FINALIST 2014
B2B AWARDS

CBC

B2B Marketing Awards Entry 2014

Category 1
Best multichannel campaign

Campaign
Innovation transferred

Agency
Cross-Border Communications (CBC)

Client
Danfoss

Word-count
Summary: 192
Main submission: 967

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Introduction
Danfoss wanted to launch a new range of innovative heat exchangers and use the opportunity to redefine its position in the market. To combat a flagging product line, Danfoss decided to move production in-house and developed a new breakthrough "Micro Plate™" design that delivered a number of advantages.

Insight
As a late-comer to a mature industry, it's important Danfoss brings a new proposition to stakeholders. We decided to position Danfoss as the innovation leader within heat exchangers. The innovation positioning is both relevant (in a market starved of product development) and credible (since Danfoss brings the biggest breakthrough in heat exchangers for 40 years to market).

Idea
Visually, the campaign is built on the unique pattern of Danfoss' Micro Plate™ technology. By using the plate pattern to create images (rather like a pin-screen), we draw attention to specific benefits as well as Danfoss' overall USP – the unique plate design itself.

Implementation
Ads, brochure, film, DMs, exhibition, events, brochures, dealer POS material, digital, identity.

Why it should win
This campaign was ambitious and effective. It redefined a global brand, it challenged existing assumptions, it took an innovative new route to market and it delivered strong tangible results.

Main submission

Word-count: 967

Danfoss is a world leader in district heating, providing a wide range of products in three categories: controls, substations and heat exchangers. However, their heat exchanger product line was widely seen as their weakest – even within Danfoss' own sales teams. Heat exchangers had traditionally been sourced from sub-suppliers and had suffered from both quality and supply issues. Senior management had a strategic choice to make: either withdraw from the market or in-source production and totally re-engineer the product line.

Decisively, Danfoss decided on the latter and invested in developing a breakthrough new "Micro Plate™" technology that had the potential to reinvent their market position. Unlocking this potential, however, depended on developing an equally inventive launch plan and marketing concept.

Business objective

Danfoss' goals were ambitious, aiming to become a top 3 supplier of heat exchangers by 2015. Russia and China were the priority markets for launch, although it was to be a global initiative.

Marketing objectives

- To rebrand Danfoss as a credible force, using Micro Plate™ to drive awareness and position Danfoss
- To improve internal reputation of heat exchangers among the sales channel

