



Category number: 9

Category name: Best website

Program/initiative name:

Rebranding of corporate website: moving to a true target group oriented structure.

Brand: DSM

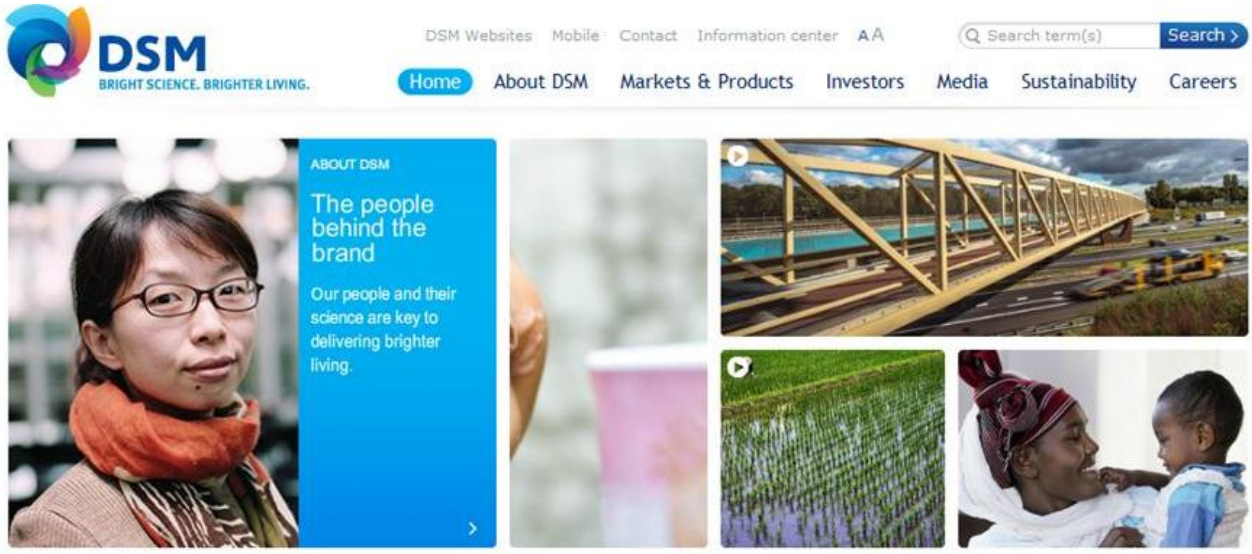
URL: www.dsm.com

Summary (200 words)

DSM changed its website environment from a 45,000 pages counting product push environment to a target group oriented structure consisting of a condensed corporate website and a series of market websites, product brand websites and solution websites. Each website now has clear goals and a structure that is based on a thorough description of the target group needs.

The old website environment lacked alignment between corporate, country, business group and product sites. The sites were highly proliferated with diluting & confusing images. Following the corporate rebranding project a program was started to support the DSM business groups to change their online environment towards a "one DSM" environment. The migration process formed the starting point for true digital marketing and sales excellence.

The new environment has a uniform look and feel and tone of voice. It provides various opportunities to address the target group needs, varying from downloading information to getting into contact with relevant persons. It performs demonstrably better in terms of visitors, lead generation and conversion. Furthermore, it was used as a catalyst towards the business groups to start with digital intelligence, online campaigning and active content management in order to create real integrated target group experience and engagement.



