commentator swapped the commentary box for a trip to France thanks to the French car brand.

From the start, Kunde & Co focused direction on the unique camaraderie between Citroën and Jørgen Leth. With Jørgen on his way to France in a Citroën, it was natural to build on the strong relationship between the two. The result of this focus was the nationwide campaign 'Citroën saves the Tour' consisting of four national commercials and daily video reports from France, which was kicked off by a press conference at the start of the tour.

A campaign with massive press coverage

From the start, the media was captivated by the campaign even before it began. At the French-inspired Café Granola, Jørgen Leth sat and signed autographs for the many fans present, while journalists waited for the big announcement, which was made shortly before the Tour de France began. A number of media outlets, such as BT, even went all-in, covering the press conference from start to finish on live TV.

Rarely has a campaign launch been covered as widely in the Danish media as 'Citroën saves the Tour'. From major national newspapers to popular tabloids and niche print media, Danes discovered Jørgen Leth's passion for Citroën. The campaign was something of a news sensation, featuring in stories across sports and cultural sections as well as in opinion and debate columns throughout the summer – with this recognition and interest contributing hugely to the long-running and massive media coverage the campaign received. Danes also watched the video podcasts directly on Citroën's YouTube channel, with the first episode receiving 36,000 views. By hosting the campaign and podcasts on Citroën's own channels, this allowed the brand and the story to be even more closely linked.

Further development of a success story

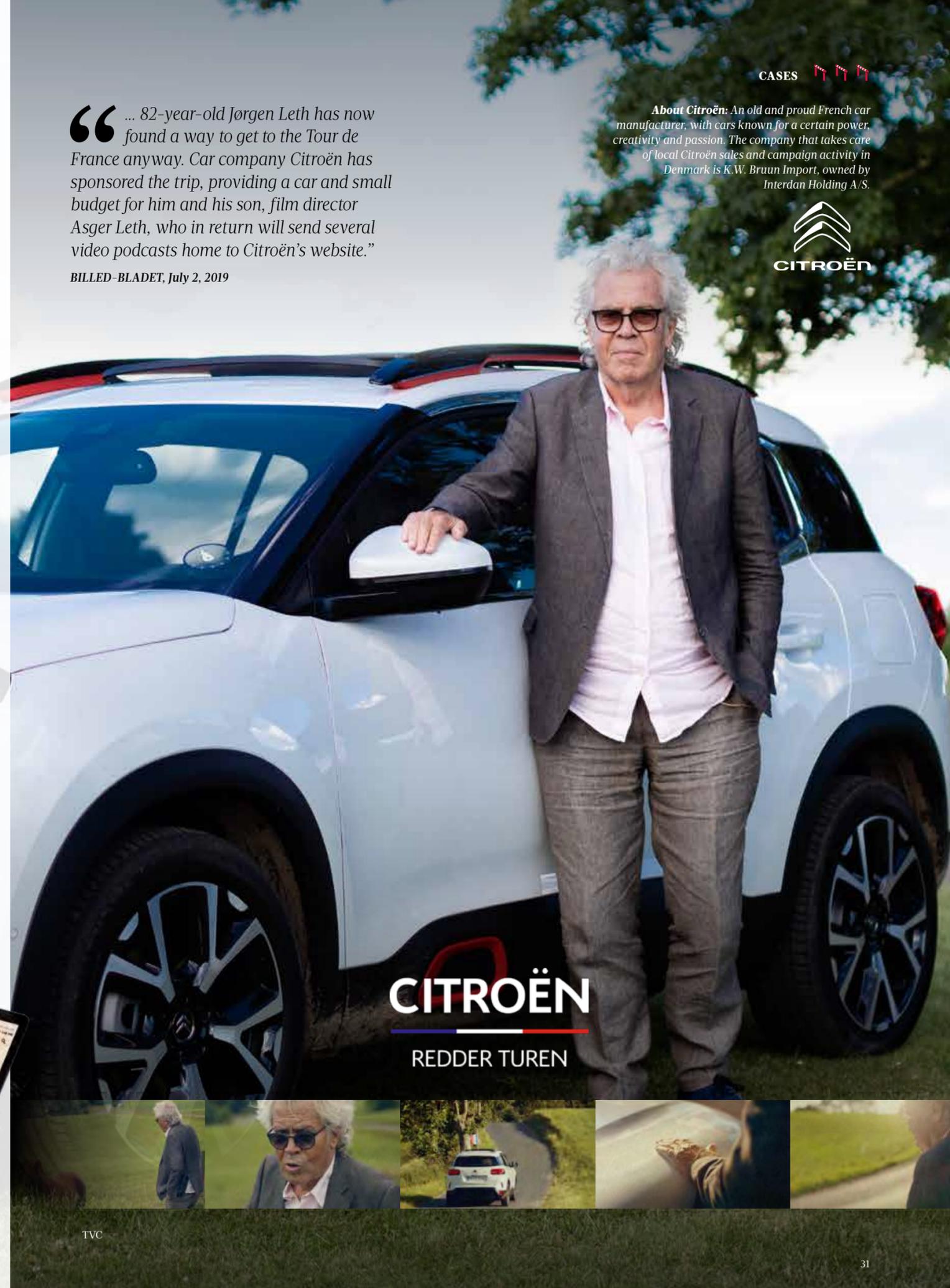
'Citroën saves the Tour' built on the previously successful campaign, 'Leth at elske' (translation: 'easy to love' using a play on words of Leth's name in place of the correct 'Let'). The first campaign was also grounded in Jørgen Leth's unique storytelling style that comes straight from the heart. Furthermore, a strong foundation between Citroën and Kunde & Co had already been formed by developing Citroën's marketing strategy and brand positioning together. This foundation and the success of the previous campaign boosted Kunde & Co's relationship and cooperation with Citroën, making it possible to react quickly and turn a great idea into a campaign in only a few days. The result was a series of very special stories that highlighted once again Leth's own love of both Citroën and France, which could be clearly felt through the screen by the Danes eagerly following the story.



“... 82-year-old Jørgen Leth has now found a way to get to the Tour de France anyway. Car company Citroën has sponsored the trip, providing a car and small budget for him and his son, film director Asger Leth, who in return will send several video podcasts home to Citroën's website.”

BILLED-BLADET, July 2, 2019

About Citroën: An old and proud French car manufacturer, with cars known for a certain power, creativity and passion. The company that takes care of local Citroën sales and campaign activity in Denmark is K.W. Bruun Import, owned by Interdan Holding A/S.



Task: To help Domino's take back the Danish market following the previous franchiser's damage to the brand and eventual bankruptcy.

Solution: Repositioning of Domino's and the development of opening campaigns and an extensive PR strategy.

Result: A successful launch for the first restaurant with sales that exceeded expectations, and an overwhelmingly positive response from local and national media.



About Domino's: The new owner of Domino's in Denmark is no less than the world's biggest franchiser within the Domino's Pizza system – Domino's Pizza Enterprise. DPE is an Australian-based company with more than 2,400 Domino's restaurants in Australia, Belgium, France, Germany, Holland, Japan, New Zealand, and, now, Denmark.



The Real Domino's

With the world's biggest franchiser behind it, Domino's in Denmark is making its way back onto the Danish market through a blend of honesty and determination. Re-designed restaurants and well-trained staff with love for true pizza making should help regain the trust of customers while also recovering Domino's image.

In 2018, when Domino's in Denmark was mired in controversy due to several operational downfalls, it led to an invasive loss of image and, in the end, the closure of the franchise. One year later, Domino's is slowing returning to the market with new and experienced Australian owners behind it – owners with a strong eye on the future.

Australian modesty and thoroughness

Among other things, DPE uses an intelligent software system that monitors and ensures constant control over the handling and storage of food. DPE also has its own tried and tested employee training programme. And, even though DPE is well prepared in every way to handle the task of recovering Domino's image in Denmark, it has taken on the role with modesty and thoroughness.

A major repositioning

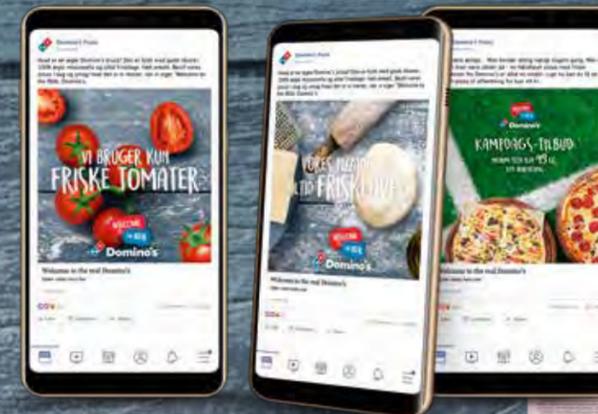
As one of its first initiatives, DPE and Kunde & Co collaborated on a repositioning project. Following Kunde & Co's well-proven process of combining qualitative and quantitative testing and analysis, Domino's previous image was studied, leading to identification of the components required for future positioning.

Visibility and great sales figures

While the task of repositioning Domino's in Denmark has just begun, there has been a lot of attention on the new owners and restaurants. Kunde & Co assisted Domino's on completing an efficient PR initiative that resulted in a lot of valuable mentioning about DPE and its background. Kunde & Co also developed a campaign concept and marketing materials for the opening campaign, while the media department took responsibility for media consulting and purchasing that combined great local visibility with geo-targeting on digital media.

At the time of writing (October 2019) three Domino's pizza shops have reopened, all of which have exceeded sales targets.

Facebook campaign



Newspaper: Børsen
Journalist: Tobias Hansen Bodker
Photographer: Kristina Steiner



Promotional film for Roskilde cinema

Task: A product launch and strengthening of the Oticon brand in general.

Solution: The “Breaking the laws of physics” campaign, which also builds on the whole new way of marketing hearing aids developed by the “Open up to the world” marketing concept.

Result: A campaign concept and execution that both communicates Oticon’s innovative paradigm-shift as well as emphasizes their market position as a technology leader that goes against industry conventions.

The sequel to an outstanding hearing aid requires breaking the laws of physics

With a unique marketing concept and product in Oticon Opn™, Oticon consolidated its position as market leader and achieved historically high sales figures. The successor, Oticon Opn S™, therefore had a lot to live up to when it was launched.

In 2016, Oticon unleashed a paradigm shift within the hearing aid industry and started a revolution that overthrew fundamental rules and technological constraints, thereby solidifying their position as one of the industry’s most innovative brands in advanced hearing technology.

Oticon Opn S™ breaks the law

With Oticon Opn S™, Oticon has once again managed to break through current technological limitations. Based on several years of research and development, the basic rules for how sound is handled have been changed, so that as a user you can now receive maximum support and maximum comfort without compromising speech understanding (according to best practice for hearing aid customization). As something that has never before been possible due to limitations in conventional technology, this advancement has raised the bar for what is possible with hearing aids.

For Oticon, this meant yet another paradigm shift as well as the perfect sequel to their highly popular, top-selling premium hearing aid. The challenge now was to communicate this new technological ‘quantum leap’ in a simple and intuitive way so that both professionals as well as users understood the value of the technology and found it appealing.

Taking the campaign concept to the next level

Grounded in the “Open up to the world” concept, which was developed based on a comprehensive concept development process, Oticon Opn S™ now needed to take things to the next level. During the process, several concepts and product ideas were tested among hearing care professionals as well as 1,500 end users across the US, Germany, France and Denmark.

