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SmartPort



# The Smarter Approach



## Transforming an Industry to Transform a Business



If you were transfixed by the Ever Given, the massive container ship that blocked the Suez Canal for six days, you are now part of the world of Trelleborg.

The 1,300-foot-long leviathan transports 20,000 containers at a time. It's also capable of snarling the world's supply chain when it manages to run itself aground navigating a narrow canal.

Trelleborg is the provider of a new suite of digital solutions under its also-new SmartPort brand. One of these is SafePilot – software enabling large vessels to navigate constrained spaces (like canals). If only the Ever Given had SafePilot on board!

Here's the thing: Trelleborg actually is a long-time supplier of engineered polymer (e.g., *rubber*), such as bumpers and docking/mooring gear. In a sales-spiking, brand-building, commercially triumphant, iconic feat of marketing legerdemain, Trelleborg spun up digital “smart” solutions

by embedding sensors in its products – advancing industry digitalization, advancing its own leadership, and developing a new revenue stream accounting for nearly 10% of overall revenue in year one.

### INFLUENTIAL IDEA

Over-achieve on campaign metrics

Trelleborg and Stein IAS together developed this “Smarter Approach” strategy, launched SmartPort, revolutionized the industry and expanded Trelleborg's market leadership. All in a year of effective marketing unlike any other.

Watch the Video



**LIONS**  
AN ASCENTIAL COMPANY



**WARC**  
AN ASCENTIAL COMPANY

**Note:** This submission aligns with and exemplifies the WARC/LIONS Effectiveness Ladder, as indicated throughout.

# Market Background & Objectives

In recent years, the marine market has been on the brink of wholesale transformation, driven by advances in IoT technologies. Trelleborg has been a close observer of the emerging transformation. With players such as Amazon and Alibaba entering the market, with new technologies from big data to blockchain making inroads, the market pot has been stirring.

In turn, Trelleborg and Stein IAS saw the opportunity not just to evolve along with the market, but to be an accelerant of its change. By leading change, Trelleborg could drive sales of an evolved product suite; hold its premium position; and add the brand attribute of innovation to its long-established attribute of engineering excellence.

To understand and lead market change, Trelleborg and Stein IAS completed extensive research to gauge the growing need for technology. Of note, fully half of the industry believed ports and terminals were immature in their implementation of smart technologies.

Insight in hand, Trelleborg acted boldly to advance the industry and in so doing, advance its own business. Trelleborg developed a comprehensive strategy to digitally transform the marine market, launch a sub-brand through which to market innovative smart products, and connect its visionary business strategy with an equally visionary marketing strategy.

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**Half of the industry believed ports and terminals were immature in their implementation of smart technologies.**







# 7%

share-of-revenue  
target in year one

# 400+

Marketing  
Qualified Leads

## Business Growth

Trelleborg developed its new “Smarter Approach” strategy and SmartPort offerings with the goal of addressing customers’ challenges while, for the first time, developing a recurring revenue stream. Trelleborg also wanted to go fast with the objective of generating 7% of total sales from this new approach by year-end 2020.

## Brand Growth

With its core polymer business decelerating, Trelleborg could generate growth via brand transformation from “just” an equipment manufacturer to a smart technology leader.

## Brand-to-Demand Focus

Stein IAS implemented an extremely effective brand-to-demand approach, developing the market-facing positioning, sub-brand and product brand names, and an end-to-end GTM to establish the new SmartPort brand, create demand and ignite sales. This included rapidly building awareness – and converting interest to an inflow of qualified leads. To reach the 7% share-of-revenue target, the agency set a goal to deliver 400+ Marketing Qualified Leads (MQLs) based on the existing sales conversion rate of 13%.



# Insight & Strategic Thinking

To market into this opportunity, Stein IAS conducted extensive research to understand how the marine industry was engaging with digital technology transformation.