About the company

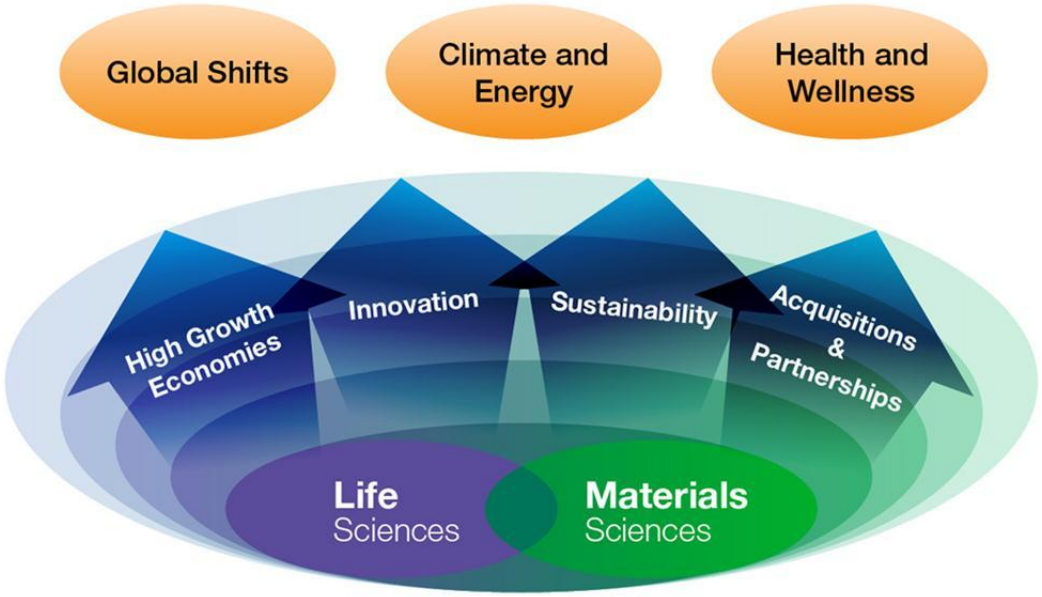
Royal DSM is a global science-based company active in health, nutrition and materials. DSM delivers innovative solutions that nourish, protect and improve performance in global markets such as food and dietary supplements, personal care, feed, pharmaceuticals, medical devices, automotive, paints, electrical and electronics, life protection, alternative energy and bio-based materials. DSM's 23,500 employees deliver annual net sales of around €9 billion.

Strategy – broader business issues the company is facing

The strategy that DSM embarked on in September 2010, 'DSM in motion: driving focused growth', marks the shift from a time of intensive portfolio transformation to a new era of maximizing sustainable and profitable growth. After a long history of successful transformations, DSM is now halfway this next development phase, becoming a truly global leader in health, nutrition and materials and enhancing customer/stakeholder centricity.

One of the key challenges DSM faced in its rapidly changing organization and environment was implementing one global company brand position that delivers value across all of its diverse business operations and regions. This was particularly challenging given the fact that DSM is globally active in a wide number of end-markets and used to have an inward looking and operationally focused culture. A rebranding program and a culture program are instrumental in triggering the desired changes by focusing on creating an externally oriented, customer focused and collaborative 'ONE DSM'.

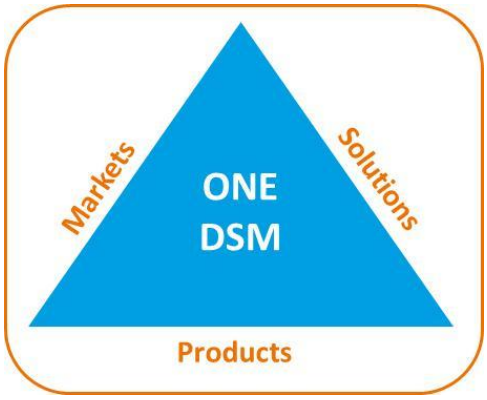
The new website environment was built in line with the strategy and signals the changes which have taken place in the organization towards becoming more customer-centric.



Objectives of the campaign

The DSM online presence needed to become more customer centric instead of business group/organization driven. It had to focus on the needs of all target groups and speak with one voice. All relevant online channels needed to be aligned and interconnected. DSM wanted an online experience which leveraged the DSM brand and enabled listening to, informing, engaging with and servicing its target groups, ultimately leading to online and offline transactions:

- The business group sites had to be eliminated
- The visitor approaches Business information through a *Market, Product or Solution*
- The visitor can find the needed information easily and intuitively



In order to address these objectives, DSM developed a goal framework that has been applied to each website. Below a picture of the framework:



The target audience

Per website specific target audiences and personas have been developed. In general they consist of 4 main categories:

- Customers & Prospects:
    - Addressing the customer needs within 3 clicks varying from downloadable product data sheets for a technical engineer to communicating a value proposition to a marketing manager
    - For each website this target group has been further specified addressing the customer needs and interests in the complex and diverse value chains DSM is active in.

- Investors
    - Providing the right facts for the very broad investor stakeholder community in a timely manner

- Job candidates
    - Providing job information, inspire potential employees to join DSM and building the DSM employer brand

- Media & Society
    - Providing background information that substantiates DSM's strategy and shows tangible proof points

Customers/ Prospects Examples



Bob

Age: 36
Occupation: Design / Application Engineer
Company: GM (Detroit, USA)

Design is my life. I am open to hear about new developments and opportunities



Bob's attitude and convictions

Bob loves his job and will probably stay in this position for the next ten years. He is driven by ways to realize cost saving and innovation. He is open to solutions and inspiring ideas. Bob does not know DSM. He does know suppliers of bumpers, shock absorbers, furniture, lights, exhaust pipes.