To communicate the revolutionary technology in Oticon Opn S™, the campaign line was established as: “Breaking the laws of physics”. This allowed a simple but intuitive approach, which presented and explained the complexity of technology in such a way that both professionals and end users could quickly understand. Through this, it was possible to communicate clearly to both audiences that you no longer have to compromise your hearing. A launch film and concept leaflet formed the core of the new product story.

Great results

Since launching in 2016, more than two million Oticon Opn™ and Oticon Opn S™ hearing aids have been sold worldwide. “Open up to the world” has served as a continuous campaign platform through which the new Oticon Opn S™ was also introduced to the market, and which has amplified Oticon’s brand strength. This strong concept has effectively helped not only to sell more products, but also recruit new customers and strengthen the Oticon brand in general.

About Oticon: A technology and innovation driven market leader in the development of hearing solutions. With products that benefit people in more than 130 countries, the company is part of Demant, which has 14,500 employees worldwide.



“With Oticon Opn S™ we have not only one unique hearing aid with a revolutionary technology. At the same time we have succeeded in building a successful campaign concept that is both sustainable and flexible enough to win new customers and to support Oticon to position itself in the marketplace.”

Ole Asboe Jørgensen, President, Oticon Brand, Global

Product launch film



Product brochure

Task: To create a distinctive and strong consumer position following the merging and acquisition of several European sanitary and ceramics brands.

Solution: Development of a brand position, concept and design based on market analysis and a positioning strategy.

Result: A clear B2C position that stands out from competing B2C communication and builds upon the values of Geberit's historically strong B2B position.

Leading B2B brand gains prominent B2C positioning

For years, Geberit has been known for its excellent cutting-edge sanitary and piping system technology which is usually hidden behind the wall. Now, the group is moving in front of the wall and into the toilet, sink and cabinet market to complete the entire bathroom.

Geberit's new B2C identity is defined in a detailed design manual and used in key visuals to communicate the new brand.



Website

Sixteen years ago, Geberit and Kunde & Co developed a position for the professional sanitary market. The subsequent concept, KNOW HOW INSTALLED, is still the stamp used for the group's B2B-profile, targeting installers, engineers, architects and wholesalers. However, the purchase of Sanitech in 2015, and its extensive portfolio of ceramic toilets, sinks, shower cabinets and other products, meant Geberit needed to create another position to meet its full range of offerings. The new position had to address homeowners and their desire for functional, stylish bathrooms.

Uncovering the market showed a great potential

From the beginning, it was clear the new position should focus less on technical information and more on inspiration and design. The question was, how? A thorough market analysis uncovered an opportunity for Geberit to seize a unique position right at the centre of design and technology, quite unlike most competitors who focus

primarily on luxury, wellness and design. Additional research showed that one of the most important value drivers for customers is how easy a bathroom is to clean. Drawing on these insights, and a sound knowledge of interior branding, Kunde & Co proposed a strategic recommendation for a future brand position.

A unique position and a spot-on concept

A durable design is the permission-to-play in the bathroom market. This is where all competitors are trying to position themselves and only very few focus on the functional benefits that many customers desire. With Geberit's strong history as a solid company with functional products, the new positioning should be build around design, technology and function. The concept line 'DESIGN MEETS FUNCTION' enables Geberit to talk about its well-known strengths within innovation and integrated solutions on one hand, while communicating the important values like timeless and universal design and high comfort, that makes the solutions user friendly and easy to clean.

A recognisable identity

To demonstrate the connection between the two worlds, the new B2C concept is visualised in the same logo quadrant used for its B2B marketing with the well-known 'KNOW HOW INSTALLED' positioning. This creative solution makes the concept easy to recognise and secures homeowner awareness.

About Geberit: Headquartered in Switzerland, the Geberit Group is Europe's leading provider of sanitary technology and solutions. The company has over 12,000 employees worldwide.



DESIGN
MEETS
FUNCTION

Task: Production of a CSR film that shows how Armacell meets the requirements of a circular economy.
Solution: Development of a memorable story based on a vivid everyday example.
Result: A two-minute film for the Internet, trade fairs and more to present Armacell as a responsible actor.

About Armacell: Headquartered in Luxembourg, the company manufactures high-performance insulation materials and technical foams for plant insulation in its two business areas. Armacell has 24 production facilities in 16 countries and employs around 3,100 people worldwide.



The power of the cycle: CSR film shows Armacell as a conscientious partner

Stylish implementation:
 A modern mix of drawings, aerial photographs and montages characterises the film.



The manufacturer of flexible insulation materials and technical foams is committed to global energy and resource efficiency. According to the claim “Making a difference around the world”, Armacell wanted to develop its innovative action on sustainability and the Circular Economy in a memorable film.



Optimised for social media:
 Short cut-downs bring the film to social networks and arouse interest there.

Last year, Kunde & Co produced Armacell’s brand concept film which highlighted five global megatrends and explained the company’s respective contributions each one. Now, Armacell was ready to take it one step further with a second film to specifically focused on a single, future trend: the circular economy and how Armacell can play its part in the cycle of resources, products and energy and thus assume responsibility – in short, corporate social responsibility.

Consistent film concept

The creatives from the film department at Kunde & Co developed a film concept that focused firstly on Armacell’s overall abilities and the general need for responsible action while the second part of the

film presented the special technology and its effect. After consultation with marketing and management, the concept was adopted and implementation began.

The power of 1,000,000,000 bottles

Tomorrow’s economy must be a circular economy. This means that a product should not be thrown away after use but reused or completely recycled – creating maximum resource efficiency. For Armacell, this means that a PET bottle does not end up in the landfill, but is shredded, granulated and then processed into a structural foam or film via an extrusion machine. The film describes this process and also presents the areas of application in a reduced-

stylish line graphic – from rotor blade foam to vehicle or building insulation. By 2019, Armacell has already recycled 1,000,000,000 PET bottles 100%. This enormous number is, of course, also showcased in the film accordingly.

Goal reached – in about two minutes

In about two minutes, it is not only possible to present Armacell’s contribution to the circular economy in a comprehensible way, but also to convey a very basic message. Thanks to positive images, appropriate music and a compelling voiceover, every viewer immediately realises that Armacell takes responsibility – and it wants to make a difference. Mission accomplished!

The finished film can be seen on Armacell’s website www.armacell.com and is shown at trade fairs and in the company’s locations worldwide. On our end, at Kunde & Co, we translated the English Master Film into seven other languages: German, Spanish, French, Portuguese, Dutch, Korean and Polish. We also made some shorter versions of the film for social media channels that brought even more attention to Armacell.

Task: To put Wavin's below ground products on the agenda for decision-makers within city planning.
Solution: Development of a new value position and umbrella concept "Wavin SPOTLIGHT" as well as new model for customer segmentation.
Result: A well-functioning and long-lasting platform under the umbrella "Wavin SPOTLIGHT", which makes it easy to launch new themes, solutions and products

About Wavin: Leading supplier of plastic pipes for the sewer-, water- and plumbing industry in Europe. Wavin's head office is located in the Netherlands and is part of Orbia Group.



From product-focused communication to Thought Leadership

Wavin kicks the door down to advising engineers and municipal decision-makers with a concept, that puts spotlight on the value of solid sewer solutions and future-proof stormwater management.

Urbanization and a changing climate, where heavy rainfall and droughts are lurking, have put extra pressure on all big cities and their water supply solutions, that lies hidden under the surface. To Dutch Wavin, Europe's leading supplier of plastic pipes for the sewer-, water- and plumbing industry, this opens a range of opportunities to improve growth. But the road is far from easy. Partly because many cities are built on very old systems, that require massive renovation – and in a space, that is very limited. But also, because the majority of pipe systems are built with concrete and not with plastic pipes, which is what Wavin produces. Thus, Wavin has – in collaboration with Kunde & Co – introduced a new way of thinking and moved away from its, until now, very product-focused communication, and gained a more opinion-creating role to strengthen its position.

Development of value positioning

The reason behind the new value position relies on several internal workshops and many 1:1 interviews with engineers, contractors, municipal decision-makers and other important stakeholders in Germany, UK and the Netherlands. They have all been presented with a line of hypotheses and insights on themes like sustainability, stormwater management and safety. But also to the many perspectives and challenges, that influence the different stakeholders and their behavior. Their input made it possible to identify the most important needs in the market and the best solutions for the future, which have now been integrated in Wavin's new value position, as the robust and flexible partner for sewer- and rainwater solutions.

Wavin sets the agenda

The position sets the scene for the communication concept "Wavin SPOTLIGHT", that brings sewer- and rainwater solutions out of the darkness and into the light as a topic for debate. Wavin SPOTLIGHT functions as an umbrella, under which different and relevant problems can be addressed. In this way, Wavin has stepped into a new role as an expert and opinion maker, that is participating in setting the agenda and addressing value for the society as a whole and not just for Wavin.

Segmentation strengthens the connection to the sales team

To reach the market most efficiently, a hard segmentation was made on which cities in Europe that would benefit the most from Wavin's sewer and rainwater solutions and where it would be easiest to make a difference. Based on an analysis of the cities' sizes and the prevalence of plastic solutions, the market was subsequently divided into key account focus, marketing must-wins and business as usual. This segmentation has improved the collaboration between marketing and sales by prioritizing the effort from each side.

A flexible platform

Creatively the concept is fueled by a very recognizable visual style, many facts and numbers as well as questions that call for reflection. Moreover, a range of templates have been created, which Wavin easily can make use of in different messaging campaigns to drive the dialogue among the most important decision-makers in the market. In Sweden, Wavin has already used the SPOTLIGHT concept to facilitate workshops about durability of sewer solutions. In UK there has been held innovation workshops for the whole water industry. Overall, Wavin SPOTLIGHT has already been used in many campaigns and initiatives and the platforms is recognized as useable for many more years to come.

“I'm super happy with the concept and the thoughts behind this first step towards value selling. Now the challenge will be to keep the momentum and ensure continuous activation in both marketing and sales.”

Emiel van den Boomen,
Marketing & Communications Manager, Wavin

Corporate film



Brochure



Website

Social posts

Task: Develop a brand strategy, core story and new visual identity for the new company, HBK.

Solution: Establish a core narrative that builds on a proven heritage of data handling and processing within test and measurement and create a powerful platform from which to demonstrate the relevance of their solutions in an industry that is becoming more and more digitalised.

Result: The new narrative and visual identity have been well received internally. The external roll-out across the HBK organisation has begun, starting with a period of co-branding before the old Brüel & Kjær and HBM brands are retired.

About HBK: HBK is a global leader within test and measurement. The organisation was established in 2019 as the result of a merger between Danish company Brüel & Kjær and German company HBM, to create HBK – Hottinger, Brüel & Kjær.



A new company built on the shoulders of two market leaders

A compelling narrative and unique visual identity has helped ensure new company HBK a strong position in a market plagued by disruptions and tough competition.

Kunde & Co were engaged to create a unified brand when Danish Brüel & Kjær and German HBM merged as HBK – Hottinger, Brüel & Kjær. Both companies were global leaders in testing and measurement solutions, making the merger a perfect match. But the new company required a new identity, and a brand narrative able to secure a strong, long-term position in a more digitised market.

