

Client: **Terma A/S**

Category: **Best use of thought leadership**

Campaign: **Allies in innovation**

INTRODUCTION

Terma A/S is Denmark's foremost aerospace, defense and security company. As a supplier of highly specialised technologies, Terma often works in conjunction with other companies to co-develop systems or products. As such it is crucial that the company is perceived to be at the frontier of engineering innovation with a deep understanding of customer and partner needs.

INSIGHT

Research shows that Terma excels at going beyond partnership to building a relationship of commercial symbiosis – becoming a true ally for the benefit of both parties – to deliver advanced, mission-critical technology solutions.

IDEA

Terma's unique ability to become an extension of the customer's own organisation is captured in a powerful visual concept. Based on original "split-screen" imagery, the concept conveys how Terma seamlessly integrates into a customer's world using its technology to complete the picture.

The Client

Terma A/S is Denmark's foremost aerospace, defense and security company with more than 1,050 employees and a global network of service partners. Terma works closely with many of the world's leading defense forces, public authorities and international space organisations, delivering a wide range of highly specialised, mission-critical products and solutions.

Uniquely, Terma is a supplier of niche technologies and therefore often works in partnership with other defense companies to co-develop complete systems or products. Given Terma's specialised skills and capabilities, it is crucial that the company is perceived to be at the bleeding edge of engineering innovation with a core understanding of customer or partner needs.

Challenges

Terma faced a number of challenges to its corporate profile:

- No over-arching brand proposition
- Lack of clarity and consistency in marketing material
- Perceived internationally as relatively small and Danish
- Lack visibility and impact at international level

Objectives

Terma's brand no longer reflected its core values, business vision or organisational strengths. In addressing this, a complete rebrand was required to:

- Communicate a sustainable point of competitive differentiation in a crowded marketplace
- Use Terma's thought leadership within its specialist focus areas to engage stakeholders
- Maintain customer confidence that Terma has a complete understanding of their environment and requirements
- Appeal to emerging markets
- Unite the geographically diverse organisation under a single banner

Strategy – Brand positioning

Internal and external interviews revealed that Terma was considered small, agile and flexible by its core stakeholders. Terma was extremely effective at matching its capabilities and organisational set-up to client requirements – something its giant competitors had neither the ability nor inclination to do.

Rather than trying to look bigger than it actually was, CBC's recommendation was to turn Terma's relatively small size and specialist focus into its unique advantage. We wanted to own the "Partnership" position – an extremely relevant profile to adopt in a highly interlinked and regulated marketplace. This would position Terma as small enough to be a flexible,

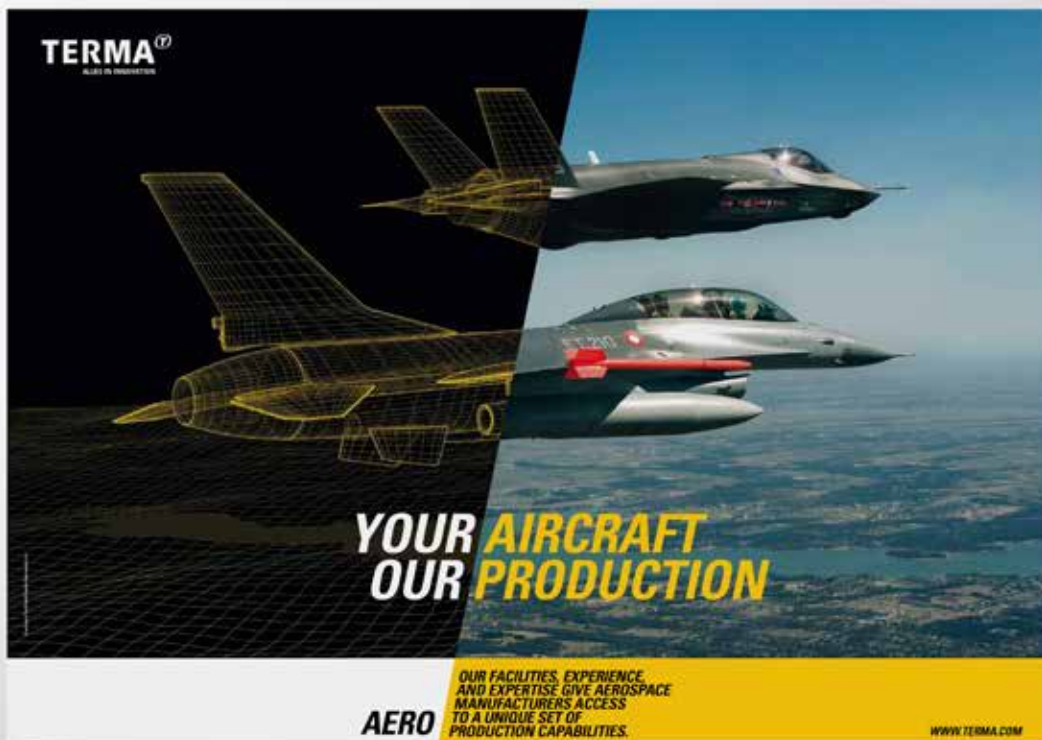
personal organisation yet big enough to deliver world-beating niche engineering skills. These thoughts gave rise to the brand proposition: *Allies in innovation*.

Allies in innovation is built on the premise that creating customer value is not just about strong engineering skills, it's about being able to apply these skills in the context of a specific customer's needs.

Terma excels in its ability to become an extension of the customer's organisation, putting new capabilities and capacity at their disposal, while integrating seamlessly into the wider value chain. This requires going beyond partnership to building a system of commercial symbiosis – becoming a true ally for the benefit of both parties.