Reasons to visit the website

- Bob visits trade shows and conferences. He reads magazines on design and automotive.
- Bob has seen an advertisement and an article on the application of EcoPaXX in the automotive market. Or maybe he has heard of it on a tradeshow where DSM was present. This triggers him to visit DSM.com.

Alternatively, Bob may enter the DSM website through Google ads, networking communities and peers.

For details Bob will go to a BG or product website.

Online experience in 2012

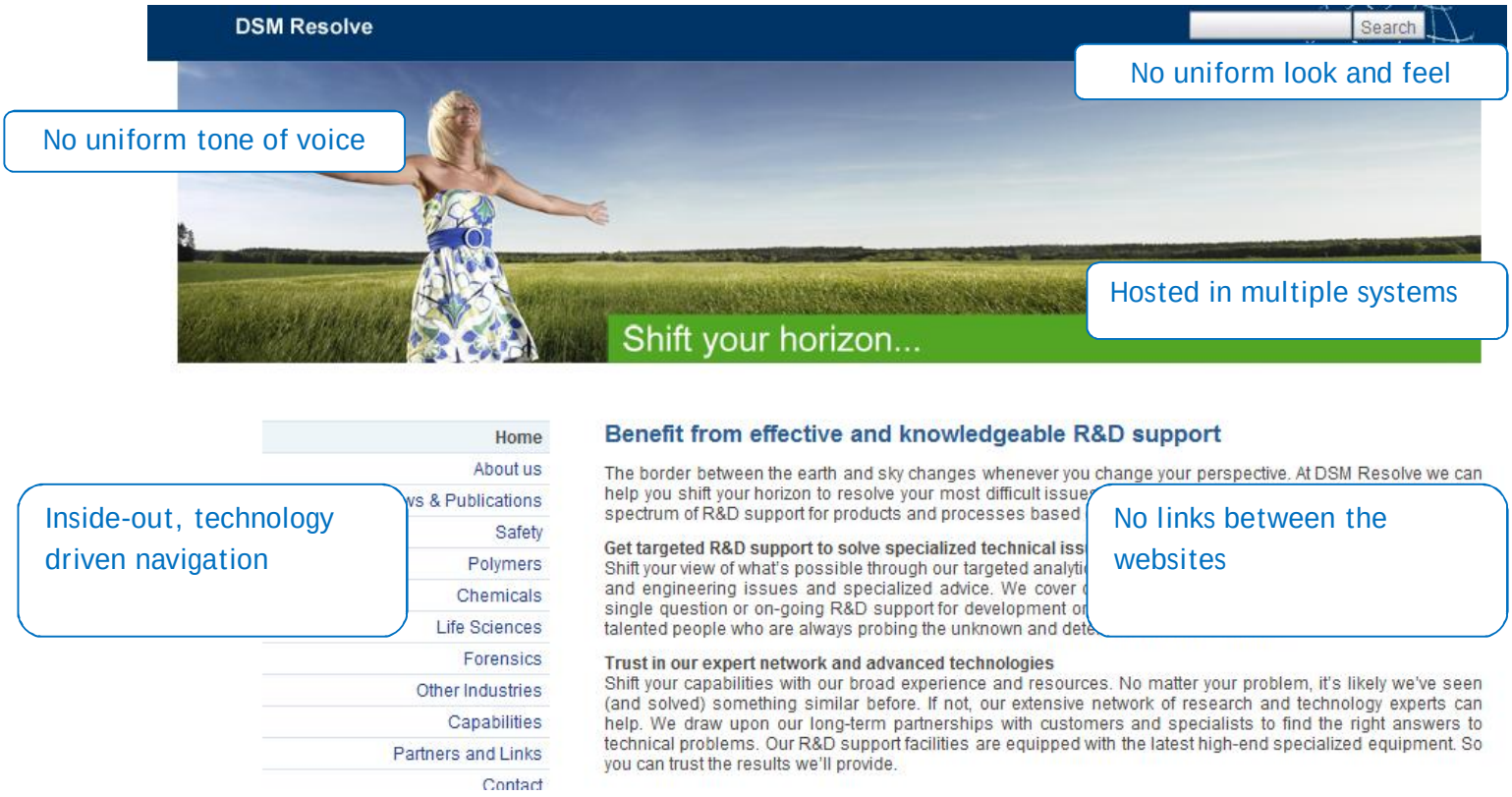
- Bob looks for specific information on EcoPaXX in the automotive industry at DSM.com and wants to find this information as quickly as possible. Either by search or quick navigation.
- When finding this information, Bob is triggered by other services and applications in the automotive market. This will ensure him that DSM is a trustworthy partner and might be interesting for future projects.