A powerful new narrative

The focal point of the new narrative became the strength of bringing two market leaders together. The new HBK was uniquely positioned to ensure an efficient and more reliable product development process by combining each company's different areas of expertise in testing and measuring all the physical parameters of a product (e.g. sound, vibration, weight, durability, etc.). This enabled the new company to position itself as an important strategic partner for customers. At the same time, the merger also created new potential for the two organisations' digital ambitions.

Comprehensive testing with customers and employees

After development, the core story was tested by employees and customers in an online survey. The results provided valuable insights that helped build a solid brand strategy. They not only confirmed that HBK could build on the two companies' impressive heritage and reputation, but that it should also drive the industry towards a more data-driven and digital future.

Internal activities to anchor the new brand

To successfully launch the new HBK brand, it was essential that it also became deeply rooted within the new organisation first. Kunde & Co prepared internal workshop activities for the two companies. These helped create a professional yet informal framework for employees to get to know the new brand and understand the legacy of each other's companies. From the workshops, staff gained extensive knowledge of the new brand story and HBK's future ambitions.



Workshop activities covered the two companies' similar histories, the new position and brand narrative to anchor the new brand with employees.

The two companies merged into one, with the new visual identity unfolded in a design guide that inspires creativity while outlining guidelines that ensure a unique and uniform expression in all communication elements.



The new logo was inspired by the two old brands, creating a link to their well-known heritage, but with a fresh, minimalist style that firmly highlights the future.

Task: Develop a strong concept, story and visual brand identity for Franke Coffee Systems to position them in a unique and distinct way in the market.

Solution: Development of the new brand concept "It's all about the moment" along with the brand identity and implementation over all elements and channels.

Results: The new brand concept of Franke Coffee Systems is internally well accepted and is now launched across channels, markets and campaigns.

From selling coffee machines to creating inspiring experiences

As a producer of high-quality coffee systems, Franke Coffee Systems has been well-established in the global coffee market. But a market with little differentiation between competitors called for a new, innovative brand position. With a new campaign and brand project, Kunde & Co helped Franke Coffee Systems move their brand positioning from a product focus to a customer focus.

The coffee market is growing fast, but so is the competition between the different companies. Some try to differentiate themselves by saying they offer the best in-cup-quality, while others claim they make the best machines. But to the customer, this is just two sides of the same coin – a brand positioning focusing on the product. That's why the new campaign "It's all about the moment" takes on a whole new and unique brand positioning: The creation of the most inspiring and rewarding coffee experiences. A customer-focused brand positioning, that works well across every segment Franke Coffee Systems serves: From hotels and restaurants to coffee shops, convenience stores, quick-service restaurants to workplaces.

Worldwide research leads to world-class strategy

The first step to develop Franke Coffee Systems' new brand project was a thorough research and analysis done by Kunde & Co. This included 20 in-depth interviews with company sales responsible all over the world and helped identify key global trends, relevant decision-makers, customer journeys, touchpoints, and needs. From this research, it was evident that quality coffee is nothing without having the expertise and innovation to deliver it exactly when and how the customer – and their customers want it. A key insight that resonated across all important segments. Therefore, the strategy was based on a partnership approach: A partner offering reliability from the consistently high in-cup-quality to the machine's performance, and all the way to the customer service.

A concept built around customer experiences

The concept "It's all about the moment" resolves around what Franke's customers face with their businesses and how Franke can enable them to create customer experiences and business value. That's why the new campaign says: "It's all about the moment." "It's all about the moment when restaurants can focus on the final detail instead of the coffee machine". And "It's all about the moment when a coffee to go becomes an experience that stays". This changed the focus from the product to the customer, leading to a more widely appealing campaign and brand position, and a concept that can be and is targeted to all customer segments.

Total brand makeover

The brand project contained a new visual brand identity, print and digital ads in different languages and for all relevant customer segments, a brand film, five distinct segment brochures, giveaways, a PowerPoint template, branded folders and a brand leaflet for the internal communication. Additionally, Kunde & Co set up workshops to establish the new brand concept in the sales department. After the successful first round, new website development for Franke Coffee Systems was initiated, based on the different customer segments and customer journeys of operational and strategic decision-makers. The different elements make for a total brand makeover of Franke Coffee Systems. Together, with the new customer-focused brand positioning the company is more than a coffee machine maker – they are a strong partner that enables success in all of their customers' businesses.



Segment brochure

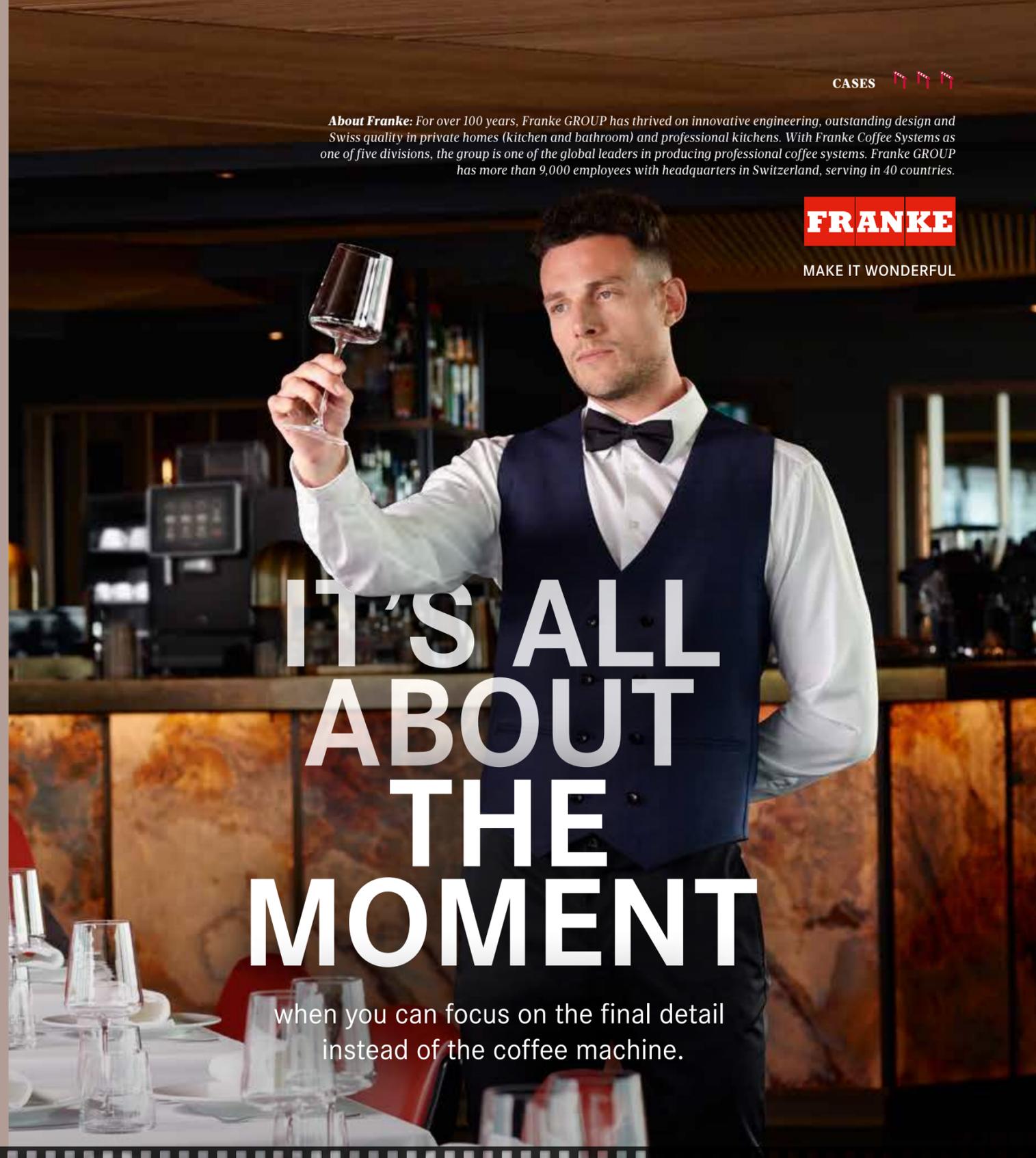
Brand film



About Franke: For over 100 years, Franke GROUP has thrived on innovative engineering, outstanding design and Swiss quality in private homes (kitchen and bathroom) and professional kitchens. With Franke Coffee Systems as one of five divisions, the group is one of the global leaders in producing professional coffee systems. Franke GROUP has more than 9,000 employees with headquarters in Switzerland, serving in 40 countries.



MAKE IT WONDERFUL



IT'S ALL ABOUT THE MOMENT

when you can focus on the final detail instead of the coffee machine.

EASY. BETTER. SHADED.

SET YOUR HOME IN PROPER LIGHT



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heroal

Task: To improve the company's brand position in the B2B and B2C segments.

Solution: Development of a brand strategy with a versatile communication concept.

Result: Establishment of a creative concept that is as flexible as it is expressive and with great certainty about the future.

Noticed: heroyal stands out with a distinctive concept

A strong communication idea not only positions heroyal, the aluminium specialist, in the proven B2B segment but also opens up the B2C sector for the first time with an emotionally charged campaign.

In the market for window, door, facade and sun protection solutions, the company heroyal has positioned itself as a technology leader who scores with innovative solutions made of the high-quality material aluminium. A major focus of daily work is to develop and distribute more flexible and high-quality products than on competition.

In order to adequately communicate the core arguments of quality, safety, energy efficiency and individual design, Kunde & Co has developed a consistent communication concept for heroyal. It is based on the basic idea that heroyal offers solutions that consistently exceed all expectations according to the motto "Good is not good enough". The concept claim "Simple. Better." sums up this attitude.

Strong message, flexible to use

The compelling advantage of the concept is its adaptability. So, the tagline "Simple. Better." can be combined with almost any desired attribute or argument for heroyal. For example, "Simple. Better. Insulated." – when it comes to energy efficiency, or "Simple. Better. Protected." on the subject of burglary security. We took advantage of this flexibility when it came to developing a range of key visuals for retail ads as well as online elements, each with a product advantage associated with an emotional testimonial.

Effectively reach new target groups

This kind of effective communication was a novelty for the company. Until now, communication had been mainly limited to the B2B segment. Now, together with Kunde & Co, the technology leader has opened up a way to further target groups that can now be effectively conveyed that heroyal stands for much more than just standard products. Thanks to communication that is simply better.

About heroyal: In the industry, heroyal is a technology leader. The company, based in Verl, develops, manufactures and sells holistic aluminium systems for windows, doors, facades and sun protection.



Lively and convincing: Short video clips enliven the key visuals.



Strong new key visuals support the concept in ads and are prominently placed on heroyal's website.

Task: Further development of Goodvalley's brand position in the Polish market.
Solution: Concept development and execution of a new campaign, including a TVC and digital content for multiple platforms.
Result: Transformation of Goodvalley from a rational, private label product to a consumer-oriented food brand available in 600+ Polish retail outlets.

About Goodvalley: International pork producer with its headquarters in Copenhagen and production spread across Poland, Ukraine and Russia. Goodvalley was founded in 1994 by Tom Axelgaard and is currently owned by a consortium of Danish farmers. In 2018, and in spite of a historically difficult year for agriculture, Goodvalley generated sales of over DKK1.4bn and an operating profit of DKK222m.