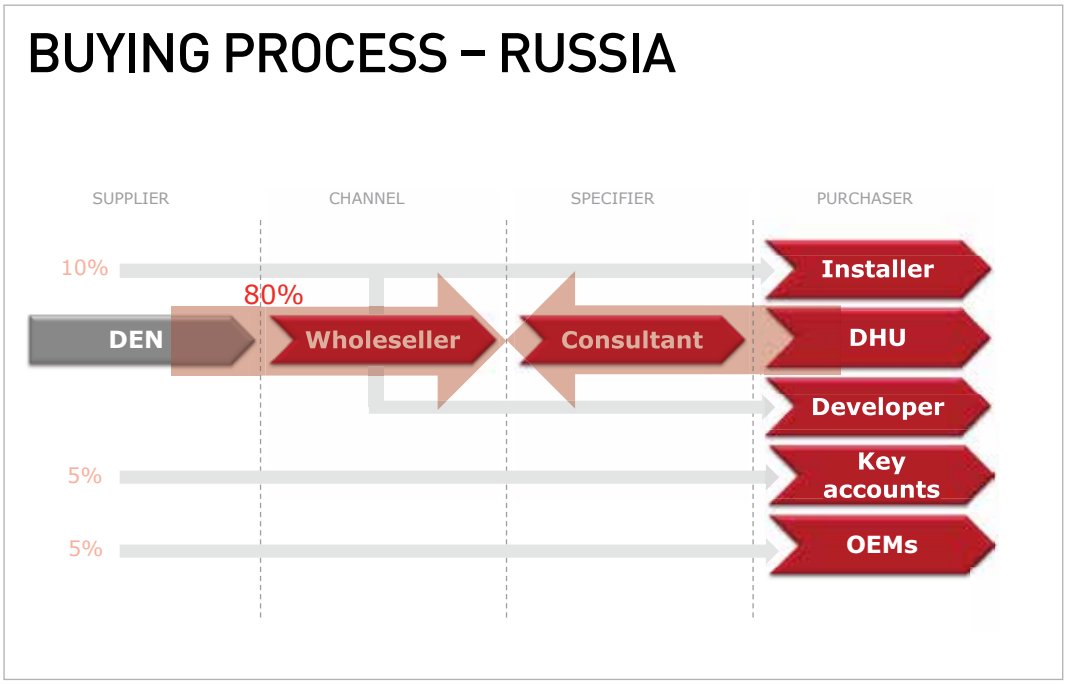
Strategy

CBC conducted a lengthy briefing and research process to gain a comprehensive strategic understanding that informed our recommendations. We also conducted interviews with the two highest priority launch markets: China and Russia. Based on the outcome of this research, a four-part strategy was composed:

1. Repositioning Danfoss

The strategy here was to position Danfoss as the "innovation leader". A competitive audit revealed a golden opportunity to adopt this position. The positioning was very relevant on two counts: Firstly, Micro Plate™ technology was a new breakthrough in an industry that had not changed for over 40 years. Secondly, it was clear that Danfoss needed to take a bold, challenger stance in order to gain recognition and reinvent itself.

2. Refocusing on influential stakeholders



Danfoss heat exchanger products are sold via wholesalers. This led to the mistaken internal view that wholesalers were Danfoss' customers, rather than business partners with a common goal to attract "real" customers. Unsurprisingly, left to their own devises, wholesalers did little to build the Danfoss brand and acted as little more than a conduit serving existing demand.

A radical new strategy was to focus on consultants, who specify 80% of projects, and use this group as an endorser to gain credibility and garner interest. Consultants had a vested interest in learning about new innovations since it was their job to advise their customers on the latest developments and opportunities. The channel strategy here was to supplement brand building initiatives with a more targeted approach, using meaningful incentives to create leads and engagement. In particular consultants were offered a chance to download Danfoss' product selection software, HEXACT. In addition, selected consultants were invited to VIP thought-leadership events focused on Micro Plate™.

3. Component branding to unlock OEM potential

OEMs were a smaller target group but one with huge potential. Heat exchangers are a mission-critical component within heating sub-stations and Micro Plate™ was seen as such a strong innovation that it could be used as a key differentiator for branding the sub-stations themselves (an "Intel inside" approach). To tap this potential, a novel "component branding" strategy was devised and built into launch plans.

