

# Entry Form

## Transform Awards 2013

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<b>Number of entries</b>	2
<b>Categories entered</b>	Best brand consolidation Best rebrand from the industrial and basic material sector
<b>Name of entry</b>	Shanks – Making more from waste
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# Shanks – Making more from waste

## Categories entered

Best brand consolidation

Best rebrand from the industrial and basic material sector

## Description

Having grown through acquisition, waste management business Shanks found itself with a stable of local and regional brands, particularly in The Netherlands. They weren't taking advantage of the power of a cohesive group brand offer.

An extensive brand review built on Shanks' vision to be the leading provider of sustainable waste management solutions in their target markets. A new master-brand positioning, visual identity and endorsement strategy was needed to enhance the benefits of being in a group, without undermining local success.

And critically, all operating companies needed to buy into the solutions.

One year post rebrand, the results are extremely encouraging:

- All 22 Shanks Group operating companies buy in to solution
- Brand strategy enables easy business restructure
- 26% cost savings
- Considerable time savings
- New lucrative contracts
- Absenteeism rates drop

## Entry statement

### Industry context

Shanks is one of Europe's leading waste management businesses, an international group with local experience and a practical approach to transforming waste. With over 4,000 employees, it has operations in Belgium, The Netherlands, the UK and Canada that provide recycling and energy recovery solutions/technologies to the public and private sectors. The recession has hit hard in this sector, with the overall market declining in recent years, and some of Shanks' competitors issuing profit warnings.

**Shanks material before the rebrand. An "S." symbol had been adopted in an attempt to create unity.**



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## Challenge

Having grown through acquisition, Shanks found itself with a stable of local and regional brands, particularly in The Netherlands. Each had its own individual name, offer and brand identity. Many were very successful, with long-established local reputations. But there was a certain amount of cannibalisation amongst the businesses. Plus operating companies risked not being considered for lucrative international contracts, lacked credibility as national players to effect legislation, and lost out on international purchasing power and economies of scale.

All this, because they weren't taking advantage of the power of a cohesive group brand offer.

**Dutch subsidiary identities before the rebrand. Small groups within the Netherlands adopted individual type styles, colours and symbols across the different business areas.**



An extensive brand review was needed. Any brand development had to build on Shanks' vision to be the leading provider of sustainable waste management solutions in their target markets. It also had to enhance the benefits of being in a group, without undermining local success.

The Shanks' rebranding needed to address the following:

- Develop a strong masterbrand positioning, visual identity and endorsement strategy that allows greater alignment to the group.
- Bring group alignment to the businesses without alienating local customers.
- Gain buy-in from local management teams and employees.
- Create a migration strategy that meets everyone's needs.

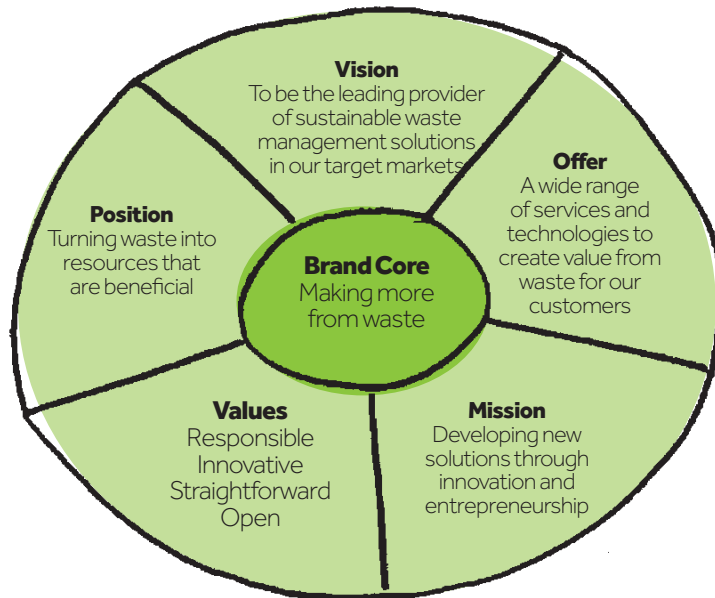
## Strategy

To gain buy-in and ensure any solutions worked across the group companies, an international steering team of key local and group level internal stakeholders was created. Then we conducted a huge amount of internal and external brand perception research over a two-year period.

We found that Shanks is much more than a refuse collection service. It's heavily involved in the science and technology around the entire life cycle of waste – how it can be reused and recycled. This led us to the lightbulb moment. Shanks quite literally makes more from waste – it can do things like make energy and fuel from waste, plus it makes more from waste in the financial sense.

From this we defined a blueprint for the group brand and operating companies including mission, offer, positioning, values and benefits.

As well as creating a brand blueprint, benefits of being in a Group were identified appropriate to all countries.



