



THE MARKETING SOCIETY EXCELLENCE AWARDS 2015

Category: S, Best Business to Business Marketing

Name of campaign: The Performance People

Client: Trelleborg Marine Systems

Summary: 105 **Total word count:** 1,474

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EXCELLENCE
AWARDS

Trelleborg Marine Systems (Trelleborg) is an engineering company that designs, manufactures and installs protective equipment for many of the world's largest commercial ports. When a ship comes into harbour, Trelleborg produces much of the equipment that the vessel comes into contact with. For example, fenders for docking, hooks for mooring and navigational technology to control the overall berthing process.

Given that ports are expensive to build and ships carry expensive, dangerous cargo (like oil and liquid gas), the safe passage of vessels in and out of the marine environment is critical. But like many other industries, Trelleborg faces very real operational threats from copycat competitors and customers prepared to take a risk on these low cost, unproven and inferior alternatives. As Trelleborg's integrated marketing agency, our remit was simple - turn the tide.

Objectives for the campaign

Let's not beat around the bush - this campaign was about delivering numbers on the bottom line. We're talking leads, sales and revenue - not clicks, opens and follows. We've got those 'soft metrics' too, of course, but I'm sure you're more interested in the business effectiveness of the campaign.

To establish a benchmark, we used Trelleborg's commercial performance for 2013. This was the first year we began using marketing automation techniques to drive Trelleborg's outbound campaigns and, over the course of that year, we generated ████████ MQLs that contributed to ████████ in annual sales. The key objective therefore was to grow both those numbers in 2014, while reinforcing our client's hard-won reputation for quality, performance and integrity.

We set ourselves a personal goal too, which was to establish the precise length of the buyer journey by tracking a prospect all the way from the top of the marketing funnel (data acquisition) through to eventual conversion (product order). We did this in the hope of gaining a better understanding of what type and volume of content is required to nurture these leads with optimum velocity. So that in future years, we can improve the effectiveness of our marketing automation machine.

Challenges

Not only did the Performance People campaign have to meet the diverse needs of a number of external audiences, critical to the campaign was the engagement of Trelleborg's employees. The campaign had to deliver over a number of channels, not least, the most important event in Trelleborg's calendar: the PIANC World Congress, which takes place every four years.

Strategic planning

Stein IAS coordinated a series of strategic workshops with key customer-facing executives within the Trelleborg business. The outputs of these sessions produced two sets of tools. Firstly, a series of buyer personas to understand the characteristics and behaviour of port contractors, consultants, owners and operators. Secondly, a batch of messaging matrices segmented by the buyer timeline to define the communication priorities at the top, middle and back of the marketing funnel. These inputs, based on proprietary tools and processes devised by Stein IAS were fed into the campaign to develop the creative, content marketing and contact strategy.

STEIN IAS COORDINATED A SERIES OF STRATEGIC WORKSHOPS WITH KEY CUSTOMER-FACING EXECUTIVES WITHIN THE TMS BUSINESS.

AUDIENCE PROFILE

PORT INFRASTRUCTURE: OPERATIONS MANGER

Mind-set:
I'm the top dog
The long-term view is the most important to me but I have many short term goals
I have to juggle many things overseeing day to day operations but ultimately I'm judged against the bottom line
(I could have a financial/technical background)



Name: Trev 2
Age: 40-60 (typically a little older)
Role: Operations

Overall, how do I define success?
The best return on investment
Operational efficiency – operating within time of budget constraints
Achieving my own vision / leaving a long term legacy
Corporate responsibility – safety, security, health, environment
Being successful in the eyes of my superiors and peers (superiors could be private or public/governmental)

What do I need to achieve my goals?
A well trained and experienced workforce
Intelligence/insight and support from reliable partners (credible, trustworthy, dependable)
Thorough understanding of risk and help to manage it
Reducing downtime – quick turn around and right first time installations/maintenance/upgrades