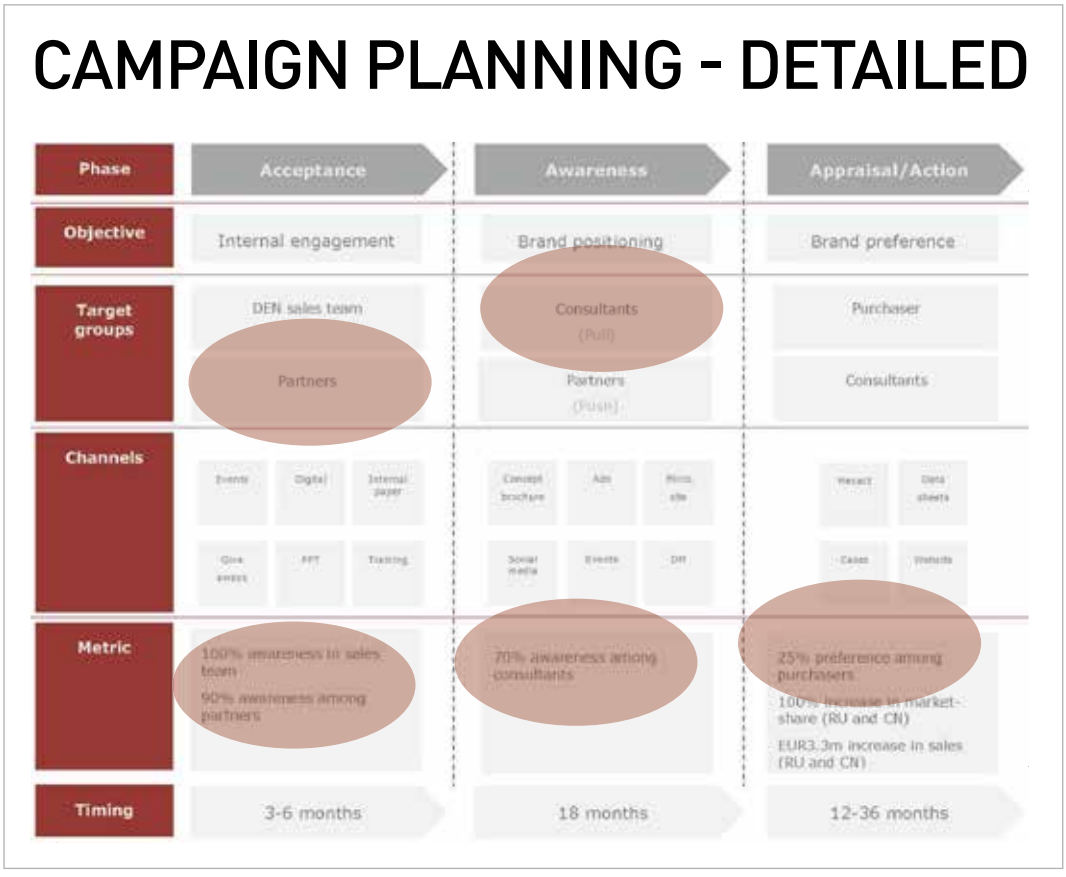
4. Re-inspire disillusioned internal audiences

Alongside the market's low perception of Danfoss' heat exchangers, the company's own sales teams had lost faith in the company's ability to compete in this area. It was important to bring these teams back on side; they had to believe Danfoss was now taking this area seriously and understand how Micro Plate™ was redefining their proposition in the marketplace.

Launch metrics

The overall objectives were clear but largely intangible. As such there was a need to qualify these with corresponding measurable results. An integrated cascade model described key targets and how achievements in one phase of the buying process influence the next. We aimed to:

- Ensure awareness of 100% among Danfoss sales teams on new heat exchanger strategy, product platform and marketing campaign within 3 months
- Ensure awareness of 90% among existing wholesalers on Danfoss Micro Plate™ technology over 6 months
- Increase unaided brand awareness of Danfoss as a supplier of heat exchangers among consultants in Russia and China to 70% or more over 18 months
- Increase preference to 25% among purchasers over 36 months, based on winning awareness among consultants



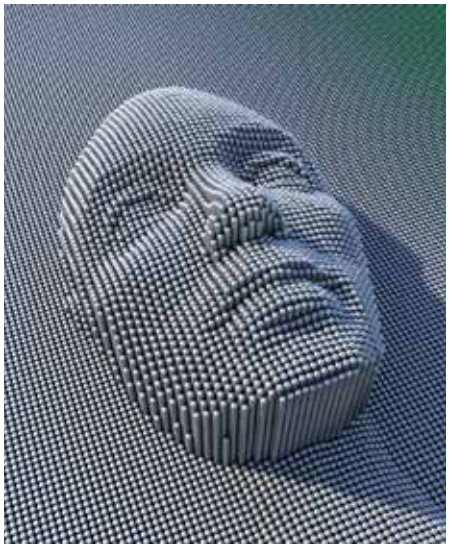
A detailed launch campaign plan outlined key strategic parameters, supporting the buying journey.

The creative idea

Innovation transferred

As a concept, Innovation transferred strongly differentiates Danfoss as an innovation leader among global heat exchanger suppliers. Visually, the campaign is built on the unique pattern of Danfoss' Micro Plate™ technology. By using the plate pattern to create different images (rather like a pin-screen), we draw attention to specific benefits as well as Danfoss' overall USP – the unique plate design itself.







The message "Innovation transferred" is a customer-centric proposition, conveying that Danfoss heat exchangers not only deliver superior functional performance, but also channel Danfoss' vast expertise within application knowledge and creativity on to customers through its products and services.