Media, channels or techniques used

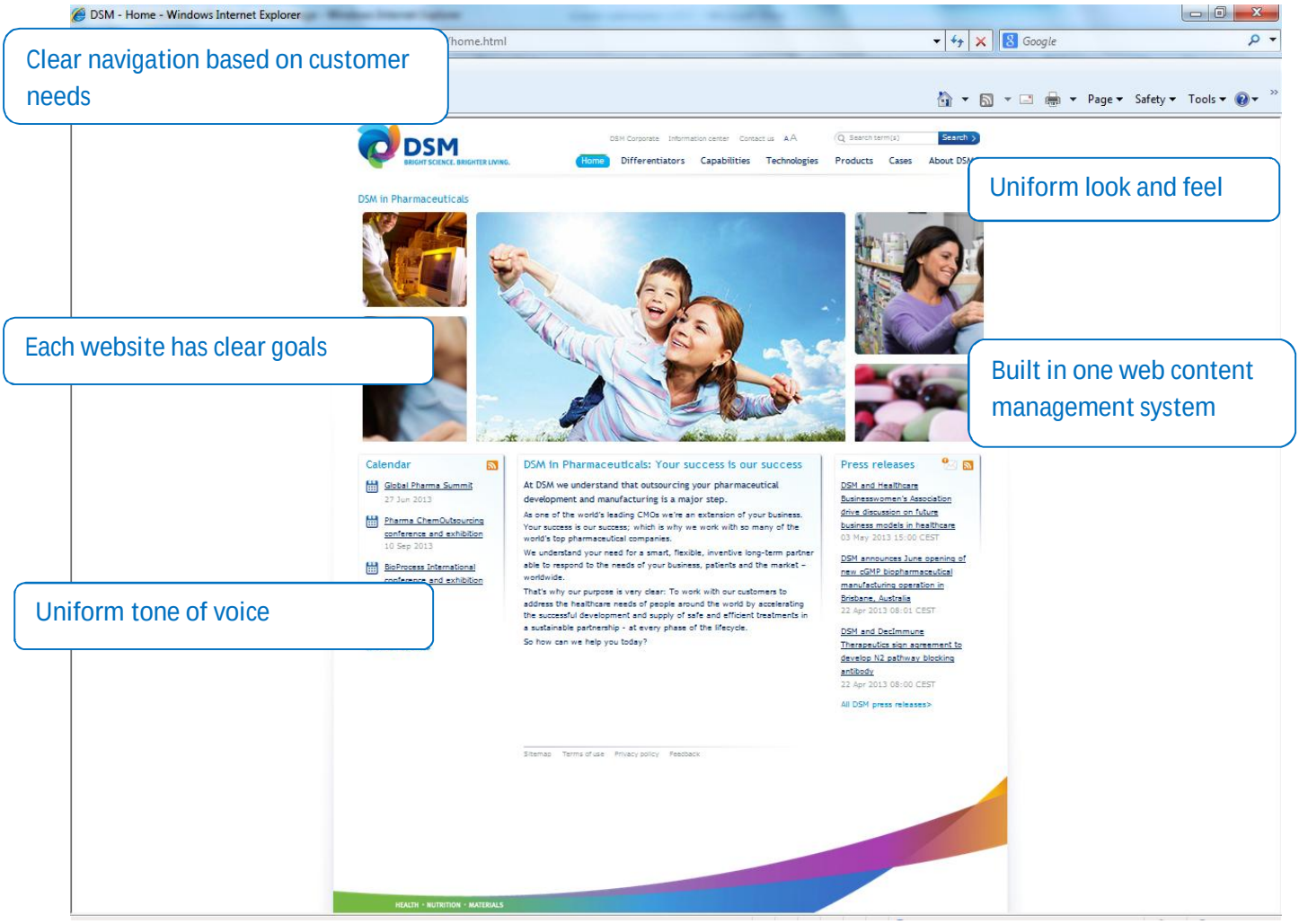
Part of the program was to create a new website environment that contains templates and standardized functionalities that can be applied in each website in order to be able to create a uniform brand experience.

Previously the websites were built and hosted in multiple systems. As a result there was no uniform tone of voice nor a uniform look and feel. There were no links between the websites. All websites are now built in 1 web content management system.