TARGETED PROPOSITION

PORT INFRASTRUCTURE: OPERATIONS MANGER

Who is our target audience?	What are their goals?	What will the brand deliver?
Operations Manager (port infrastructure)	The best return on investment and operational efficiency Smooth day to day operations and minimal downtime Meeting CSR – HSE compliance Success in the eyes of my superiors and peers Achieving my vision and a long term legacy	Operational support and improvement – Help to understand your business Listening, interpreting and identifying Applying intelligence to come up with best solutions/options Delivering intelligence through a range of technical support services including training, maintenance programming and online tools Activating and implementing solutions through a portfolio and site and maintenance services delivered by industry experts

BRAND PORTFOLIO ORGANISER

MASTER BRAND WITH SUB-BRAND

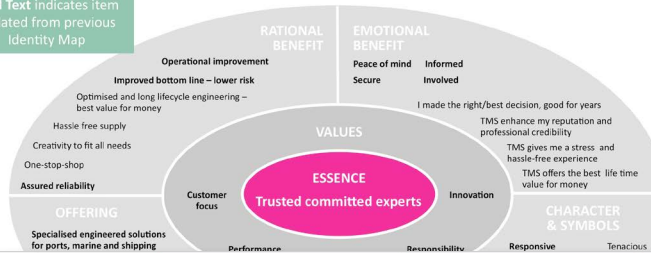
To: The Operations Manager
Who: wants professional service
Brand: Trelleborg
Delivers: expert solutions

Master (Driver)	Trelleborg				
Sub-Brand (Strategic, Driver)	Trelleborg Marine Systems				
Product Offerings	Docking & Mooring	Marine Fender Systems	Oil & Gas Transfer Technology	Marine Products	Vessel Technology
Service Sub Brand (Strategic, Co-driver)	'Operational Support & Improvement' <i>(Descriptor only – name required)</i>				
Service					

TRELLEBORG MARINE SYSTEMS

FUTURE IDENTITY MAP

Bold Text indicates item updated from previous Identity Map



FUTURE IDENTITY & POSITION AT-A-GLANCE	CORE CAPABILITIES	POLYMER ENGINEERING Specialised engineered solutions for ports, marine and shipping industries -Wide range of high performance products -Innovative engineering solutions for berthing and mooring globally	LOCAL PRESENCE, GLOBAL REACH In house end-to-end supply chain solution - Full ownership of process - Project management - No third party rubber manufacturing - Local focus – customer contact, speed of repairs, culture, adaptability, custom practice - Global service – financial strength, common practices, share local knowledge	INNOVATIVE SOLUTIONS Industry experts, everyday innovation -Specialised berthing solutions for ports, waterways and marine industries
	BUSINESS FOCUSED CAPABILITIES	CUSTOMER INTEGRATION Faith in and stand by our product warranty Best practice operational support, advice and service -Quality product and reliable performance -Full control of the design and manufacturing process/ lower risk -Develop long term partnership	APPLICATION EXPERTISE Leadership in oil and gas transfer technologies -Engineering design technical skills -Reliability design and engineering total service -Depth and range and efficiency of skills	BUSINESS ACCELERATOR Committed to develop long-term win-win partnerships -Optimisation/value engineering -Strong track record
	RATIONAL BENEFITS	BETTER FUNCTION Hassle-free supply One-stop-shop Creativity to fit all needs -Support and solutions to fit your needs -Durable and reliable products	BETTER BUSINESS Improved bottom line – lower risk Operational improvement -Deliver to promise -Dedicated after sales support -Multiple products, one supplier – lower risk -Financially stable, in it for the long term -Optimised and long lifecycle engineering – best value for money	BETTER SUSTAINABILITY Optimised and long lifecycle engineering – best value for money Assured reliability -Maintenance programmes -Proven reliable products
	EMOTIONAL BENEFITS	PEACE OF MIND, INFORMED, SECURE, INVOLVED		
BRAND CHARACTER	RESPONSIVE, TENACIOUS, ENTREPRENEURIAL, CONFIDENT, RESPONSIBLE, THOUGHT LEADER, GOOD LISTENER, KNOWLEDGEABLE			
CORE PURPOSE	TRUSTED COMMITTED EXPERTS			
POSITION STATEMENT	Trusted, specialised and engineered solutions for demanding port, marine, shipping and oil and gas transfer operations that deliver improved efficiency, protection and security			