The company that cares about the environment

Goodvalley has built a strong name for itself in Poland as a sustainable and eco-friendly company.

Using the communication concept "Home of Quality", Goodvalley has found success in the Polish market – with a potential 38 million consumers within its grasp. By focusing on GMO-free and climate-friendly pigs bred without the use of antibiotics, Goodvalley has re-launched itself as pork supplier for consumers who are looking to be more responsible and sustainable when it comes to what they eat.

A concept tested by 4,000 consumers

In 2018 and 2019, Goodvalley gained visibility in the Polish market through campaigns developed in collaboration with Kunde & Co. Campaigns were created off the back of brand analysis, thorough market research and testing among 4,000+ consumers across Denmark, Poland, Russia and Ukraine. Tests were conducted in conjunction with the development of the Goodvalley brand itself, with Kunde & Co helping to define the producer's value position, name and logo – as well as create a visual identity for both the website and packaging design.

From farm to table

The story of Goodvalley began in the early 1990s, when visionary Danish farmer Tom Axelgaard had an idea: he wanted to run a farming business where he owned and controlled the farm-to-table value chain in order to create more sustainable, climate-friendly production – in addition to guaranteeing great food quality. In 1994 his idea came to fruition, and a group of shareholders led by the farmer opened their first large-scale farm in Poland.

A unique history

Discover more about Goodvalley's strong ambition to produce food products that respect the environment, as shown in a new testimonial film.

Clear segmentation

In the Polish market, Goodvalley's new brand story was revealed during primetime TV under the headline: "Home of Quality". Segmented content was also promoted via Facebook and YouTube. Here, the primary target group was narrowed down to mothers aged between 25 and 49, all with a higher education and all living in larger cities. This direct approach helped spread awareness among the consumers who offer Goodvalley the greatest market potential.

Tracking to gather new insights

In connection with the brand's 2018 campaign, tracking reports were prepared for all elements and a brand study was also carried out, both of which provided important insights for further development of the new brand story. Among other things, the study revealed that being climate friendly is not a primary purchasing driver in Poland, but that interest is nevertheless high. The research gathered in 2019 resulted in an even stronger campaign execution compared to the previous year, with animations also being used to support Goodvalley's core messaging.

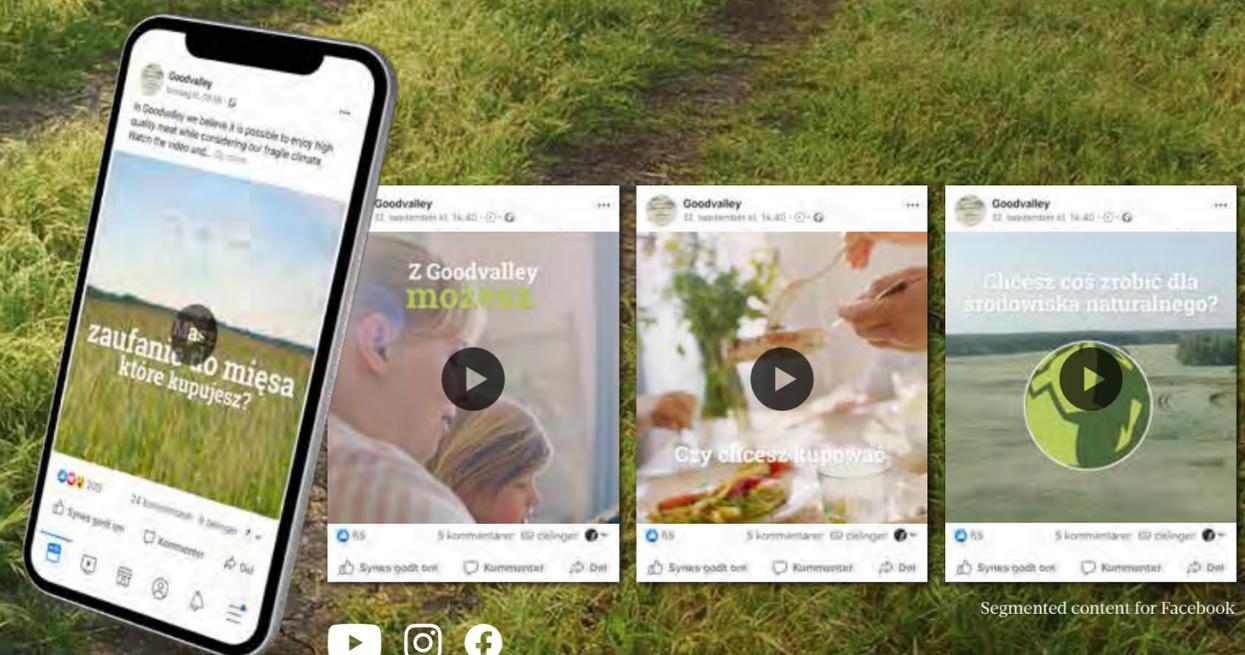
Overall, consistent marketing helped build Goodvalley's value position as a food brand with great concern for the environment, thanks to its aim of becoming CO₂-neutral and self-sufficient.

Film featuring Goodvalley's founder, Tom Axelgaard



Campaign for Polish TV

Sustainability from field to fork



Segmented content for Facebook

Task: Development of a tagline that consolidates Ramboll's position as a consultant for a sustainable society.
Solution: The tagline "Bright ideas. Sustainable change" forms a message that clearly expresses Ramboll's values.
Result: After successfully finishing the project Kunde & Co received a follow-up order. Development of a sharpened concept for Ramboll Management Consulting, to achieve a repositioning in a highly competitive market.

About Ramboll: Ramboll is one of the world's leading companies for engineering, design and consulting. Its focus is on building construction, architecture, transport, infrastructure as well as urban planning. Headquartered in Copenhagen, the company employs around 17,000 people in more than 300 locations around the world in 35 countries.

In focus: Ramboll's added value on the market

Bright ideas. Sustainable change.

The engineering and management consulting company Ramboll has, since 1945, earned a global reputation for excellence in the areas of infrastructure, transport and urban planning. When Copenhagen is looking to expand and improve its world-famous cycling infrastructure; when Frankfurt Airport needs a new transport system, or when a new offshore wind park is being planned somewhere – anywhere – Ramboll is seen as the first choice.

In 2019, Ramboll's corporate communications department approached Kunde & Co for help creating a tagline to accompany an employer value proposition developed under the following concept: "Inviting bright minds". Of the three suggestions offered by Kunde & Co, the client chose "Bright ideas. Sustainable change" for clearly expressing the value Ramboll brings to the market.

In doing so, the client united the whole Ramboll portfolio – while making reference to its employer value proposition.

The proof is in the tagline

To test how effective the new tagline was – especially in the US market – Kunde & Co carried out a survey with 300 random participants as well as 30 engineers based in the US. When asked their opinions, the response was overwhelmingly positive.

Today, Ramboll uses the tagline on a global scale – successfully communicating its plans for a sustainable future to all customers.

Repositioning Ramboll Management Consulting

Following this project, the client asked Kunde & Co to work with RMC and solidify its strategic position which, due to RMC's past acquisitions and Ramboll's 'one-brand'

architecture, had become slightly diluted within a highly competitive market. RMC was looking for clarity on questions like: "What is our edge and core narrative?", "How do we stand out in the market?", and "How do we surface the competitive advantages of being in the Ramboll Group?"

To begin right, takes insight

For starters, in order to gather extensive knowledge about RMC – including internal and external perception – Kunde & Co decided upon a series of proven measures by asking the following questions: what did customers need, what benefits could RMC offer, and how did it compare to its competitors?

Besides comprehensive desk research, Kunde & Co also carried out interviews and workshops. The results were revealing. RMC proved to be significantly more successful when moving in the original business context of engineering, while, externally, was seen as an engineering consultancy. Kunde & Co also determined the top concerns for Ramboll's potential customers when looking for the right partner: flexibility, commitment and good service. With regards to RMC, customers placed focus on its knowledge of classic areas of expertise for Ramboll.

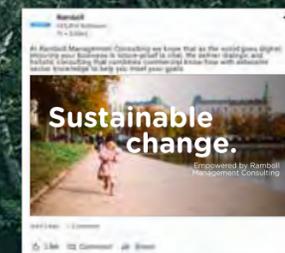
The hands-on and collaborative approach

Based on these insights, Kunde & Co's strategic consultants developed a new, sharper concept for RMC, highlighting the company's extensive industry knowledge and presenting it as experienced and fact-based. Furthermore, the concept highlighted RMC as a collaborative consultant with a hands-on approach to problem-solving. Most importantly, it placed sustainability, social, economic, and environmental concerns at the core of RMC's strategic position.

And so, in combining the Ramboll tagline – "sustainable change" – with "empowered by Ramboll Management Consulting", Kunde & Co created a direct connection between the business unit and customer.

Implementation in a creative universe

Kunde & Co also created a visual universe to help solidify RMC's presence on all levels: strategic, content, and personal. During the first phase, the company developed ads for print and online, as well as roll-ups for trade fair booths. Thus, helping prepare RMC for entry into all future markets – armed with a strong backbone and sharper position.



Task: To strengthen and boost Schulstad's brand in a price-squeezed market.
Solution: Developing a communication concept for a premium concept that, with the help of local food pioneers, differentiates Schulstad in a homogeneous market.
Result: A warm welcome from the consumers and a sale that exceeded expectations and boosted the value of the category.

About Schulstad: With an annual bread production of 180 million bags of fresh bread, Schulstad is Denmark's leading bakery. The company was established in Copenhagen in 1880 by Viggo Schulstad and today the bakery employs more than 800 employees. Since 2003, Schulstad has been owned by the Swedish Lantmännen.



Pioneers renew the Danish bread culture

Schulstad and Kunde & Co collaborates to improve and renew the Danish bread culture and the general image of pre-packed bread. One concrete result is the concept named "Signaturbrød", in which Schulstad in collaboration with local food pioneers creates new types of rye bread. Consumers are thrilled and sales exceed expectations and boosts the value of the category.

Viggo Schulstad was a true pioneer. In 1896, he invented the malted rye bread in the effort to make good quality bread available for everyone. That mission has definitely been achieved, but even though Schulstad is still the Danes' favorite brand, when it comes to bread, the pressure has grown from several fronts.

The pre-packed bread is under pressure

In recent years, the "baker" has moved into most supermarket and that has changed the image of pre-packed bread. But it also gives space to new initiatives that can meet the consumer's growing appetite for quality bread – and that is what Schulstad is chasing with help from Kunde & Co.

"Signaturbrød" takes up the fight

This is the background for Schulstad's new premium concept "Signaturbrød". The basic idea is that Schulstad is teaming up with a local food pioneer to develop a new rye bread. It is a creative and close relationship between the local pioneer and Schulstad's product developer Henrik Hemmingsen, where the development includes a "nerdy" process with flavors, texture and ingredients.

The first "Signaturbrød" was developed in collaboration with Annette Bylov, owner of Restaurant Gilleleje Havn. The beautiful dark rye bread baked with popped durum seeds was launched in the fall of 2018, and it has taken the Danish consumers by storm. After only a year on the market, the bread marks itself as one of the best-selling products – and with its higher price level, it helps to increase the overall value of the category.