Media and channels used

1. CREATING BRAND AWARENESS AND PREFERENCE EXTERNALLY

Target group
Engineering consultants (primary)
Customers (primary)
Industry (secondary)

Objective
External awareness and engagement

Channels
Ads
Concept brochure
Film
Exhibitions
Microsite

Ads

A series of eye-catching ads drew attention to the core product benefits of customisation, application-driven design and environmental advantages. Key messages were tested in all key markets and all material was transcreated to ensure local understanding.

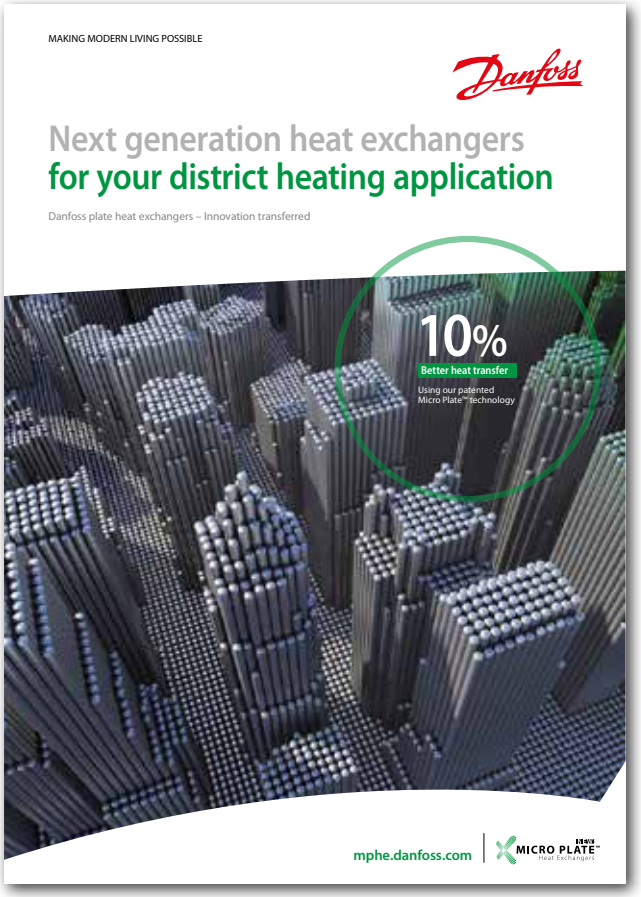






Concept brochure

A brochure was produced for the District Heating market that would introduce the new Micro Plate™ technology, position it alongside Danfoss' existing plate technology and explain its uses and advantages. The brochure also showcased the dimensioning tool, HEXACT.

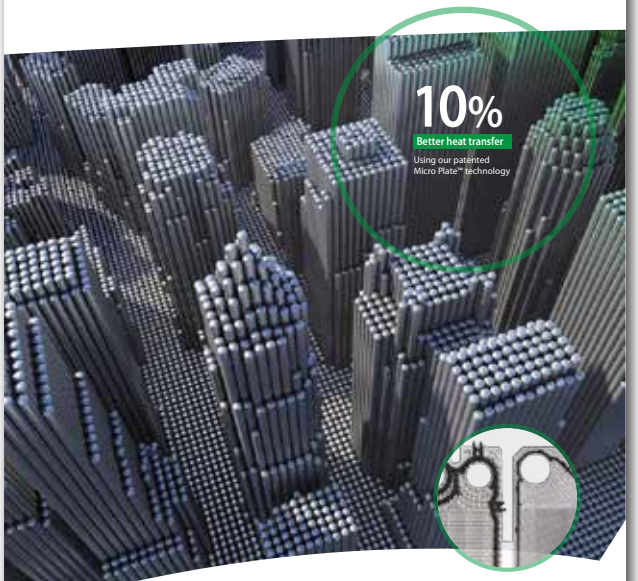




MAKING MODERN LIVING POSSIBLE

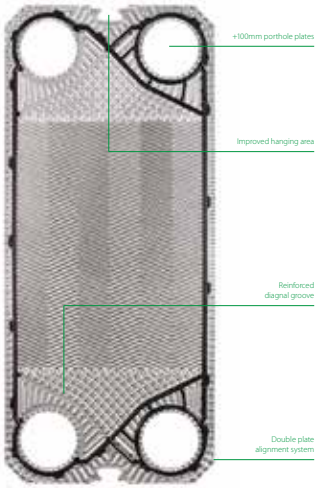
Next generation heat exchangers
for your district energy applications