Content marketing

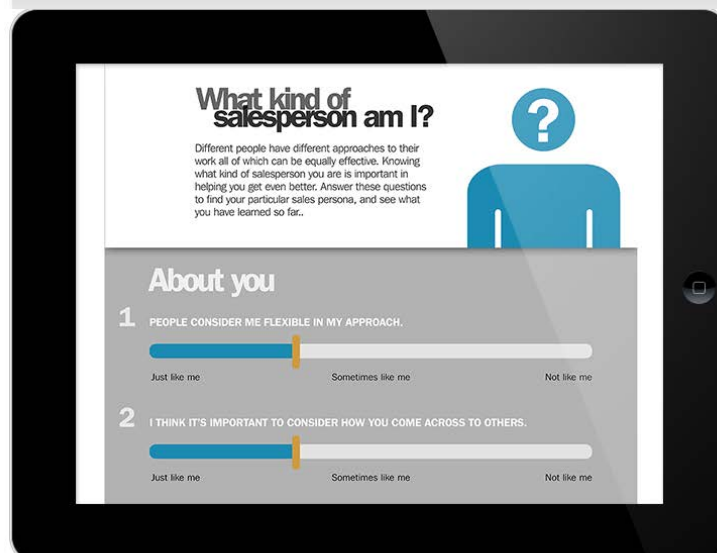
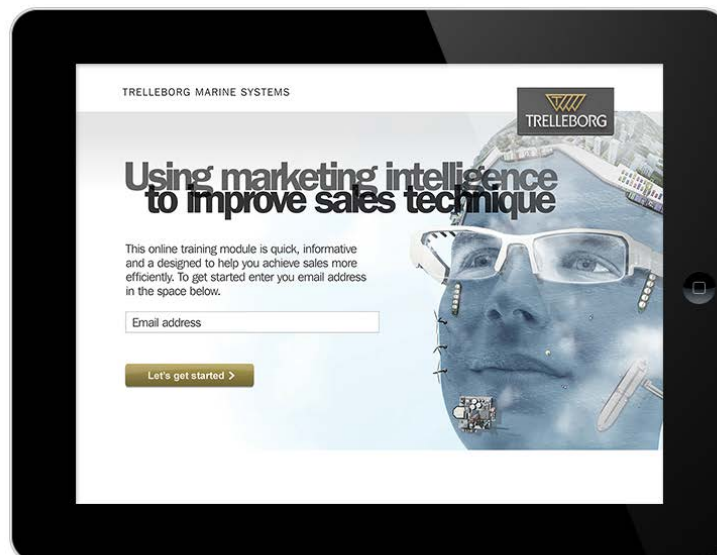
To fuel the marketing automation engine, content plays a critical role. Using the messaging matrices developed in the planning phase, Stein IAS developed a content marketing strategy that would address the audiences' needs at each stage of the buyer journey from 'Awareness' to 'Interest' and finally to 'Learn'.

Marketing automation and sales integration

For the marketing profession overall, 'campaign automation' is neither unique nor innovative. But in the relatively slow-moving world of maritime engineering, we believe this is the first time a brand has used marketing automation to power an entire, fully-integrated marketing programme.

In 2013, we began implementing Oracle's Eloqua on behalf of Trelleborg and have extended its use into 2014. A key area of development has been sales integration, through a dedicated programme of training. Stein IAS developed a bespoke eLearning module – the only one of its type delivered by a marketing agency. To date, 12 senior sales directors at Trelleborg have been through the training scheme and acquired the skills to perform lead qualification, management and conversion within the Eloqua system. As a result, Marketing Qualified Leads (MQLs) are now allocated to sales teams on a regional basis and are qualified (or rejected) within 48 hours of activation (the most critical period for first contact to take place).

STEIN IAS DEVELOPED A BESPOKE E-LEARNING MODULE – THE ONLY ONE OF ITS KIND DELIVERED BY A MARKETING AGENCY.