The next "Signaturbrød" has seen the light

In the fall of 2019, the next bread was launched. In collaboration with brewmaster David Jensen from Bryghuset Mon, product developer Henrik Hemmingsen from Schulstad has created a delicious dark rye bread baked with malted rye seeds. The bread was produced according to how you brew beer and has notes of cherries and licorice.

Schulstad and Kunde & Co have used the same formula to built the campaigns for the two "Signaturbrød". The story includes the story-telling of the new bread, the people behind and the location, where the bread has been developed. The campaign production includes TV and sponsor spots, social media and website content, outdoor material as well as POS and sales material.



POS materials, outdoor, TV spots and social media



POS materials, outdoor, TV spots and social media

Task: Develop a unified web platform for CO-RO's corporate website and its five brand websites so that it's simple and cost effective to maintain them and establish new ones.

Solution: Six modern websites created on the user-friendly Wordpress platform which focus on creating a brand narrative based on usage situations and sharing information and inspiration with consumers.

Result: The switch from having many websites on Sitecore to one unified platform on Wordpress has resulted in significantly lower costs and increased flexibility for the individual brands and associated web editors.

Six websites combined into one flexible solution

Danish CO-RO, which is behind well-known brands such as Sunquick, Suntop and Sun Lolly, has, with Kunde & Co's assistance, created six new websites in a modern design that will inspire and inform target groups, while streamlining operations and maintenance.

Every day, CO-RO brands Sunquick, Suntop, Sun Lolly and Suncola quench the thirst of millions of people worldwide. While familiar to most Danes, the CO-RO brands are also popular in the Middle East, Africa and Asia, where the sweet drinks and ice lollies are enjoyed by all generations of the family.

The company sells its products to consumers in more than 70 countries – and it's important that consumers are able to access a website where they can learn about promotions or find inspiration. However, it was difficult to make changes and updates in the various CMS solutions, and CO-RO needed to simplify their web set-up and, at the same time, create more contemporary, relevant and flexible websites for their brands.

A need for simplification

CO-RO had built co-ro.com on Sitecore the year before, and since then four other Sitecore solutions were developed for suntop.com, sunlolly.com, sunquick.com and suncola.com. The various solutions were very static and inflexible, which made it almost impossible for staff to correct or add content. Altogether, operating and maintaining the websites became an expensive process. The task for Kunde & Co was to simplify the digital infrastructure and create five new websites, showcasing the unique brand positions and relevant product portfolios for each of the brands. Finally, CO-RO also wanted a concept for each brand that would inform and inspire the target groups by creating a brand narrative based on usage situations rather than just products.

From several platforms to one unified one

Some 85-90% of visitors access the websites from mobile platforms, but around 60% visit the corporate site via desktop, making it crucial to be able to handle both platforms optimally. The new solution was therefore built on the open source platform Wordpress, one of the most widely used CMS systems in the world. This solution is also cost-effective, user-friendly and more flexible. In Wordpress, a package of modules and templates have been built that can be used across the individual websites, so that each module is available with a colour palette tailored to that particular brand. Cleverly, this solution can also take any new functionalities developed for one brand website, and easily make them available to all sites. Plus it is easy to integrate local campaigns and social media activities as well.

New soft drink on the market

In 2019, CO-RO launched a new brand – a soft drink named MashUp. The new platform has already proven its worth by making it simple, quick and cost-effective to establish a website. As of the start of 2020, the current website family is comprised of; co-ro.com, suntop.com, sunquick.com, sunlolly.com, suncola.com and the new drinkmashup.com



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Featured

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No preservatives

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Task Further develop the Danish Family Farms' brand position and project Danpo as the market leader that adds value to the Danish chicken market.

Solution: Development and execution of a new campaign, including a TV commercial centring on the Rokkedahl family in North Jutland who breed free-range, organic chickens.

Result: Since 2017, De Danske Familiegårde has gained an awareness rating of over 45% and is the chicken brand in Denmark associated with good animal welfare.

About Danpo: With annual sales of DKK 1.5 billion DKK and almost 800 employees Danpo is among the largest producers of chicken in the Danish market. Together with 'Kronfågel' in Sweden and Finland, 'Den Stolte Hane' in Norway and 'Manor Farm' in Ireland, Danpo is part of Scandi Standard, which is the largest poultry producer in Scandinavian.



Danish family farms are growing and gaining new market share

Since 'The Danish Family Farms' launched in 2017, it has undoubtedly become the chicken brand in Denmark that is best associated with good animal welfare. In 2019, growth continued and chickens from the Rokkedahl family in North Jutland are now part of the brand.

For some years, the Danish poultry market has been characterised by low prices and consumers who consider chicken as cheap everyday meat. As a market leader, Danpo wanted to add value to the stagnant, price-squeezed Danish chicken market. That was the goal in 2017 when Danpo and Kunde & Co collaborated to develop De Danske Familiegårde and create a new and strong brand position. Since then, the brand has only progressed, and today, the Danish Family Farms are known for both good animal welfare and responsible production.

Chickens from Himmerland

Behind the Danish Family Farms lie a number of dedicated Danish farmers and their families, all of whom focus on breeding and natural raising of chickens with care. It therefore made good sense in 2019 for the Rokkedahl family and their organic and free-range chickens from Himmerland, northern Jutland became part of the Danish Family Farms. The family's passion for raising chickens spans three generations and this is shown in a new TV campaign, where Mark Rokkedahl himself speaks, ensuring authenticity. In addition, shorter films have been developed for social media. These focus on the three main product level drivers: Organic, Free-range, and Farm chicken.

Back to the beginning

The brand story developed for The Danish Family Farms is based on a quantitative consumer survey of 2,800 respondents. The survey identified the most important parameters for Danes when purchasing chicken and it became clear to Danpo that animal welfare and produced in Denmark were particularly important to quality-conscious consumers. From that point began a journey back to focusing on the natural origins of the products and the launch of the brand De Danske Familiegårde.

Air under the wings

Today, awareness of the Danske Familiegårde stands at about 45% and it is the Danish chicken brand best known for good animal welfare. Consumers have welcomed the brand – and 'Gårdkylling' (Farm chicken) product, which is a slower growing chicken breed, hatched in the barn, and not treated with antibiotics.



TVC

Website



Task: Identify a position for Velliv and develop a campaign to increase awareness of Velliv's legacy and strong offerings.
Solution: The communication concept 'More out of life', a go-to-market strategy and associated campaign.
Result: A clear position as the pension company that speaks to the mind and heart, and ensures customers get the most out of life.

About Velliv: Velliv is Denmark's third-largest commercial pension company with more than 340,000 customers. The company became customer-owned in 2018 when the association behind it bought the majority of shares from Nordea Life Holding AB and changed its name to Velliv last October.



A clear brand position for a humane and competent pension company

Through a compelling campaign, Velliv has put good advice on the agenda and established its new position as the pension company that ensures customers get the most out of life.

In 2018, the pension company Nordea Liv & Pension went from being bank-owned to owned by customers and changed its name to Velliv. The name change reflected the company's move to a more humane and customer-focused direction. For its existing customers, becoming customer-owned was well received, but it was also still important to secure their loyalty moving forward and reach potential new customers. Creating awareness about the new name proved challenging. To build trust and be seen as a more humane retirement company, Velliv needed to distance itself from competitors and instead create a position that focused on the positive aspect of being customer-owned. To make this happen, Velliv partnered with Kunde & Co to develop a corporate concept with a convincing communication platform and media strategy.

A matter of trust

From the start, it was clear that building trust and becoming a more humane pension company was essential for Velliv. To do this Velliv had to distance itself from competitors and establish a position based on the positivity on being customer-owned. The question was, how? The first step was to develop a number of hypotheses around concepts, communication and key messages. These were then tested on more than 1,100 respondents, both decision-makers in companies and individuals. The result clearly indicated that communication should be concrete and emphasise observable results, competent advice, decency and humanity.

The value of good advice

Results from the survey provided insights needed to develop the final core story and a communication concept, which is reflected in the pay-off 'More out of life'. Through this line Velliv speaks to both financial and personal balance, realising its ambition to be perceived as a more caring pension company. The development of an awareness campaign that focused on the value of good advice cemented the communication concept. It enabled the creation of concrete and valuable communication, closely linking the Velliv brand and its real-life, competent pension advisers.

A focused effort

The campaign targets professional decision-makers and focuses on media with the highest coverage in this particular audience. The TV spot was implemented on TV2 News and TV2, online and offline, with advertising in Borsen, Finans, and LinkedIn.

“We chose to partner with Kunde & Co because of their strong strategic and analytical approach to an interesting target group that is challenging to hit. We're extremely satisfied and now have a long-lasting, credible and unique platform that elegantly builds on both our core story and values. We have received positive feedback and look forward to being able to read the good results after completion.”

*Lotte Bork Ferraro,
Head of Marketing & Customer Experience, Velliv*



TVC

Display banner



LinkedIn carousel ad



Advertisement

Task: To strengthen the position of Samsung Switzerland's mobile device management solutions.

Solution: Two campaigns: Samsung LED targeting top 100 profiles in Switzerland, and Samsung Enterprise Edition targeting corporate decision makers and IT executives.

Result: A structured approach to creating awareness and value around Samsung Enterprise Edition solutions, as well as building a first-mover position in LED display technology to ensure awareness and preference in a growing market.

Dialogue campaigns strengthen Samsung's B2B position

With a firm foothold in the B2C world, Samsung wanted to build an equally strong position for their business solutions. Kunde & Co helped Samsung develop and launch two dialogue campaigns, which have ensured that the ambition is now within reach.



About Samsung: A global leader in information technology, configuration and secure mobile experience. This company is best known for its consumer electronics, but they also have a broad portfolio of business products and solutions designed to increase employee productivity, improve customer engagement and simplify IT management.

SAMSUNG

The first campaign went by the name of Enterprise Edition and was aimed at relaunching Samsung's mobile business solutions. The second campaign focused on Samsung's new advanced LED technology and targeted big business decision makers. In both cases, the optimal choice became an integrated campaign with dialogue marketing as the key element. This came from the consideration that in a digital age it can be advantageous with something as old-fashioned as a letter, because it captures attention and therefore would reach the target audience better.

The Enterprise Edition direct mail was designed as a small book, which included a built-in screen to play the campaign film material.



Relaunch of Samsung's mobile business solution

Samsung Switzerland wanted to raise awareness about Enterprise Edition – a special edition of Samsung phones optimized to control a company's mobile phones. Key features include the built-in security solution, Samsung Knox, and two innovative applications that make it easy to configure and customize new mobile devices. Kunde & Co helped develop the concept and communications for the relaunch of the Samsung Galaxy Enterprise Edition. At the same time, Samsung and Kunde & Co also developed a new value position to meet the increasing demands that companies place on their business technology.

A solution to Drive your Business

The Enterprise Edition campaign, "Drive your Business", was used across a wide range of marketing channels, and included a main element of an advanced direct mail. This was sent to key decision makers and IT managers in Swiss companies and above 50 employees, and then followed up with three online newsletters. This initiative was part of a long-term strategy to raise awareness among Samsung's target audience. The campaign also included key visuals, a microsite, animations, social media posts, online display ads, Google AdWords and fact sheets for sales. These elements provided the Samsung team with the best opportunities to convert corporate interest into direct sales.

