

Case: NIBE Stoves

# How genuine sales-driving factors builds the marketing strategy

# “Which of our strong brands should we invest in?”

## How genuine sales-driving factors builds the marketing strategy

*NIBE Stoves is a market leading supplier of fireplaces and stoves in Europe. Its product range includes stoves, fireplace inserts and tiled stoves.*

### **The challenge**

NIBE Stoves' range of brands on the Swedish market had expanded through acquisition to include Contura, Cronspisen, Handöl and Roslagsspisen. This meant there were overlapping products in its portfolio. In order to focus product development and marketing work, a consolidation of one or more brands in the portfolio was considered, but with short-term image and market share loss kept to a minimum. The question was how dealers and consumers would react to various consolidation scenarios.

### **The analysis**

A precise analysis of customer selection criteria was required in order to minimise the negative consequences of any brand consolidation. The strength of NIBE Stoves' various brands was surveyed through Pyramid Brand Potential Analysis™ to identify the target groups' genuine sales-driving brand associations.

The analysis revealed that Contura was by far the strongest brand, both within the family and on the market. The analysis also revealed that reasons for choosing a brand are more emotional than rational. Aesthetics carry more weight than product-related qualities, such as energy efficiency. Customers aren't just choosing a source of heat, they're choosing an attractive item of furniture to light a fire in.

### **The principle**

There are reactionaries in all change processes – people who prefer to keep things the way they are. In the case of Nibe, there was a risk these reactionaries would be found among dealers who'd spent most of their lives selling Handöl (the first brand to be phased out). So the starting point for brand consolidation success was helping both Nibe's own staff and the dealers to understand why Handöl was being phased out, and the positive effects this would have for everyone involved.

The internal launch is always just as important as the external. Focus was placed on a combination of internal information and motivation and the production of new external material. The great expansion of the product range posed an additional challenge in NIBE Stove's case, with dealers as well as buyers needing help to choose the right stove.

### **The solution**

Based on the target groups' genuine sales-driving factors, a new communications and design platform was developed, with a completely new tonality and key selling points. Large images highlighted the stoves as attractive items of furniture and emotional headers conveyed a snug and cosy feeling. We also introduced “flame visibility factor” as a new selection criteria. The website is a key channel throughout the buyers' selection process and it was redesigned to include interactive functions to make it easier to select and evaluate the various alternatives.

### **The result**

*“Investing in Contura as our major international brand has been a huge marketing success. We've used clear market communication to strengthen our overall position and successfully introduced a number of new products under the Contura brand.”*

*Catharina Björkman*

Marketing Communications Manager, Contura

## Stoves for every home



### Pyramid Brand Potential Analysis™

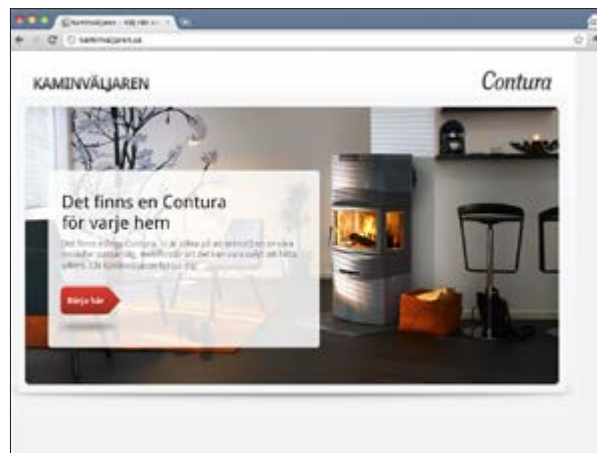
Survey of genuine buying motives on the market and brand strength of Nibe Stoves' various brands, compared to their main competitors'.

### Identity and communications platform.

Development of Contura's graphic identity and communications platform.

### External materials

Introduction of Contura to dealers (information) and consumers (product materials). Development of the website, with features including the "Stove selector" – an easy and playful way to find your favourite stove. Campaigns and sales materials for new products.



Stove selector



Identity and communications platform

### External materials



Product catalogue



Ad

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Assa Abloy	Helsingborg	Perstorp AB
Awapatent	HemoCue	Posten Norge
Bluetooth	Hiab	Rapid
Borgestad Industries	Höganäs AB	Ruukki
Bostik	JBT Corporation	Rydahls
Bring	Kalmar	Saab
Contura	Lantmännen	Safmarine
Diab	Lindab	Sandvik
Duni	Maersk	SSAB
Ecophon	Medius	Stora Enso
Enfo	Midroc	Sulzer
Green Cargo	Munkfors	Tetra Pak
Gyproc	Navetti	Valmet
Haldex	Nederman	Yara



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