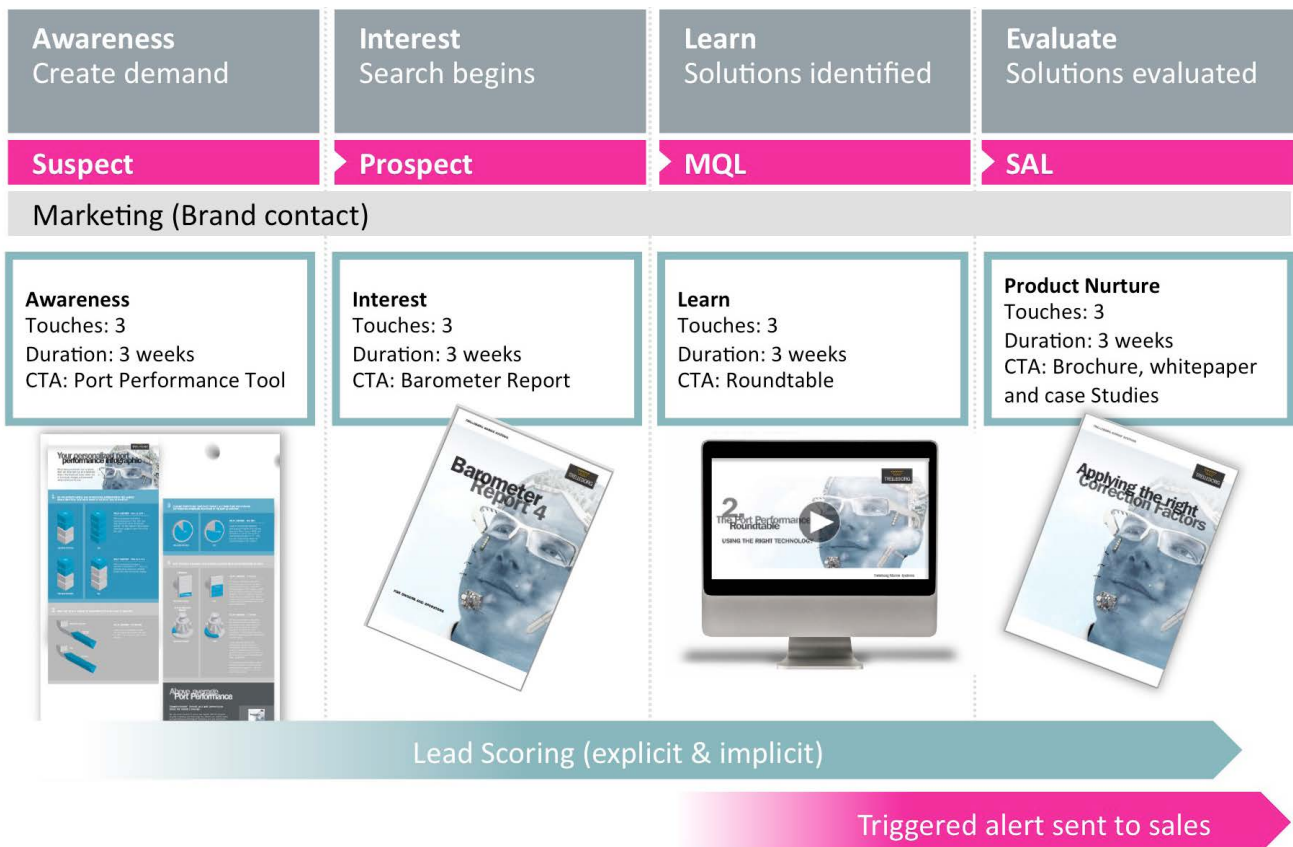
Implementation and creativity

To address audience needs at each stage of the buyer journey, a strong narrative around materials quality and the folly of putting price before quality was developed.

We worked hard to craft that storyline and build a body of evidence to support it. Critical to the process was the realisation that crowd-sourcing would be the optimum way to present our case in a credible and compelling fashion. The following section describes the primary campaign assets according to their placement in the purchasing timeline.