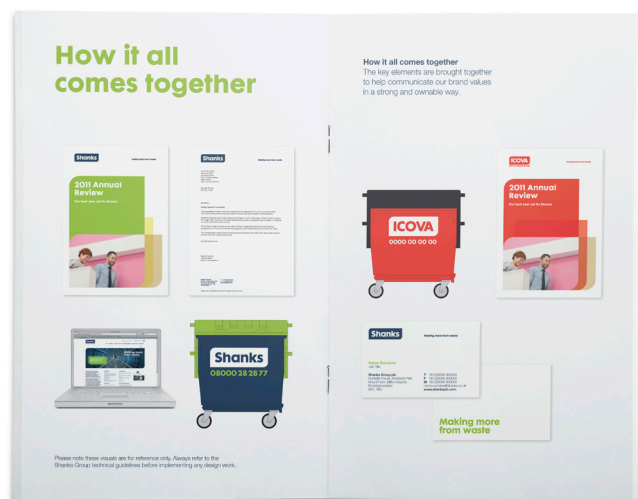
## The benefits of being part of a group

- 1 Influence**  
A greater perception as a strong European player to effect policies and legislation.
- 2 Experience**  
To share knowledge across the group, benefiting both employee and customer experiences.
- 3 Financial**  
Have greater international purchasing power and economies of scale.
- 4 Cultural**  
To have a stronger team culture, increasing collaboration, attracting future employees and strengthening our image.

### Creativity

A new group logotype and brand identity was devised, including typefaces, refreshed colour palettes, imagery guidelines and tone of voice. Plus a new visual style for Shanks UK's marketing materials was conceived. The identity is flexible enough to be used in multiple languages and multiple names, and it's robust enough to be applied to bins and lorries. By using just one colour, it's also cost effective.

Revised Shanks logotype with strapline locked to a holding shape, with supporting guidelines.



Quite possibly our most significant work was to bring The Netherlands' brands on board. They agreed to update their identities in line with the new Shanks group brand. We did this by introducing a brand architecture endorsement strategy that allows businesses to keep their existing names and colours. Our research found that customers and employees alike responded to the brand names and colours, but everything else was up for grabs.

Our internal research in The Netherlands also found that operating company employees didn't really understand the Shanks brand, didn't really care about it, and few saw the value in having a parent brand. So we developed a programme to engage employees, helping them understand the benefits of being in a unified group.

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## Results

### All 22 Shanks Group operating companies buy in to solution

At the start of this project, there were many internal doubters that an effective solution could be reached – the proposed changes were a major cultural shift. But 22 different businesses operating in three different countries have now fully adopted and endorsed the strategy – pulled together under a single, cohesive brand.

Subsidiary identities adopted the Shanks master brand typeface and shape, but retained their existing brand colours. They were also more clearly identified as being “Part of Shanks Group”.



### Brand strategy enables easy business restructure

Shanks was previously structured by geography – each country was effectively a business unit. An unforeseen, but important benefit of the rebranding is that Shanks was recently able to very easily transition to a new structure based on market-facing business units (Solid Waste, Hazardous Waste, Municipal Waste, and Organic Waste). Shanks attributes this to the fact that the companies shared a vision and visual cohesion thanks to the rebrand.

Brand books were created in each country language to explain the brand strategy and the benefits of being in a Group, this enabled all employees and partners to have a greater understanding of the Shanks business.