A leading position in the LED market

Samsung Switzerland also asked Kunde & Co to help them take the lead in the LED market. Their new LED displays are unique in their ability to show a completely pure black, true color and have a low reflection that makes the screen crystal clear – even in a room full of daylight. In order to help realize their ambition to be a market leader, Kunde & Co developed a strong communication concept around Samsung's LED solutions. The result was a campaign based on the importance of first impressions and the technological leap represented by Samsung's LED display technology.

Meetings with 20 percent of the target audience

At the heart of the LED campaign was an exclusive direct mail that was sent to CEOs and other C-suite executives in Swiss top 100 companies. The aim was to position Samsung as a first-mover, but also to raise general awareness of the technologically powerful LED screens in a relatively new market. The campaign included films, three online newsletters and several other elements – all developed by Kunde & Co. In general, the dialogue format managed to sneak past the receptionists and land directly on the desks of Samsung's target audience. The campaign helped Samsung Switzerland organize meetings with more than 20 percent of the targeted decision makers as well as giving Samsung an appetite for more dialogue campaigns in future.

The LED campaign targeted CEOs and other C-suite executives.



Task: Introduction of five new, high-quality knife collections directed towards different customers. Kunde & Co also developed various tools for Wüsthof's sales department, including a retail marketing guide.

Solution: Five product concepts with accompanying sales material that simultaneously differentiated and strengthened the Wüsthof brand.

Result: Each range was launched successfully, with Wüsthof's presence at Ambiente receiving praise.

Wüsthof under Kunde & Co's creative knife

How Kunde & Co's concepts did the trick for Wüsthof.

Based in Solingen since 1814, the German family business Wüsthof has become a world leader in manufacturing knives. At its factory, a skilled team of 400 craftsmen control production and follow a strict set of rules to create environmentally friendly products of the highest quality. Kunde & Co's task was to launch five knife ranges for Wüsthof's product portfolio.

Sharp competition

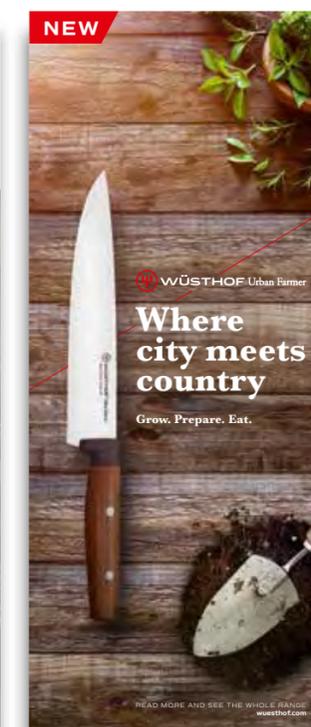
Solingen – “the city of blades” – is home to several prominent knife manufacturers, all of whom position themselves based on their heritage. Therefore, it was crucial that Wüsthof find a way to differentiate itself from its competitors. In order to find its ideal position, Kunde & Co carried out a digital analysis on different products and their online presence, acquiring insights on customer preferences. Furthermore, Kunde & Co also analysed the digital presence of Wüsthof's competitors to determine keywords Wüsthof could take advantage of. The analysis also provided an overview of market positions, all of which helped to create concepts for the five knife ranges.

One set for every lifestyle

The five concepts are called: The Create Collection, Crafter, Urban Farmer, Charcuterie and Steak. Each aligns with Wüsthof's main brand while catering to different customer demands. For example, the Urban Farmer range consists of knives with rubber edges and sturdy handles – perfect for harvesting and working in potentially wet outdoor conditions. For this range, Kunde & Co worked on the concept line “Grow. Prepare. Eat.” – using an earth-to-table principle to develop the accompanying visual universe. As another example, the Crafter range has a more masculine look and is directed towards semi-professional cooks, leading to the following concept line: “Our passion is your craft”.

All five universes were either shot in Kunde & Co's own studio or produced internally with retouch, thereby securing alignment across all concepts.

About Wüsthof: Wüsthof is a German company known for producing high-quality steel knives. The company, which has never changed hands, was founded in 1814 in the “city of blades”, Solingen, and now employs 400 people. It has a global presence in more than 80 countries.



Sales presentation

Roll-ups

From concept to Ambiente

Together with the five concepts, Kunde & Co produced extensive material for Wüsthof's salesmen – including a detailed and highly visual sales presentation, leave-behinds and a presentation kit for new products – to improve product storytelling. Alongside this, Kunde & Co also developed the “Cutlery Guide”, for customers to improve their knife skills. On a B2C-level, Kunde & Co developed POS-packets that included posters, flyers, signs and creative display solutions that met retailer needs. Furthermore, Kunde & Co helped with the construction and versioning of packaging, product-sheets, and elements for Wüsthof's stand at the Ambiente-fair in Frankfurt. Through the entire process, Kunde & Co worked in close collaboration with Wüsthof and advised on how the company should best brand itself in such a competitive market.

Task: Development of a modern, comprehensive communication concept.
Solution: Step-by-step implementation of a corporate religion process, from analysis to testing to the finished concept.
Result: A comprehensive concept including visual identity with corresponding CD manual and first elements.

About Becker: A family-owned company for four generations, Becker is engaged in the development and production of vacuum pumps, compressors and air disposal systems. It employs around 900 people worldwide and its headquarters are in Wuppertal.



Driving into the future with a new concept

As a specialist in air technology, Becker is internationally known as an indispensable partner for many machine and plant manufacturers. Kunde & Co helped Becker carry out a successful rebranding process – including the development of brand values and a new visual identity.

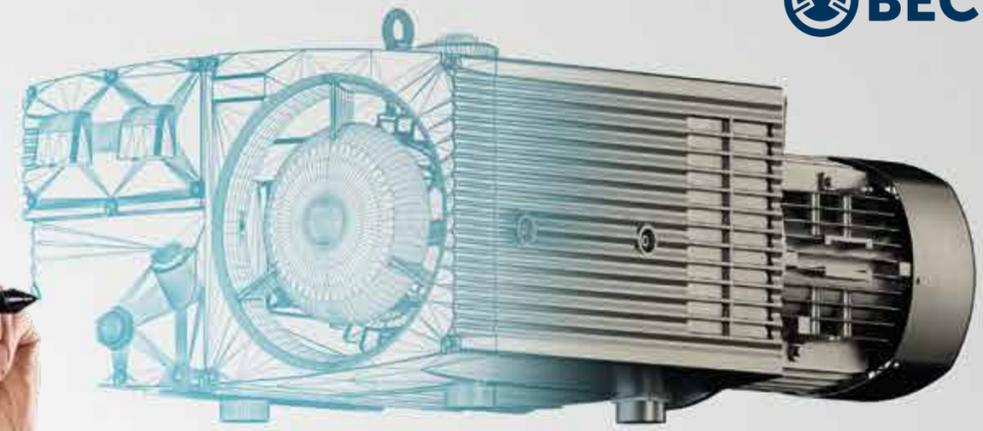
Today, many industries rely on air technology to move components weighing many tons or as light as banknotes. From food packaging to printing paper, all the way to semiconductor manufacturing and medical technology, the Wuppertal-based company Becker is a technological leader and long-standing partner for customers worldwide. But against the background of a competitive market and a high pressure for innovation, Becker also wanted to re-establish its brand communication.

Detailed corporate religion process

Together with Becker, Kunde & Co used their proven four-step corporate religion process. First, the process focused on gaining knowledge with the evaluation of qualitative interviews and desk research resulting in the first directions for a new positioning, including various visual approaches. In the next step, international testing was performed on internal and external stakeholders in 16 countries. This valuable feedback was analysed in the third step, which ultimately led to the fourth step; development of the overarching communication concept.

Strong and simple: Make it Becker

The creatives at Kunde & Co created a communication idea to showcase a variety of aspects and features of Becker; their quality, reliability and durability as well as the company's great passion to find the best solution. All of this fed into a short, simple slogan: Make it Becker. Thus, the company name becomes synonymous with experience, passion and continuous improvement and also allows a playful usage to highlight the advantages of Becker, according to the motto "Don't make it good. Make it Becker."



CVI-Manual
All rules for the uniform design of all Becker media can be found in a clear manual.



Advertisements

Revised visual identity

In addition to the textual development, the creative department also revised Becker's design. In order to modernise this as well, the logo and typography were given a facelift and a completely new visual language was created. This makes the products the star, but always combines them with the people who stand behind every successful solution at Becker. The whole concept caused great excitement and its visual parameters were then developed into a CVI manual with initial elements such as business cards, letterheads and PowerPoint templates. In addition, the manual also defines design specifications for a wide range of other marketing, sales and trade fair elements – from brochures to vehicles, clothing to packaging or building signage. Kunde & Co are currently implementing a brand book, a corporate film and the first campaign for the new corporate identity – in short: "Make it Becker" is already a reality.

Imagefilm



Task: Development of an integrated communication concept for the area of decorative printing for the upcoming leading trade fair, interzum.
Solution: A modern concept with brand recognition value and sustainable redesign of all means of communication.
Result: Successful start with the KPIs of 320 leads at the leading trade fair – despite the reduction of the presentation space.

About Felix Schoeller: Felix Schoeller is an internationally leading supplier of specialty papers based in Osnabrück. The Felix Schoeller Digital Media division specialises in the production and distribution of premium digital printing media.



Premiere at the leading trade fair: Entire business unit creatively repositioned

As an international manufacturer of decorative papers, Technocell Dekor has left a robust impression in a competitive market. With the new communication concept for this business unit developed by Kunde & Co, the company surpassed all KPIs at the furniture fair interzum and strengthened its position.



The traditional family business Felix Schoeller and its business unit, Technocell Dekor, have managed to become one of the market leaders in a demanding market with numerous uses of decorative papers. In order to meet the multitude of products and international markets while increasing the recognition value, Felix Schoeller wanted a uniform, but also creative communication concept for this area which was to be showcased at the leading international trade fair interzum in Cologne.

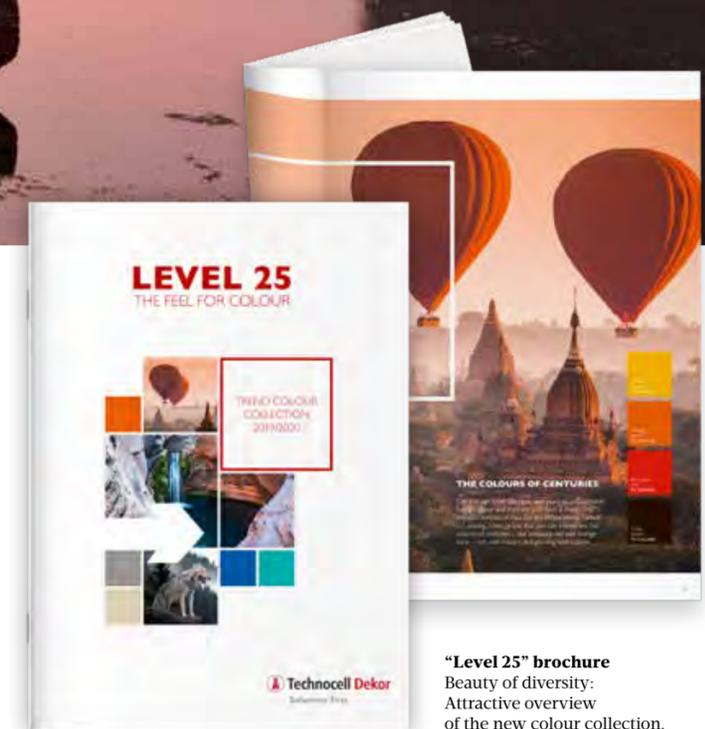
New integrated concept: on- and offline
 Felix Schoeller wanted not only the creative concept but also a focus on innovation and digitalisation. The Creative and Digital Departments of Kunde & Co worked closely together and created an integrated on- and offline concept. The industry's usual square tiles for presenting colour and product patterns served as inspiration for the entire concept.