Gasketed heat exchangers with Micro Plate™ and fishbone plates - Innovation transferred



mphe.danfoss.com | MICRO PLATE™ Heat Exchangers

Danfoss fishbone **heat exchangers**



At Danfoss, we have applied years of application expertise to create a new generation of fishbone plate gasket heat exchangers. Our innovative fishbone plates now deliver a range of re-engineered features that provide better performance, efficiency and reliability than ever before.

- **+100 mm porthole plates**
- **Improved hanging area**
- **Reinforced diagonal groove**
- **Strong gasket groove**
- **Robust gasket attachment system**
- **Double plate alignment system**
- **Optimised distribution area**

Fishbone plate heat exchangers are ideally suited to larger mid- and heavy-duty district heating applications in emerging countries where pressure and temperature can vary and the water supply is untreated. Typical applications include:

- **District heating**
- **Heating and instantaneous domestic hot water production**
- **District cooling**

XGF100 – your district energy solution

The **XGF100** has been designed to enhance a wide range of district heating and cooling applications and provide maximum reliability and system longevity.

- **Improved plate alignment system**
- **Glue-free gaskets with a robust attachment system**
- **Enforced distribution area**
- **Optimised for high efficiency and reduced fouling risks**
- **Flange connection**
- **Smaller pressure breakers**
- **Flow rates: 50 - 200 m3/h**
- **NTU value: 0.5 - 8.0**



Longer lifetimes and **lower costs**

Our new fishbone plate gasketed heat exchangers provide better heat transfer efficiency and have been strengthened to protect your applications from fatigue and keep them running for longer with minimal maintenance.

Our fishbone plate heat exchangers come in a wide variety of models and sizes to suit a huge range of district energy applications.

Features include:

+100 mm porthole plates

The larger the porthole size, the easier it is to use pressure loss for heat transfer. Our new fishbone design increases channel flow to make your heat exchanger more reliable, efficient and with fewer plates needed, so you can reduce your capital investment.





Improved hanging area

The improved hanging area strengthens one of the weakest parts of the plate to improve system lifetime and to make the heat exchanger easier to maintain. Not only does this help to reduce system downtime, but it also lowers servicing costs.

Reinforced diagonal groove

With traditional heat exchanger plates, the groove for the ring and diagonal gasket can be easily bent. Our new plates use a reinforced design that makes the gasket grooves stronger, reducing risk of leakage and greatly increasing system lifetime.