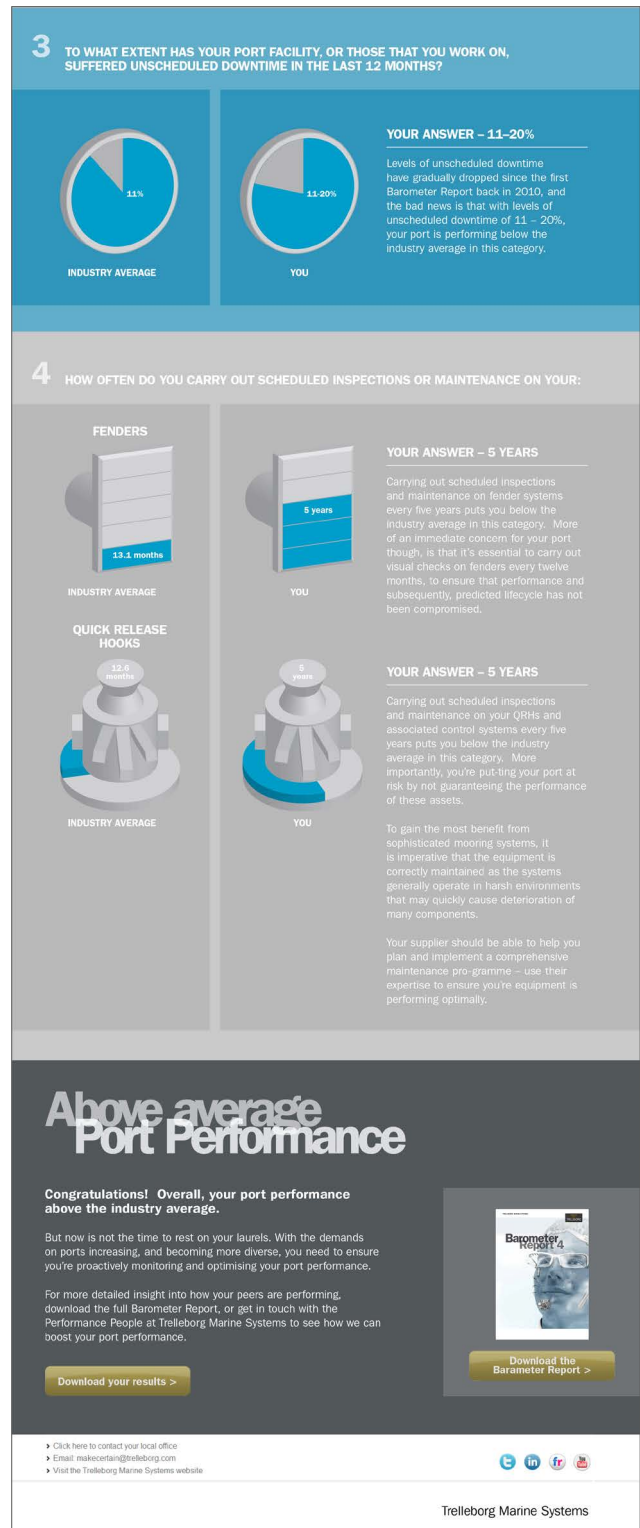
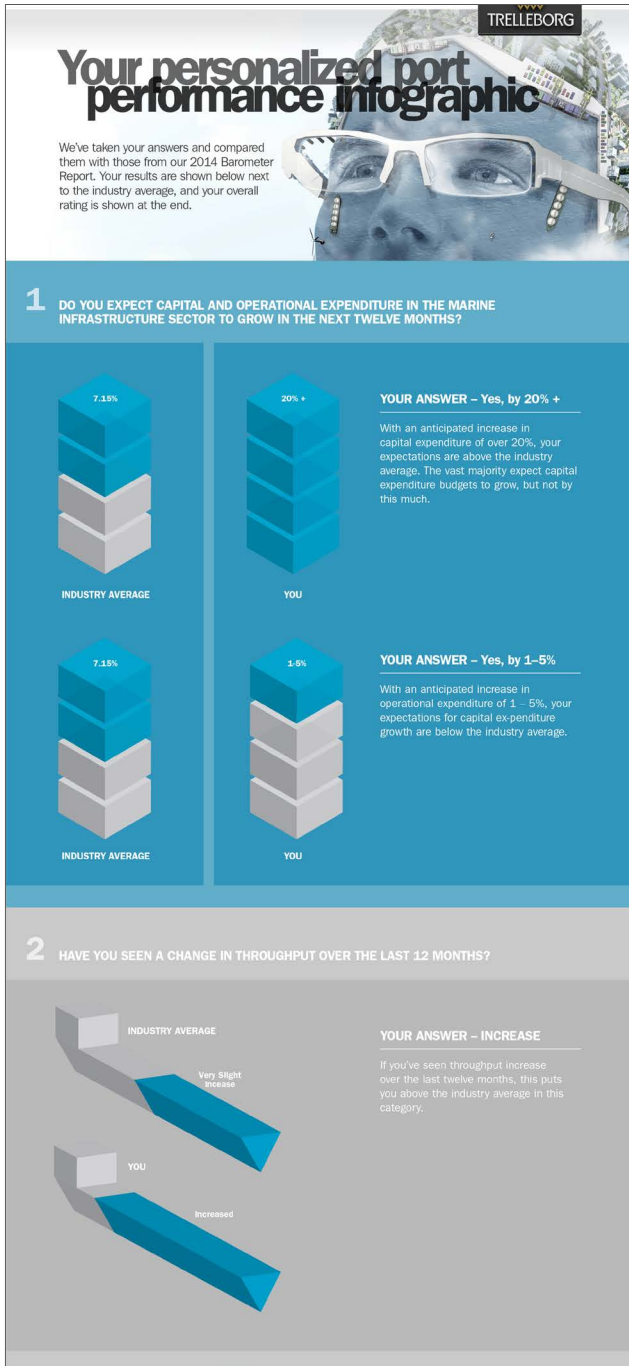
The primary assets according to their placement in the purchasing timeline.

