



# Communicating Project Alchemy

## Client Issues:

In early 2000 BP acquired Burmah Castrol Ltd - the Castrol brand recognised in the marketplace as 'The lubricants specialist.'

The new division (Castrol business sub-sector or CBSS) was formed out of the merger of the existing lubricant division of Burmah Castrol and BP. Celemi were asked to design a learning based communication programme that would outline how the newly merged company would go to market using their existing brands.

## Client Conditions:

Circa. 12,000 people working in diverse locations, business streams and working environments around the world. The learning solution needed to be appropriate for running sessions with various groups of participants, from small group meetings run in local offices to larger conference style sessions with participants from different business streams and countries.



## Type of Learning:

Participants work through a learning program using a range of learning types; **ANALYSE** what makes a brand successful; **DISCOVER** the marketplace they are operating in and **EVALUATE** the benefits of being a merged organisation rather than separate, competing companies; **EXPLORE** the different customer segments and **IDENTIFY** which factors are critical for success in each segment and what a potential offer to that segment could be; step into the vision to **EXPLORE** how the brands will be positioned in the future and **EXAMINE** what it took to get there, **LINKING** the values to that future success. **IDENTIFY** ideas and actions for future success.

### **The Solution:**

Participants begin with an IntroMat™ - designed to engage people in a series of dialogues about brands and why some are successful. They look at both rational and emotional reasons why people buy, and examine the importance of differentiation in the offer. Working in teams, they complete activities to help them understand their changing marketplace concentrating on volume sales, profitability, the challenges faced by the competition and the strengths that both companies bring to face these challenges.

Celemi created a unique learning process to enable focused discussion around market segmentation. Through group exercises participants explore how segmentation will work in practice in both the business-to-business and the business-to-consumer areas. Participants are then introduced to the positioning of their corporate brands and the importance of consistency in delivery and service. They explore the values and personality of respective brands and their positioning to attract different customer types - to increase total market penetration and share - not to compete with one another.

Through a series of activities participants look at what it might be like to be successful in 4 years time, the projects and initiatives currently in place that will contribute to this success, and its implications on them as managers and employees .

### **How it works & What it delivers:**

**About a brand** – an ice-breaker activity enabling participants to understand the importance of strong brands by working through generic examples. As a result, participants recognise that a brand is about much more than just a logo, why customers will choose one brand over another (emotional vs rational reasons) and what happens if brands in an industry are not well differentiated.

**The challenge** – highlights the industry-specific and world trends that affect the lubricants marketplace provides activities for participants to explore the implications in terms of profitability etc. Introduces the key players in this marketplace, with participants identifying the strengths and weaknesses of each and deciding which ones are the most clearly differentiated. Looks at the critical success factors for a lubricants and services business and asks participants to assess how well the separate companies fulfil these critical success factors and what the potential is for improving their market position as a merged organisation. As a result, participants understand what the implications of the acquisition are and conclude that it is critical to strongly and clearly position the two brands in the marketplace.

**The customer decides** – divided into two separate activities for business to business and business to consumer markets. Profiles the needs of customers in different segments and checks participants' understanding by asking them to match existing and potential customers to the different segments. Participants decide what is critical for successfully delivering to each of the segments and finally, how the organisation can



target its offer to meet the needs of the customers in these segments. As a result, participants understand that different customers have different needs and preferences and know what the organisation needs to do in order to be successful in the segments it wants to target.

**What does success look like?** – participants complete a picture of what the vision for the future may look like as seen through the eyes of various stakeholders – customers, employees, shareholders, partners etc. They create a collage of the ‘personality’ of the two brands to understand how they are distinct from each other and so how they will be positioned differently in the marketplace. Participants identify the local and global projects and initiatives in place in the organisation and how they will contribute to future success. Finally, they work with the corporate values to understand how they reflect and support the success of the business. As a result, participants understand the potential leverage that can be achieved by working together but having their brands clearly and distinctly positioned in the marketplace.

**Creating commitment** – Following a brainstorming activity to surface ideas, participants work in pairs and ‘test’ the validity of their ideas by answering a series of questions on how their idea supports the vision and values and how it can practically be implemented. As a final step, participants run their ideas through an ‘Ideas Processor’ to identify any barriers that may stand in the way of implementation and how they may be resolved. As a result, participants are able to turn ideas into concrete and achievable actions.

**Target Audience:**

Launched at an event in Kuala Lumpur with the top 250 managers Celemi’s process was rolled out to over 12,000 participants across BP Castrol’s lubricants division in every continent in a little over 5 weeks.

**Materials:**

6 WorkMats™, Stickers and Cards, Learning Guide and Facilitator Manual

**Language version(s):**

UK English, German, French, Spanish (European), Spanish (Latin), Portuguese, Turkish, Chinese (Simplified), Vietnamese, Japanese, Thai and Hindi

**Timing:**

A one-day learning programme

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