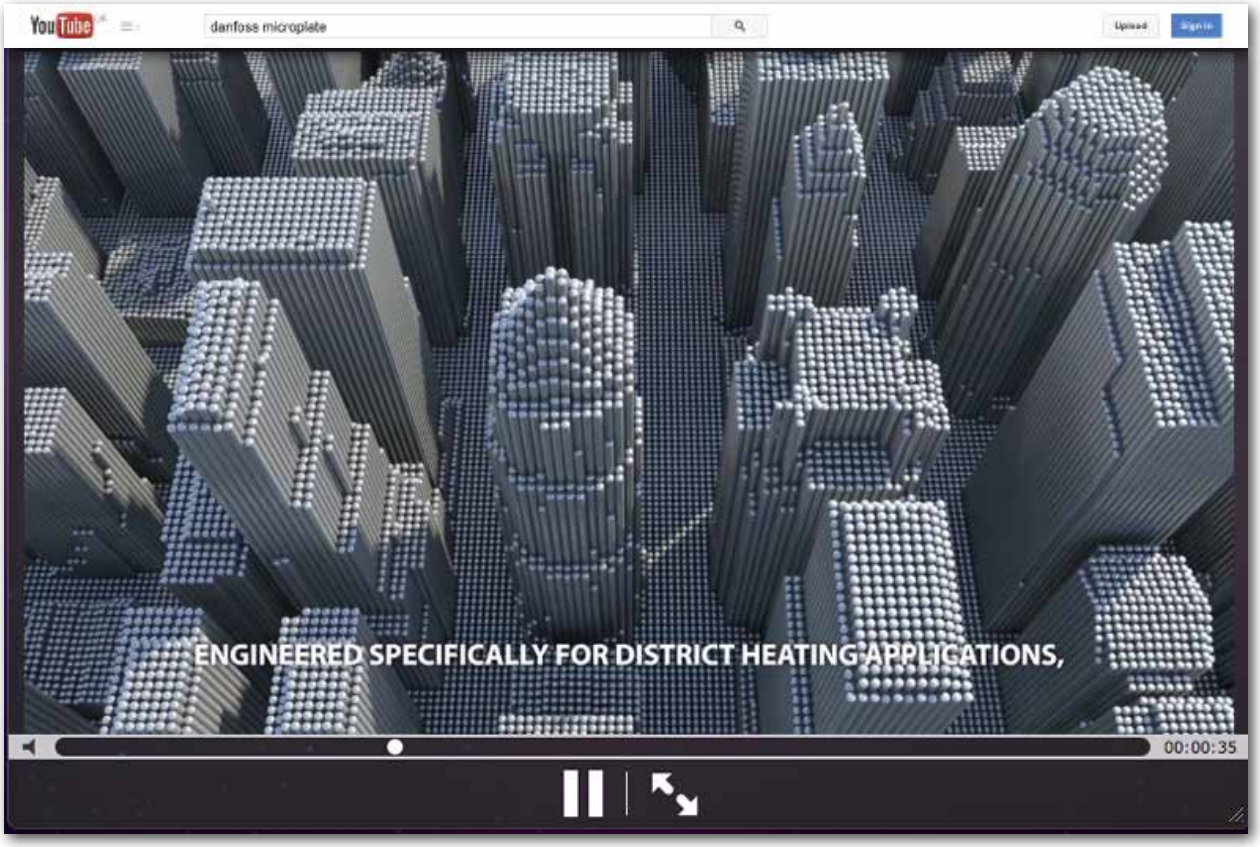


Double plate alignment system

Enhanced gasket bricks lock the gasket and plate to the preceding flow plate and our innovative corner locks keep the plate pack from sliding sideways, which can cause gasket blow outs and leakages. These new design features help to keep your heating applications going for longer with less maintenance.

Film

A concept film was made to drive engagement at exhibitions, online and at sales events.



Microsite

A new microsite is planned as part of the next wave of launch activities.



Exhibitions

Micro Plate™ was "officially" launched at ISH in Germany – the world's largest heating industry trade fair – and a series of display elements were produced. The results were sensational with huge interest in the new innovation and a significant increase in stand footfall.









2. LEAD GENERATION

Target group
Engineering consultants

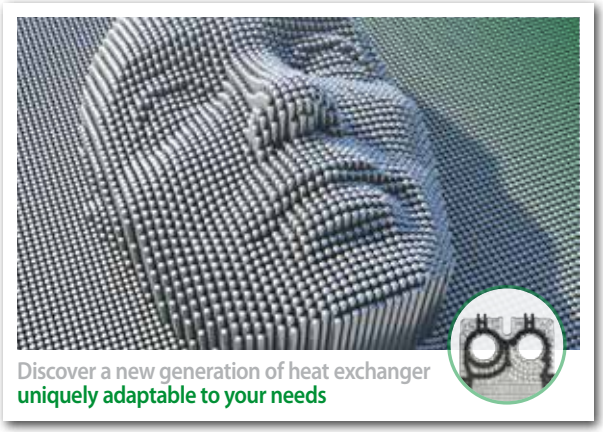
Objective
Lead generation

Channels
DM
VIP events
Merchandise

Direct marketing
A series of Direct Mails were developed, designed to foster different levels of engagement at different phases in the customer cycle. At the most basic level, one DM simply introduced the new Micro Plate™ innovation and encouraged readers to view an application video. A second DM to a smaller group invited readers to download Danfoss' proprietary product selection software. A third DM invited a hand-picked group of consultants and customers to attend a VIP though-leadership seminar.