Creative – Brand concept

Creatively, *Allies in innovation* is visualised using a “split-screen” approach. One side of the image always represents a customer segment – aero-structures, space, etc. The other part of the visual is constructed as a technical 3D wireframe.



The wireframe represents Terma's forte of integrating seamlessly into a customer's world, while using its technical skills to help complete the picture. The headlines convey a strong message of symbiosis, outlining how Terma and customers complement one another. However, the headlines also contain a secondary message, highlighting one of Terma's capabilities, such as production capability.

As a platform, the approach is highly flexible and can be adapted to focus on Terma's key strengths and their customers' business areas (as with Allies in engineering or Allies in exploration) or to highlight the dynamic 'alliance' between Terma and customers (as with Your user, our technology or Your domain, our specialty).

Target audiences

Internal:

- Terma's 1,050 staff worldwide
- Service partner network

External:

- National governments
- Politicians
- Defense companies
- Space agencies
- Opinion leaders
- Journalists / trade media

Media and channels

The biggest channel and focal point for implementation was the corporate website. In addition, a wide range of other marketing channels were addressed, including a new corporate identity, profile ads, segment brochures, product films and exhibition materials.

Website

The new website was a flagship channel for the new brand and focal point for implementation. CBC worked on every dimension of the site (structure, usability, content and functionality) to address three key core objectives.

1. Promote engagement and interaction

The strategy here was to promote engagement through creating stronger content and many more opportunities for interaction, including:

- More relevant and predictive content
- More accessible content
- More sales interaction points
- New brand interaction points

2. Be more customer and benefits orientated

Here the focus was on trying to create a smooth, logical and helpful user experience through:

- Outward-facing business segmentation
- Better information management
- Predictive user journeys
- User-friendly navigation
- Instant-on Search functionality

3. Strengthen the digital Terma brand

The approach here was to encapsulate everything under a strong identity and clear positioning through:

- Bringing a powerful brand concept to life online
- Creating a contemporary and functional site design
- Abundant and organised use of visuals and rich media



Profile ad

Advertising was featured in a variety of trade publications to showcase the new brand and raise Terma's profile with key audiences.



ALLIES IN INNOVATION

Operating in the defense, aerospace, and security sectors, Terma supplies unique, high-technology solutions. Our committed global workforce develops and manufactures mission-critical products and solutions that meet exacting customer requirements. Our business activities include: command and control systems; radar systems; self-protection systems for ships and aircraft; space technology; and advanced aerostuctures for the aircraft industry.

Our employees are our most important asset. They enable us to act globally and thereby maintain and expand our prominent market position. Driving for excellence, we work together with integrity in respect of one another, and we dare to be honest and share our opinions. We offer our employees a challenging and rewarding career with extraordinary opportunities for professional development. By constantly learning and improving, we remain focus on the continued development of our organization, capabilities, and products. Our line of business requires "best in class" and reliable products. We respond to these requirements simply by having passion for what we do.

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Posters

Large posters made effective use of the concept visuals and featured in Terma's offices to promote the new brand and gain 'buy-in' with employees.



Web design guide

A design guide was produced to help Terma keep the brand intact and consistent across all future marketing activities.



Product film

The new brand concept fits exceptionally well into all media, including product films.



Product brochures

The new branding was implemented across all marketing channels, including brochures and other key sales tools.



PowerPoint

Terma's new business teams rely on PowerPoint as a sales tool. The Allies in Innovation concept proved itself to be an ideal platform to showcase Terma's strengths and services.



Results

The success of positioning Terma as a thought leader is most dramatically demonstrated online where all metrics show Terma.com is a hugely successful inspiration source for the industry.

- **The site gets a ground-breaking 634 downloads per month (meaning more than 7,600 downloads in the 12 months since launch):** This shows an incredible 7% conversion rate for downloads of white papers, case studies, etc., (200-300% higher than the average for B2B sites). This demonstrates that a very significant percentage of visitors voluntarily choose to interact with Terma – all the more impressive given the high total volume of visitors. It also vindicates the deliberate deep placement of downloadable content. This type of visitor-driven direct engagement is invaluable on several levels: it shows the appeal of thought-leadership content like white papers; it shows that people are able to easily find useful content; it shows that Terma is succeeding in positioning itself as a thought-leader; and (most significantly) it turns a formerly static, unidirectional website into a hugely effective, measureable marketing channel.
- **Almost 60% are new visitors:** A dramatic increase in first-time visitors shows the website's appeal to a new audience (as well as the effectiveness of offline branding efforts).
- **Page views have soared 27% to 35,000 per month YOY:** This suggests that the new website is significantly more engaging compared with the previous website.
- **More than 530 newsletter sign-ups in 12 months:** Here too interaction is strong and continual, with visitors showing a high willingness to engage and interact with the brand. Furthermore, emails achieve more than a 50% conversion rate.
- **Over 122,000 visitors in 12 months:** While increasing site traffic was not a specific goal, this shows that Terma is attracting a huge volume of visitors, between 60%-600% more than recent reports on B2B web traffic averages.

“This site reflects the modern Terma organisation and where we want to go as a business. It’s user-oriented, contemporary, useful and scalable. Importantly the site also communicates what Terma stands for at a deeper level. We want to be the partner, or ally, customers turn to for innovative, affordable solutions worldwide.”

Jørn Henrik Levy Rasmussen,
Vice President

We help B2B brands drive growth across borders

CBC is a specialist B2B branding and marketing agency that takes global businesses from complexity to clarity to commercial impact.



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