## Key Finding: Port Operators Fall into Three “Digital Maturity” Categories

- 1. Digitally Overdue – *These port operators’ digital maturity is low. Operators understand the benefits that technology and data-driven strategies can bring but, so far, have been in no rush to implement.*
- 2. Digitally Dependent – *These operators have begun to navigate their way towards the safety, reliability, efficiency and reduced human error that digital technologies offer. They are looking for ways to speed uploading and unloading, and to more quickly process the increased throughput that larger vessels and growing global shipping volumes demand.*
- 3. Digitally Driven – *These relatively few operators are steps ahead of the industry in terms of their digital*

*evolution. To stay this way, they seek to stay on the front foot, looking for new trends and technologies as they emerge.*

Stein IAS found that over 40% of the market was “digitally overdue,” while over 50% of the market was “digitally dependent.” Research also revealed that the market was keen to digitally innovate despite slow uptake to date. Through qualitative customer interviews, we also found that customers saw Trelleborg as the “industry standard of excellence.” A move in the direction of digital technology would, thus, drive additional value for customers and be seen as a natural evolution for an industry leader. In other words, we had “permission” from the market to undertake this transformative strategic pivot.

**Trelleborg and Stein IAS saw a generational opportunity to propel the business forward, building on its perceptual strengths and need to broaden its future. We were all in!**

**BEHAVIOUR BREAKTHROUGH**  
Change consumer behaviour

Competitor Landscape	Deep Market Analysis	Customer Perception
Through immersion research and the use of unique, real-time data/intelligence tools proprietary to Stein IAS, we assessed the potential competitor landscape in the context of the digital opportunity.	Through quantitative research among port executives globally, we assessed the current uptake in digital technologies and how the market perceived this opportunity.	Tapping into existing customers, we interviewed 20+ port executives to understand how they perceived the market and whether they viewed Trelleborg as a viable provider of digital port technologies.

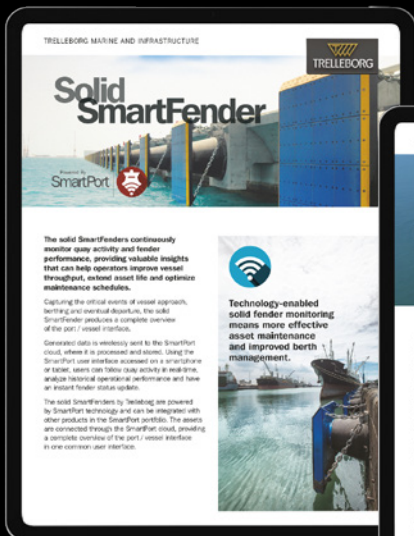
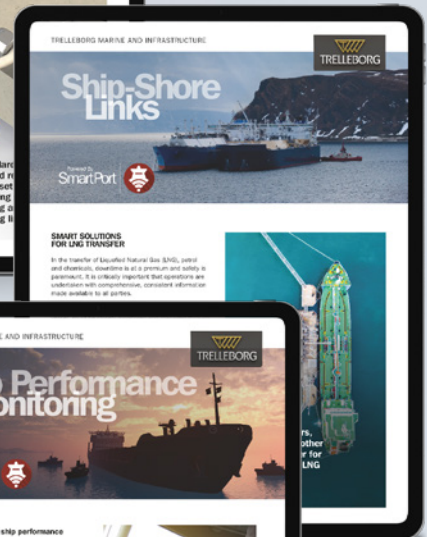
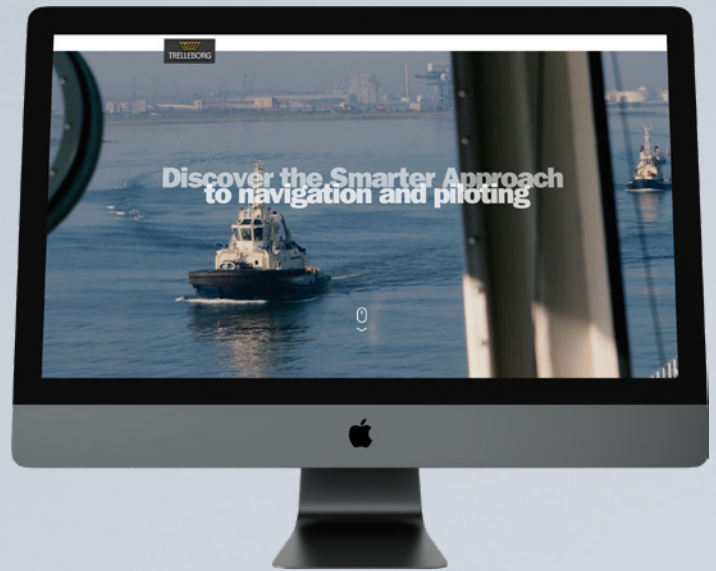