Product selection app

Danfoss' proprietary product selection software was considered a very valuable tool by engineering consultants. These individuals could use this software to help them analyse system parameters and specify the best performing products accordingly.



VIP events in China and Russia

Danfoss ran a series of VIP events to engage directly with engineering consultants in the important Chinese and Russian markets. Events were supported with Micro Plate™-branded material.







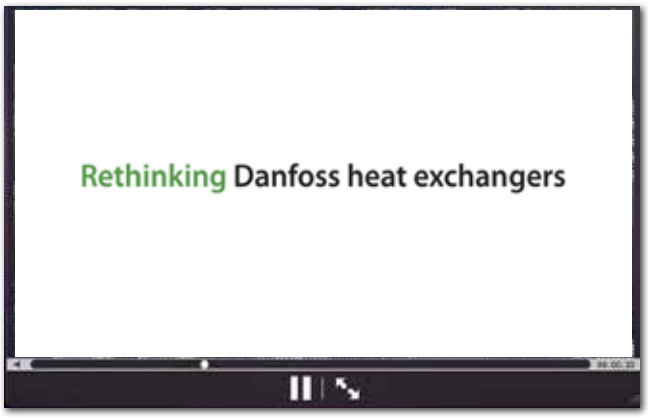
3. ACTIVATING THE SALES CHANNEL

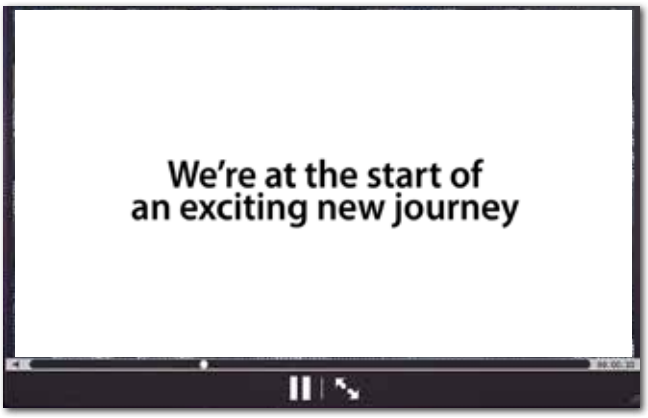
Target group
Sales team
Wholesalers

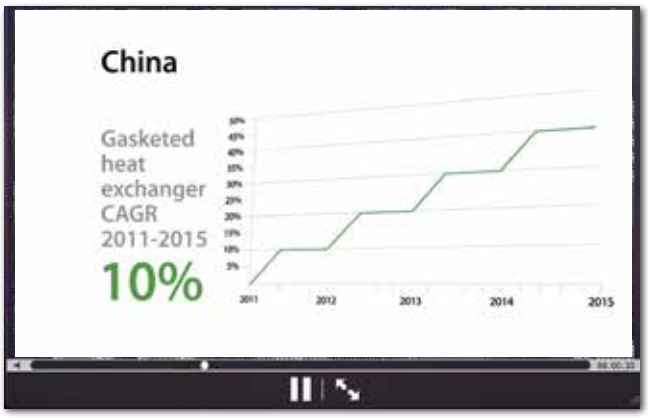
Objective
Internal motivation
and engagement

Channels
Animation/film
Live
Digital
Offline

Animation/film
An engaging and informative film was produced to help bring sales teams on side with Danfoss' new approach, explaining key strategic changes, Micro Plate™ benefits and the new marketing and branding strategy. This was met with great enthusiasm and helped people engage with the new product line.