Consistent implementation on all channels
 Clear structures with concise messages put the advantages of the products and services in the foreground. Tile optics were implemented in animations, on touch screens, on trade fair walls, in brochures and on all digital channels from social media to the newly programmed landing page. The concept was never designed as a pure trade fair concept but unfolded its effect as a redesign of the business

unit much more sustainably and works with a variety of elements far beyond the interzum.

The strong backbone of modern communication around Felix Schoeller's products and services still existed with newly designed media such as downloaded brochures and PowerPoint presentations.

Lead generation exceeds expectations
 Even at the start of the new concept at the trade fair, Felix Schoeller surpassed all KPIs despite a significantly reduced presentation space – over 320 leads were generated while reducing costs.



"Level 25" brochure
 Beauty of diversity: Attractive overview of the new colour collection.

In-depth analysis
 In the run-up to this project, Kunde & Co had already dealt intensively with Technocell Dekor. In the course of a strategic analysis, Kunde & Co examined the existing concept "Solutions first" with the corresponding website data as well as the corresponding documents on the products and services and defined a realigned purpose.

interzum trade fair
 Clear, consistent, tile optics: Our design for the Appearance at the leading trade fair.



Presentation
 Focused on effect: Strong tool for Sales with striking figures.



Task: Develop a communication campaign to explain to consumers why it's important to choose pure and natural supplements, using Puori's new brand ambassador, Helena Christensen.

Solution: A tailored market analysis across Sweden, USA and Denmark, identifying key segments for Puori, as well as the definition of new brand narrative and development of communication elements.

Result: A brand story that embraces a larger customer segment and greater visibility with Helena Christensen as brand ambassador for Puori's three core markets.

A strong brand story and ambassador for Puori

Expanding its customer segmentation, Puori are evolving from being a niche player to becoming a premium brand with greater appeal in the dietary supplement market.

The collaboration between Puori and Kunde & Co began first with a survey of Puori's customers. While it was important to gain insight into demographic data, psychographics were also a priority – i.e. customer perceptions and needs. Kunde & Co therefore conducted a thorough market analysis across Sweden, Denmark and the US, which made it clear who Puori's customers are, where they are and what they want. The analysis showed that Puori needed to move away from the niche market and expand their customer focus from crossfitters and athletes to a wider clientele. Armed with a strong understanding of the products and insight into general user behaviour, Kunde & Co developed and defined a brand narrative that embraced both customer segments.

New concept

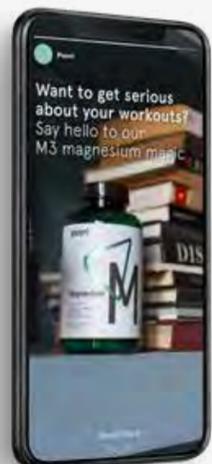
Following a test of varying communication directions, Kunde & Co established that the most important customer segments preferred an authentic narrative, which described health as not just what you consume, but something you also have to work on. This insight led to the concept line: "What you put in it, is all that counts". The concept and new brand story became the essence of the Puori brand, which also fit perfectly with the new global ambassador for Puori, super-model and photographer Helena Christensen.

Development of communication efforts

Based on the results of testing, Kunde & Co developed a number of different communication elements, including a social media play-book, campaign templates and social media content that all matched Puori's new brand story and identity. In addition to this, Kunde & Co also developed a communication hierarchy which Puori and its brand ambassadors – including Helena Christensen – can apply in different ways. This means that Puori can both control its brand narrative and at the same time give its ambassadors individual freedom of expression.

“ We needed to have our core story in place and help with communicating a complex message. Kunde & Co were the right choice for us because they understood how to adapt their process, analysis and campaign development to our needs. The project has been supported by good 'dialogue' instead of a 'monologue', and I believe that the outcome will strengthen our brand.”

Tina Marie Nielsen, Director Brand Marketing, Puori



Social post



Product brochure



About Puori: Danish firm Puori produces supplements based on high-quality, pure and natural ingredients. Since its foundation in 2009, their mission has been to make living a healthy and balanced lifestyle easier. Puori have been struggling to drive greater transparency and increased focus on clean labelling within the dietary supplement market.



Task: To make the product category of partial breast shapers more appealing and easier to understand.
Solution: Personal stories from real women about the big difference that even smallest breast shaper can make.
Result: A real and emotional story about Amoena's product category that delivered on its goal.

About Amoena: German-based Amoena is the world leader in silicone partial breast shapers. Founded in 1975, Amoena now sell in 60 countries, where their products help more than half a million women around the world. Amoena is known for its high quality and innovative standard.

amoena

From cosmetic fix to personal triumph

Amoena were not maximising their full potential before Kunde & Co proposed a more simple and meaningful expression.

German-based Amoena is a pioneer within silicone breast shapers and leads the world in partial breast forms. Since 1975 the company has supported women with asymmetric breasts either naturally occurring or from surgery (lumpectomy or mastectomy). However, Amoena's sales did not reflect the number and type of surgeries being conducted. It seemed women were either unaware of their options regarding breast shapers or were deliberately choosing cheap alternatives – such as socks or bra pads. So how do you tell the consumer about the benefits of breast shapers in an appealing way? Kunde & Co had the honour of solving that challenge.

Multiple target audiences – one concept

Before turning to Kunde & Co, Amoena had been working with various communication concepts for the same product range. As they rely heavily on distributors, Amoena developed one concept for distributor communications, and another for their customer-facing communications. An approach that turned out to fall short and was more confusing than beneficial. Based on employee, customer, and distributor interviews, Kunde & Co ultimately identified the building blocks of one concept with the potential to bridge these various target audiences and address the consumer directly.

Less is more

It was clear from Kunde & Co's qualitative interviews that Amoena's existing message surrounding their partial breast form portfolio was not resonating with consumers. Technical, clinical, and feature-driven, it didn't speak to women looking to overcome worries about

breast asymmetry after surgery. In its place, Kunde & Co developed a simple communication framework focused on the user benefits of Amoena's various breast shapers, supported by proof points for each model. It turned out that the consumers felt emotionally effected by even the slightest asymmetry, and so Kunde & Co developed a concept for Amoena that would change the perception of the product from being a cosmetic product for the correction of asymmetry to being a symbol of personal triumph for women who have survived breast cancer.

A creative concept

"My Body My ____" was the concept line that would be used to illustrate personal stories of actual breast cancer survivors who have regained their confidence after surgery. The concept line is supported by strong portraits of women who are living a happier life thanks to Amoena's partial breast forms, which look natural as well as providing perfect support and comfort. Kunde & Co activated this concept across both BTC and BTB elements, offline as well as online.

The result

Today, Amoena works with an easy to understand communication framework and a simple concept that works to both market and sell their partial breast forms.



Ads



Produktkatalog

Take control of your brand and succeed as an international marketer

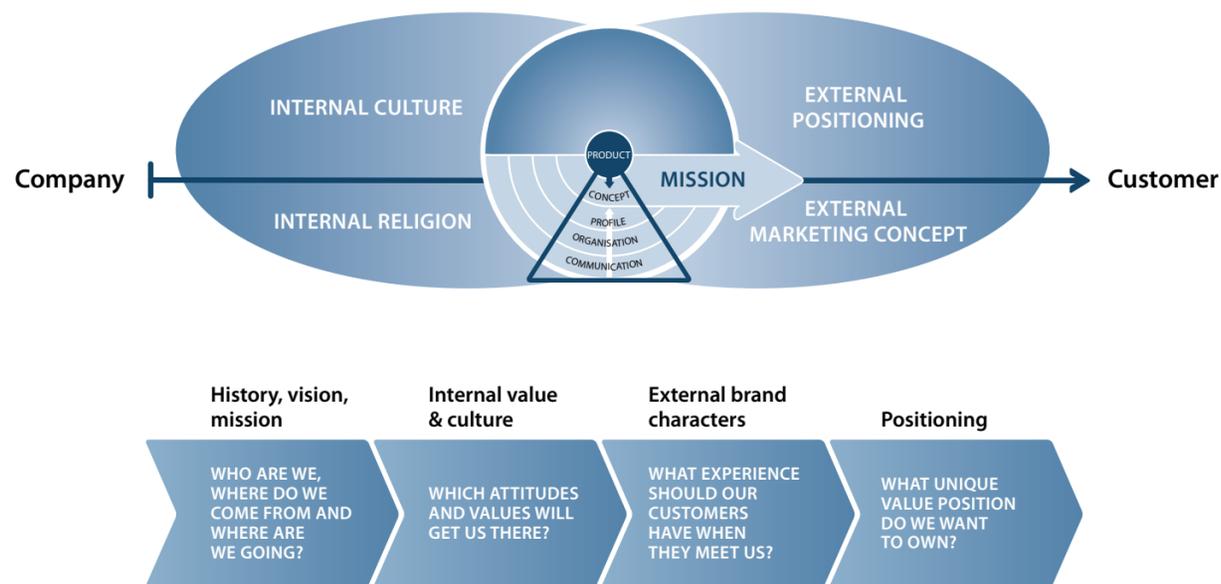
The goal of successful branding is an uniform, consistent and at the same time globally flexible brand position. Finding it and then consistently implementing it in all markets is a core competence of Kunde & Co.

We have developed our own unique process and methods to help international companies succeed in gathering their organization around the same brand strategy and position. With the experience from more than 200 projects, we know that the involvement of key stakeholders in the process is extremely important. That is why we involve as many as possible from the international organization as early as possible.

Our process for the development of an international brand position and market launch strategy has an involving effect, encourages personal responsibility and provides a comprehensive understanding for the final result and the strategy in your international organization – and this in turn enables the successful implementation and execution.

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 the 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 strike the right balance between how internal and external stakeholders experience the brand today, and what future direction the brand should take. Kunde & Co helps companies to identify both, and to develop the new brand story and a full description of the elements in the future brand platform.

What kind of international marketer is your company?