# Implementation

Stein IAS' implementation had three cornerstones: to develop a market-leading positioning, aggressively drive demand and realize growth per the goal. Accordingly, we:

1. Developed a new positioning and creative strategy, "The Smarter Approach," that set Trelleborg's SmartPort brand/offerings apart, enabling ownership of the digitalization conversation.
2. Established an iconic, strategic sub-brand, SmartPort, with messaging to communicate strategically (the entire SmartPort solution set) and tactically (the individual "point" solutions powered by SmartPort technology).
3. Communicated the new proposition, brand(s) and offerings to the Total Addressable Market through engaging, substantive content and a digital go-to-market approach enabling prospects to literally experience SmartPort products and the clear benefits they deliver.



# Creative / Brand Launch

The initial SmartPort brand launch was promoted through a digitally integrated go-to-market campaign across paid trade media, social media, performance media, email marketing and earned media channels. The campaign highlighted the creative narrative of the “Smarter Approach” provided by Trelleborg.

**BRAND BUILDER**  
Improve brand health

**Awareness** content utilized market research addressing big data and digital technologies in the marine industry. This high-value content promoted Trelleborg's leadership position in the market and allowed data capture from interested prospects.

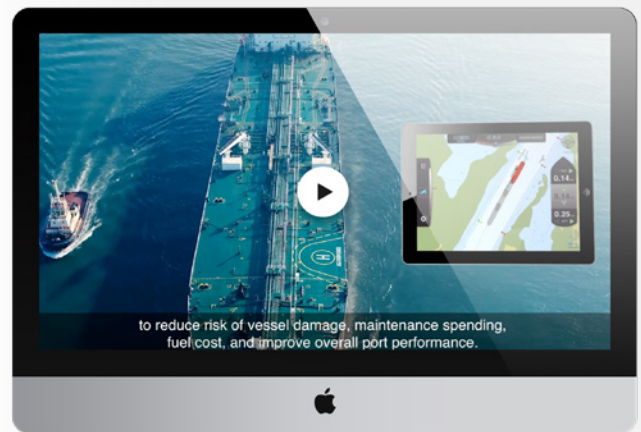
**Interest** content comprised interviews with industry leaders discussing digital transformation trends. Content was atomized for social promotion and also woven throughout the entire campaign and website. Award-winning SmartPort video marketing was an important component, as well.

## SafeTug Experience

As significant as the opportunity was, research indicated a significant challenge: translating “Smarter Approach” into content and concepts that port owners could instantly absorb. We solved this with the launch of Trelleborg's SafeTug offering, which featured a 360° Virtual Reality Experience that let customers experience the precise situational awareness that Trelleborg technology provides.



[VIEW THE SAFETUG EXPERIENCE](#)



[VIEW THE SMARTPORT VIDEO](#)





# Demand Campaigns

Combined with the “top-down” brand launch, we also launched separate “bottoms-up” product campaigns to drive lead volume and velocity. The launch of Trelleborg’s two automated mooring products, AutoMoor and DynaMoor, were combined with the launch of two educational whitepapers using insights drawn from proprietary Trelleborg mooring research and analytics.

Addressing a total of 8,000 accounts that Trelleborg had identified as high-potential prospects, we utilized Oracle’s marketing automation platform, Eloqua, to drive the multichannel demand campaigns and monitor the digital body language of prospects across Trelleborg’s website, landing pages and product pages. We were thus able to precisely identify when prospects were showing significant interest, pushing them to the sales team for a high lead-to-close rate.

## SALES SPIKE

Create short-term, temporary sales growth



# Performance Against Objectives

Trelleborg's "Smarter Approach" business strategy and SmartPort brand/product marketing drove significant business impact. Through a highly efficient and ubiquitous presence among the tightly defined TAM of 22,356 professionals across 8,000 accounts, Trelleborg was able to engage 25%+ of the TAM in just 12 months. SmartPort revenue exceeded the target – and is projected to grow at a CAGR of 10% over the next five years.