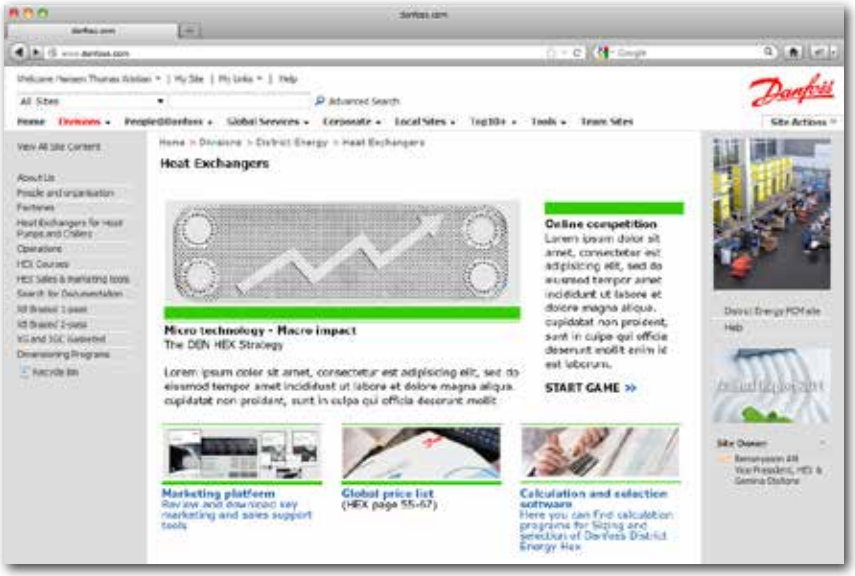






Intranet

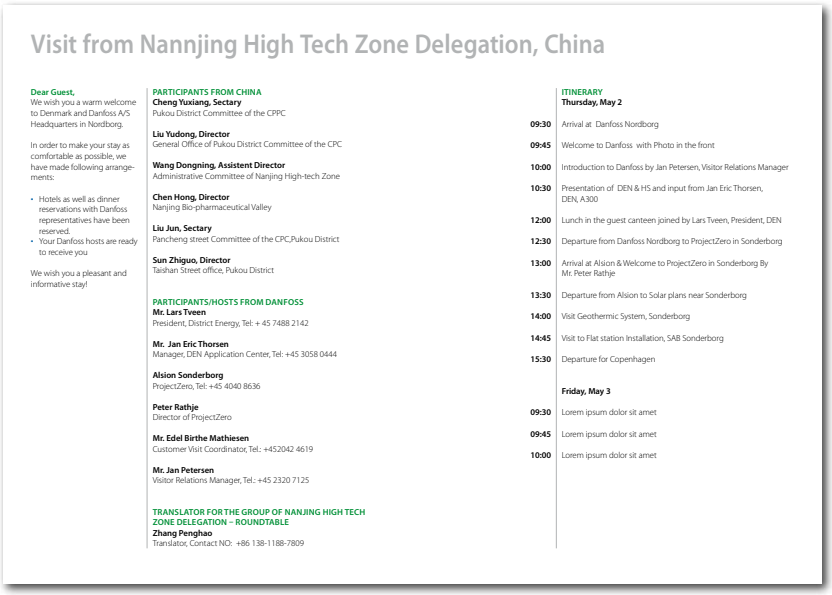
A presentation outlining the Micro Plate™ launch strategy, product roadmap and marketing platform was available online.



Wholesalers seminar

To ensure channel buy-in, partners from key markets were flown to Denmark for a two day seminar explaining the new launch strategy and product range.





Roadshow

The product manager held town-hall live presentations in all major markets.



4. COMPONENT BRANDING

Target group
OEMs

Objective
Brand creation

Channels
Technology brand identity

Ingredient branding
Developing Micro Plate™ as a component brand (as well as a standalone product) worked on multiple levels. We created a logo that would feature on Danfoss' substations as well as OEM substations that used Danfoss' new Micro Plate™ heat exchangers. This would act as a mark of quality to generate prestige and demand for this new generation of technology.

MICRO PLATE™

MICRO PLATE™

MICRO PLATE™



Timescale of the campaign

The project started in January 2013 with an initial launch date of March 2013. Further development continued throughout the year and is ongoing.

Budget

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Results

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Client testimonial

"The Innovation transferred launch campaign was a game-changer for us. The approach redefined the way we manage strategic product launches. The launch strategy, creative platform and channel plan have had a big impact. The market is taking us seriously again and internally people are very excited about the potential of Micro Plate™. All in all, a resounding success!"

Thomas Heide Jørgensen
Marketing Manager,
Danfoss District Energy