CAMPAIGN MAPPED TO BUYER JOURNEY



Port Performance App (Awareness)

Users are invited to compare port performance and outlook against the industry average, across key KPIs including throughput, downtime and maintenance. The benchmark is established from a piece of quantitative research and the user receives a personalised infographic upon completion. The app featured prominently at the PIANC Congress as a data capture tool and talking point.



Barometer Report (Interest)

Following on from (and informing) the App, the Barometer Report (4th edition) discusses market performance and the behaviours of port owners and operators, contractors and engineering consultants. The report was segmented to gather insights from both groups, so that the client / supplier relationship could be explored.



Performance People Roundtable (Learn)

Finally, a round table discussion was hosted at the PIANC Congress. Key findings from the Barometer Report drove the agenda and the session was hosted by World Port Development – a leading industry publication.

Post-event, the round table discussion was shared via email and social media, highlighting the insights provided by our independent Performance People Panel.



[Click to take a closer look](#)

Stein IAS also secured two speaking slots within the main event programme – one technical presentation on materials quality and the other a 'state of the nation' address by Trelleborg's president.

Supporting content (Product nurture)

To complement the thought leadership content, we developed a series of assets to drive awareness of Trelleborg's manufacturing capability, design expertise and product portfolio. These assets were used once our prospects had reached MQL status, to complete the lead nurturing process and hand-off to sales for validation.

PRODUCT NURTURE ASSETS



Results

Email:

Campaign 1: Port Performance App

Conversion rate: 54% (157 downloads / form submissions)

Campaign 2: Barometer Report

Conversion rate: 53% (267 downloads / form submissions)

Campaign 3: Round Table Event / Video

Conversion rate: 48% (125 views / form submission)

Public relations:

36 editorial hits (65% in Tier 1 media)

147,000 opportunities to see

£36,000 of equivalent advertising value

Social media:

272 visits referred to the campaign landing page

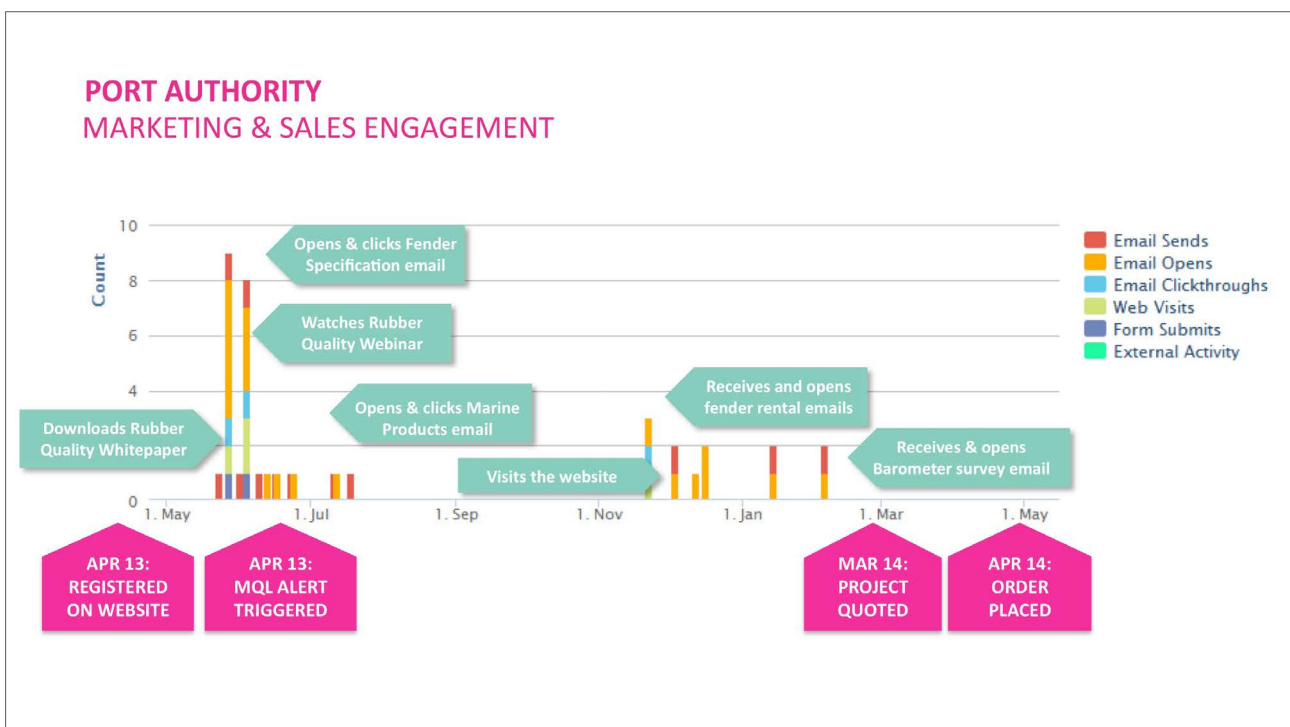
ROI:

Total MQLs: 179 (43% uplift on 2013)

Total value of sales orders: [REDACTED]

For every pound in marketing spend, Trelleborg made a £414 return in actual sales

Using Eloqua, we have definitively calculated the purchasing timeline for Trelleborg's products. Using one example, the time from brand awareness to order is approximately 12 months.



Thanks to the roundtable, Trelleborg has established the Port Performance Panel. This advisory panel includes port owners, operators, contractors and consultants, providing highly-valuable insights to Trelleborg on market issues and product developments on an ongoing basis.

Port Performance app: <http://portperformancetool.trelleborg.com/>

Barometer Report: <http://www.trelleborg.com/en/Marine-Systems/Resources/Downloads-2/>

Roundtable: <http://trelleborg.tecs1.com/LP=57>

Client / customer testimonial

“The internal and external transformation we’ve seen since the campaign has been more than we expected or even could’ve hoped for. We’ve started to see clients actually up-specifying projects, price is no longer the deciding factor. Internally, our team finally understand exactly why Trelleborg Marine Systems are the high quality players in the market, and sell accordingly.”

**Richard Hepworth, President,
Trelleborg Marine Systems**

Trelleborg has also become a PIANC Platinum Partner, an important accolade from the industry body that provides specification guidelines to the industry.

“We’re delighted to welcome Trelleborg into our Platinum Partnership Program. As we set best practice guidance for so many varied issues, it was important to have a partner on board that could contribute across such a broad spectrum of topics.”

Louis Van Schel, Secretary-General of PIANC

(1,369 words)

Total word count: 1,474

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