## Captivating Communications Commanding Interest, Engagement and Conversion

Stein IAS and Trelleborg smashed previous marketing performance benchmarks. Most importantly, collective campaigns exceeded the demand generation goal, generating 2,100+ prospects and 459 marketing qualified leads (MQLs) – a completely new pipeline. The overall marketing return on investment was 10:1 across multiple campaigns.

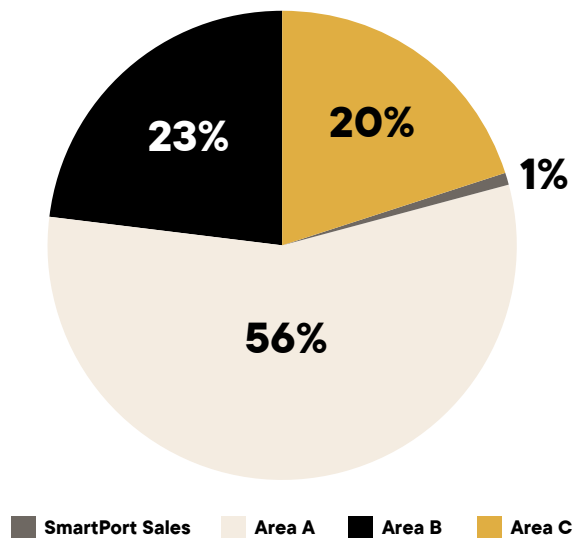
## Booming Digital Business

Across the entirety of the SmartPort offering, Trelleborg grew sales to 9.2% of its existing business in 12 months (31% above the year-one target). Of note, in contrast to core product revenue, the SmartPort revenue is recurring – with significant potential impact on Trelleborg's overall business for years to come.

**COMMERCIAL TRIUMPH**  
Create sustained sales success

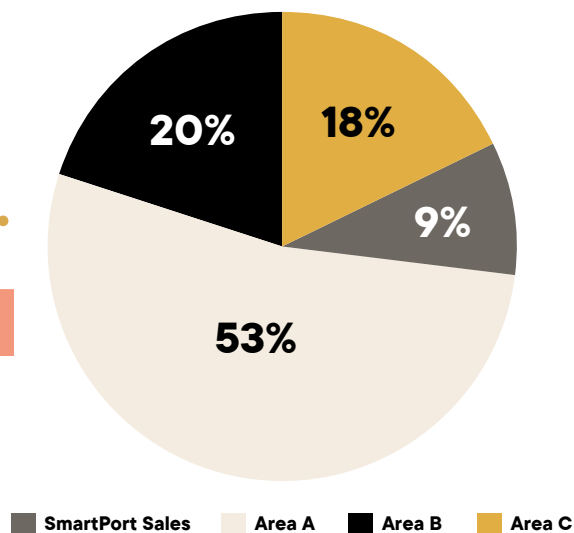
## Total Sales 2019

[Confidential, for submission only]



## Total Sales 2020

[Confidential, for submission only]



## KPIs / ROI

**25%+**

Percentage of  
TAM Engaged

**2,100+**

Prospects

**459**

Marketing  
Qualified Leads  
(15% Above Target)

**31%**

Revenue  
Above Target

**10:1**

ROMI



# Industry Leadership, Solidified and Extended

It's impossible to overstate the global importance of the digital renaissance being led by Trelleborg and its SmartPort technologies. The industry has a real imperative to digitally innovate to drive efficiency, transparency, throughput, automation, safety and sustainability. Trelleborg has established a strong foundation to deliver this innovation across many of these areas.

## ENDURING ICON

Create long-term brand and sales growth

**That's because Trelleborg has meaningfully moved the digital transformation needle in its market.**

Not surprisingly, Richard Hepworth (BU President) is increasingly being asked to attend and present at events around the topic of port digitalization. One example is the Shenzhen Marine Economy Forum in China in 2020. Other Trelleborg leaders are being asked to speak about SmartPort as well. For example, Managing Director Tommy Mikkelsen discussed the use of digitalization for more sustainable ports in March 2021 at the virtual Smart Digital Ports Conference.

As further validation, Hepworth was named Marketer of the Year in 2020 by ANA Business Marketing.

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**The strategic thought leadership position, digital prowess and ability to define and reach our core audience for SmartPort have been extraordinarily effective. Stein IAS has been an essential partner in our success every step of the way.**

*Business Unit President,  
Richard Hepworth*

STEIN  
IAS