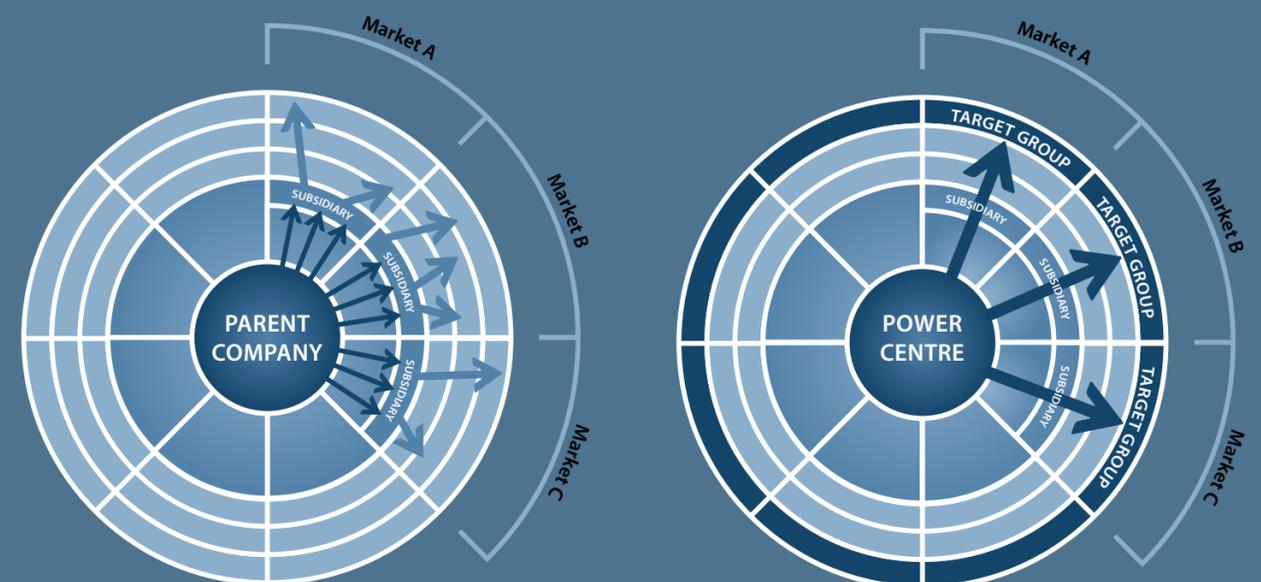
Are you “local” or “global”? Does your company address different target groups in different markets? Or is your position always the same, from one market to another?

A fragmented international company

Many companies see their international organization merely as a sales and marketing channel. This leads to locally controlled marketing without any guidance from the parent company. The result: brand position, marketing focus and strategy can develop differently and, in the end, can vary extremely from market to market. This makes it difficult to identify synergies for sharing best practice examples or to generate experience within the international marketing organization.

A consistent international company

In a company with a strong international positioning, the parent company takes over the brand management. The targeted brand position is identified, clearly described and integrated into a brand strategy with the accompanying values. The result here: a uniform, clear understanding of the position in all markets, which will enable further development and strengthening of the brand through joint international campaigns and activities.



A unique agency with a unique philosophy

Kunde & Co is a full-service marketing and advertising agency specialising in branding, strategic marketing and international campaign development and execution. For more than 20 years, we've been rated the most influential strategic agency in Denmark by the largest advertisers.

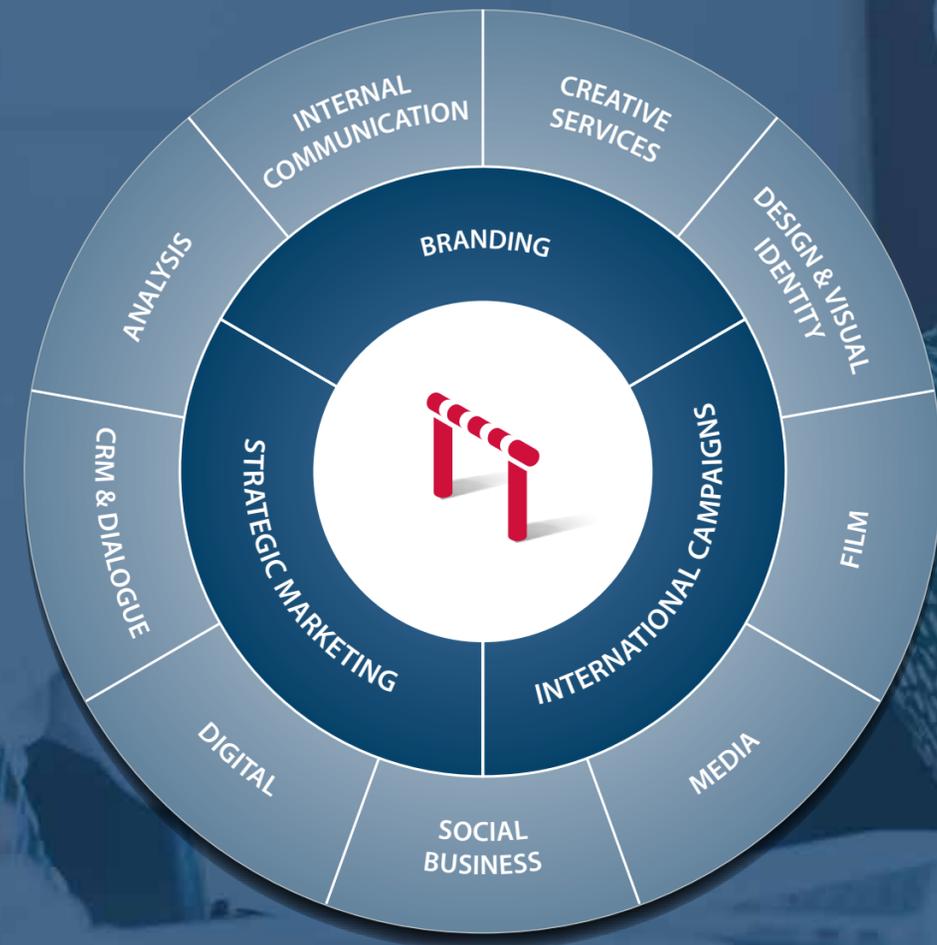
Kunde & Co is made up of roughly 200 competent specialists and generalists under one roof. We combine analytical sharpness with vivid creativity and development of world-class brand and marketing strategies.

Using our unique methodology and experience, we help companies identify, develop and communicate core stories that strengthen their brand position, rallying internal and external stakeholders around the same values and goals.

It starts with the customer journey

Starting with insights on the customer journey, digital and traditional, and the company's marketing hurdle race, we develop and implement integrated marketing solutions that help our customers strengthen their brand by securing consistent and cohesive communication across all brand touchpoints and markets.

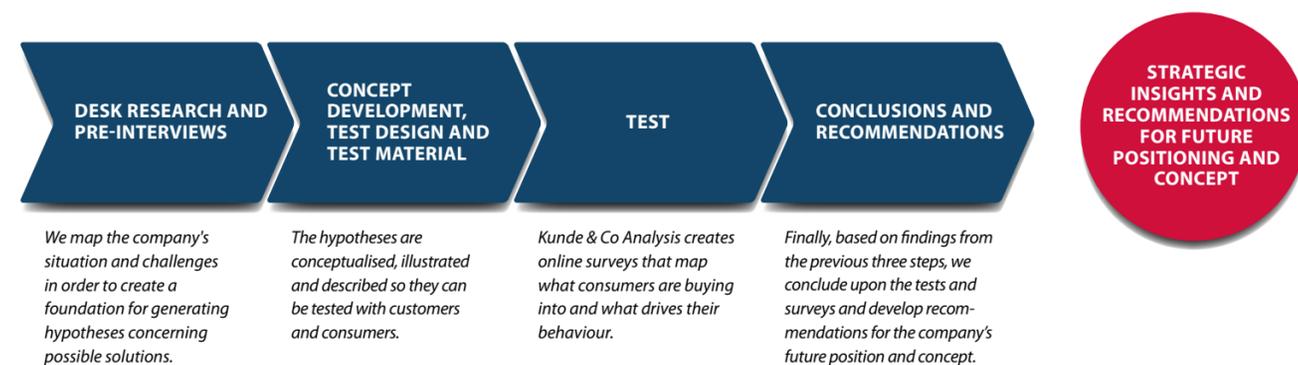
Within the given budget, we help our customers optimise their marketing mix and achieve better sales results and a strong brand position.



Identifying the brand's position

Kunde & Co has developed a unique methodology, through which we help the company identify its ideal brand position. Based on comprehensive desk research, we develop hypotheses concerning which positions the company could conquer. These hypotheses are then

illustrated and described as test material, creating an empirical foundation for recommendations relating to the future brand position and strategy for the company.



Kunde & Co are specialists in strategic marketing and in helping companies make their brand the business driver.

About 70% of our revenue comes from working with Danish and foreign internationally oriented companies whom we help to develop and implement global campaigns.

We develop media-neutral concepts and integrated marketing solutions that involve relevant strategic and creative specialists from our many specialised departments.

Our branding services

Brand development

We apply a wide range of corporate branding disciplines to help companies develop strong and unique brands that create growth.

Brand Value Positioning

We identify, develop and describe brand positions with high business and growth potential.

Brand strategy

We develop strategies that define what the company must do to win the desired brand position, and how it can use and activate the brand to create growth.

Corporate Story

We formulate and illustrate the corporate story that encapsulates the company's core.

Brand architecture

We develop brand systems that help enable the company to exploit the value of its corporate brand and strengthen its position in a competitive market.

Corporate concept

To drive the company and brand forward, we develop a corporate concept based on a compelling idea and a dynamic visual expression.

Brand analysis and insights

To strengthen the company's position, we design tests, develop stimuli and analyse data to build an understanding of market positions and opportunities for the brand.

Brand platform

We specify the foundation and elements on which the brand position should be based, including the brand's essence, values personality.

Customer segmentation

We identify the most important and valuable customer segments for the company to approach, and then develop go-to-market strategies it can apply to take its brand story to the market.

Value Proposition

We define the benefits that customers can expect to receive when they buy the company's product or solution.

... and deliverables

Brand elements

We help companies develop, communicate and distribute their corporate stories internally and externally to establish cohesion and provide them with tools to ensure optimal brand management.



Corporate film

We develop and produce these films to create an emotional connection to the audience by showcasing the company's corporate story and positioning, and communicating the brand's unique value.



Corporate brochure

Through corporate brochures we bring the company's strategy to life in an engaging way by highlighting the benefits its products and services offer.



Logo

We develop logo designs that help people quickly identify companies or brands. A logo is graphical design in its purest form, featuring such elements as a symbol or a company name, trademark, abbreviation etc.



CVI

To support a brand's position and ensure continual consistency, we develop full-scale corporate visual identities that outline graphical rules for letterheads, ads, company clothing, digital banners and more.



Brand books and manuals

Brand books and manuals help ensure a company maintains marketing and communication material alignment by setting out clear guidelines that explain how the brand is to be expressed in text and visuals.



Internal alignment

We develop concepts for internal communication that help companies engage personnel and gather the entire organisation around the same history, values and vision.



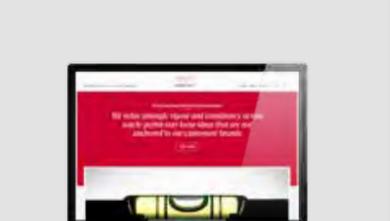
Corporate websites

We design corporate websites to support the overall brand message and ensure a strong, digital presence that is both engaging, informative and intuitive for customers.



Content and social activation

To complement the brand strategy, we develop relevant content for all social platforms, as well as a media strategy to match.



To find out more visit kunde-co.com



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