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## 26% cost savings

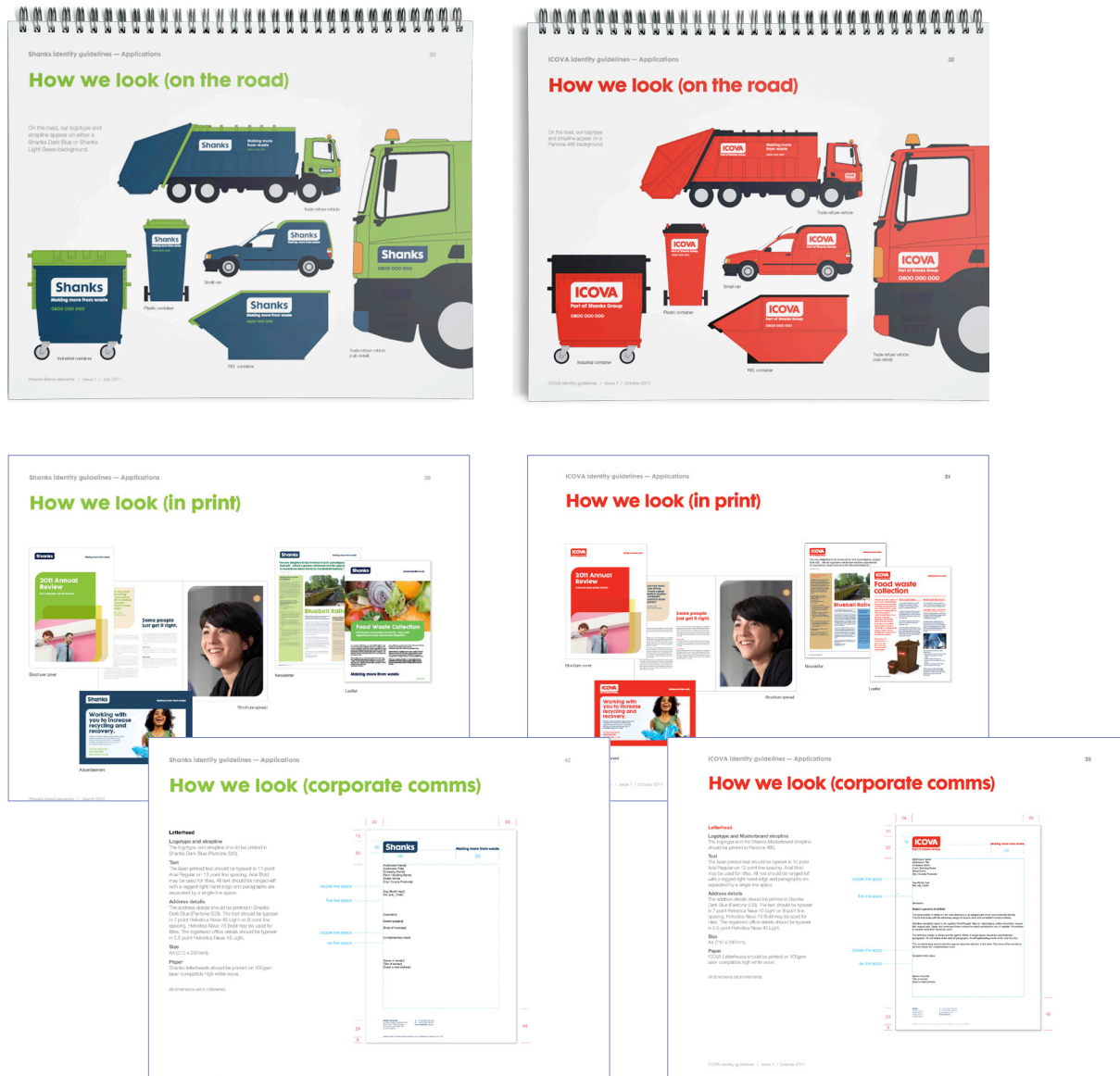
Changing to a one-colour logo has resulted in 26% cost savings in letterhead print production for Shanks' UK operations one year post rebrand.

## Time savings

"We have a range of templates for everyday office use such as letterhead and print collateral. These save a considerable amount of time as our people do not have to reinvent the wheel every time they need to create a new document. We also moved to a single template and CMS for all our Dutch and Belgian websites, which are now managed centrally, giving greater control, consistency and also saving a huge amount of time."

Helen Kemp, Group Communications Advisor, Shanks Group plc

**Technical guidelines provided templates and examples of print, digital, environment and livery applications. These were provided as templates to enable countries to easily create guidelines for subsidiary businesses.**



## New lucrative contracts

Since the rebrand, Shanks has won lucrative contracts with businesses and councils including Marks & Spencer, Heineken, and South West Wales.

## Absenteeism rates drop

One year post rebrand, absenteeism rates dropped by 0.2% in The Netherlands and by 1.7% in Belgium.

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## Testimonials

"At the outset of the project, we felt that it wasn't the right time to completely move to the Shanks brand in the Netherlands and lose all the equity we had in those smaller businesses. That was too much of a cultural change for us at that point in time. But by getting those companies to look the same and be endorsed by the Shanks Group as part of their identity, we started to get people's minds in the place that we were one organisation, and that they were part of a larger thing. We now have a much stronger, more confident identity, which is used much more consistently across the group."

**Austen Lees, Head of Corporate Communications, Shanks Group plc**

"Shanks' rebrand is a big improvement, it's clean and fresh. I particularly like the strapline being placed very close to the logo which gives a coherent message."

**Tabitha Clifford, Digital Communications Manager, Investis (Shanks supplier)**

"Shanks is a complex business with several business divisions and multiple technical specialties. The rebrand and strapline 'Making more from waste' clearly explains their identity to us and communicates exactly what they are trying to achieve."

**Sequel (Shanks supplier)**

**There is a phased approach to the roll-out of the brand as livery, containers, signage and clothing are replaced.**



**The Shanks Dutch subsidiary business, Smink, entered the high-profile Dakar rally with a newly liveried truck.**