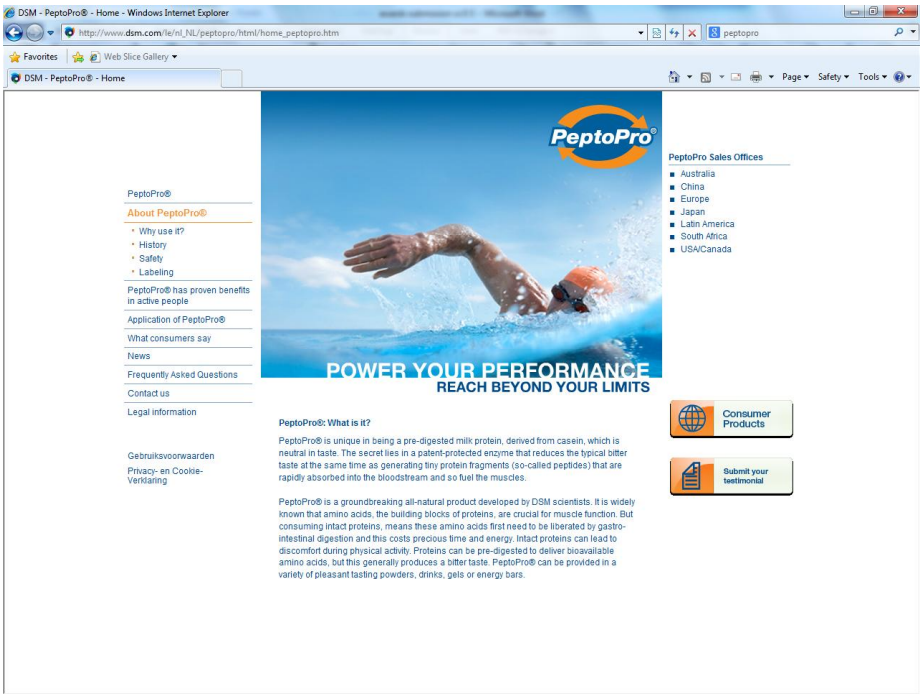
Example of business website before the transition:



Example of business website after the transition:



Example of product website before the transition:



Example of product website after the transition:



Timescales of the campaign

The website development started with the redesign of DSM.com which was launched in February 2011. In the next 2 years, the DSM business group websites were transformed into market websites through a standardized process in order to improve the efficiency and manage costs. Each project consists of 3 phases as shown in the figure below. In this way ~30 websites have been built.



Investment	+/-40% *	+/-40% *	+/-20% *
Description	• Project intake • Briefing • Research • Interviewing • Workshops • Website structure document • Online strategy document • Content analysis	• Content creation • Videos and photography	• Build entire website in DSM's web content man agement system

* = Investments depend on the level of support a business group needs and the size of the website

Budgets

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

Results

DSM changed its website environment from a 45,000 pages counting product push environment to a target group oriented structure consisting of a condensed corporate website and a series of market websites, product brand websites and solution websites. The current total amount of pages is ~5,000.

Each website has clear goals and a structure that is based on a thorough description of the target group needs. The vision to move towards a "One DSM" structure is shared by the relevant stakeholders and the migration process formed the starting point for true digital marketing and sales excellence.

Currently, 13 market websites, 14 product brand websites and 3 solution websites have been launched. A few websites are to be launched in the upcoming months.

With regards to the objectives:



- All migrated websites live the DSM brand
- A clear governance has been agreed and implemented to keep the websites on brand
- All content has been revised according to the identified customer needs and the DSM brand guidelines
- Engagement and interaction goals have been defined for each website and are being measured
- Lead generation processes have been identified and implemented
- Online buying opportunities are connected to the website
- Whenever applicable, other online channels (eg. Search, social) have been connected to the website and are being measured and analyzed in order to be able to improve the conversion.

The statistics compared to the old situation (illustrative example for one of the newly launched websites):

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

Testimonial

Mauricio Adade, Chief Marketing Officer: ''*DSM aspires to become even more customer and externally focused than we are today. Our new online presence reflects this ambition and is an integral part of our planned activities of achieving truly integrated customer experience and engagement'*.

Jos van Haastrecht, Director Global Branding and Integrated Communications: "*The new corporate website is instrumental in expressing our brand in a unified way and bringing across relevant content to the right audiences and stakeholder groups.*"

Supporting material

- List of websites including URL's
- Examples of target group descriptions