CMDi

building sharper brands

# Introducing CMDi:

## business, brand and strategy consultants

© CMDi

# Sharpening brands, strengthening futures

CMDi is a strategy consultancy that helps growing brands and not for profits compete more successfully in the built environment and beyond.

Our experienced team work with yours, to review, construct and implement directional strategies designed to increase brand value and customer or leadership focus.

- Experienced business and marketing consultants working at board and SMT level to help define and sharpen strategy.
- Regularly conduct research and audits to assess needs, business health check, audience insights and marketing gaps.
- Reputation for building brands, value propositions, innovation, disruption and step change organisational or growth strategies.
- Our senior-only team includes proficient research professionals, strategy and brand consultants and creatives with decades of experience in B2B and consumer brands.
- Proven to deliver high-quality thinking and client support for complex projects.
- All aspects of work handled by one compact, agile, responsive, team: Research>Strategy>Creative>Results.
- Our ‘incisive’ approach delivers clarity, so big decisions can be made with confidence.

# Services

## Research

- Brand strength and benchmarking
- 360° organisational review
- Leadership and team directional assessment
- Market assessment, attractiveness and entry analysis
- Brand review
- Customer insights, behaviours and perceptions
- Customer satisfaction and value tracking
- Value proposition development
- Segmentation and journeys
- Product and service innovation
- Channel and communications review
- Personas and profiling
- Data tracking, KPIs and benchmarking

## Strategy

- Vision and corporate plan
- Marketing and communications plan
- Growth strategy
- Organisational direction and leadership alignment
- Brand and product positioning
- Brand extension
- Market entry strategy
- Leadership and team change management
- Personas and value propositions
- Customer closeness, and personalisation strategy
- Innovation and capability building
- Channel review and strategy
- Product and service review
- Go-to-market and product launch

## Creative

- Vision and strategy articulation
- Brand relaunch and transformation
- Brand identity and expression
- Value proposition articulation
- Engagement and recruitment campaigns
- Creative strategy
- Messaging and copy
- Content marketing campaigns
- Consumer TV, VOD and radio

# Our values

**Accuracy**
We help our clients make informed, evidence based decisions.

**Integrity**
We act with integrity to help our clients build sustainable value.

**Curiosity**
We are curious, creative and pioneering in our thinking.

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# Expert support from specialists with proven credentials



# CMDi team

CMDi consists of a core team of programme leaders, researchers, strategists, and creatives, all are experts in their respective fields. And because we're a small, independent consultancy, we operate as one agile, responsive – and cost effective team.

> **"The CMDi team worked closely with our senior management helping to provide the clarity we needed for our 3 year corporate plan."**
>
> FINANCE DIRECTOR, THE CHARTERED INSTITUTE OF BUILDING (CIOB)

## CMDi team

### CLIENT SERVICES

**Dianne Lucas**
Managing Director

**Caroline Phillips**
Commercial Director

**Sam King**
Project Assistant

### STRATEGY & RESEARCH

**Kenton Meyer**
Strategy Director

**Colin Sykes**
Business Consultant

### CREATIVE

**Clive Hurcomb**
Creative Director

**Tim Braithwaite**
Head of Copy

**Sam Ricketts**
Digital Designer

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## BMF, The Builders Merchants Federation

**The Building Materials industry is a large and essential sector within the construction industry and a major contributor to the UK economy. BMF members have a combined turnover of £45Bn and employ over 200,000 people. Without it, construction would not be possible. However, 'Building Materials' is not recognised in its own right and often gets overlooked as a career, or job choice. People 'fall into the industry' rather than actively choosing to build their future within it.**

In order to tackle this problem for its members, the BMF has entrusted CMDi with its biggest initiative – the launch process for a long-term sector awareness programme to raise the public's knowledge and understanding of the Building Materials industry.

CMDi's role is to provide strategic guidance and full creative delivery, all designed to position Building Materials as a vital, varied, vibrant sector with a wide range of career opportunities for school and college leavers as well as for those looking to change career or to transfer their skills into a new area.

The main elements of the programme include a dynamic new careers educational platform and website and a Toolkit providing guidance and assets for members to strengthen their employer brands and to help them amplify the campaign.

CMDi have been heavily involved in a member's onboarding programme and briefing conference to ensure that BMF members are equipped to make the most of the programme.

> *CMDi have provided exceptional strategic support over the course of this long term programme, combined with world class creative. They are trusted partners to the BMF and this programme is just one of many transformational initiatives they are helping us deliver.*
>
> CHAIRMAN, BUILDERS MERCHANTS FEDERATION



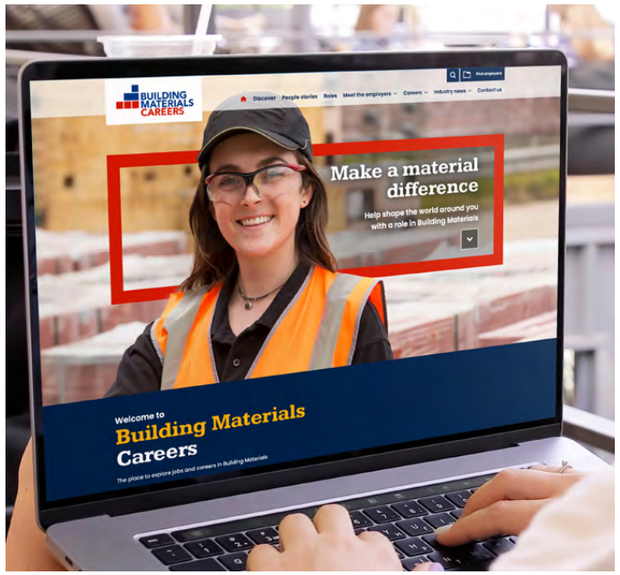












## GS1UK

**GS1 standards have been powering progress for more than 40 years, transforming and simplifying increasingly complex supply chains, increasing business efficiencies and even saving lives. All by simply helping to manage data more effectively.**

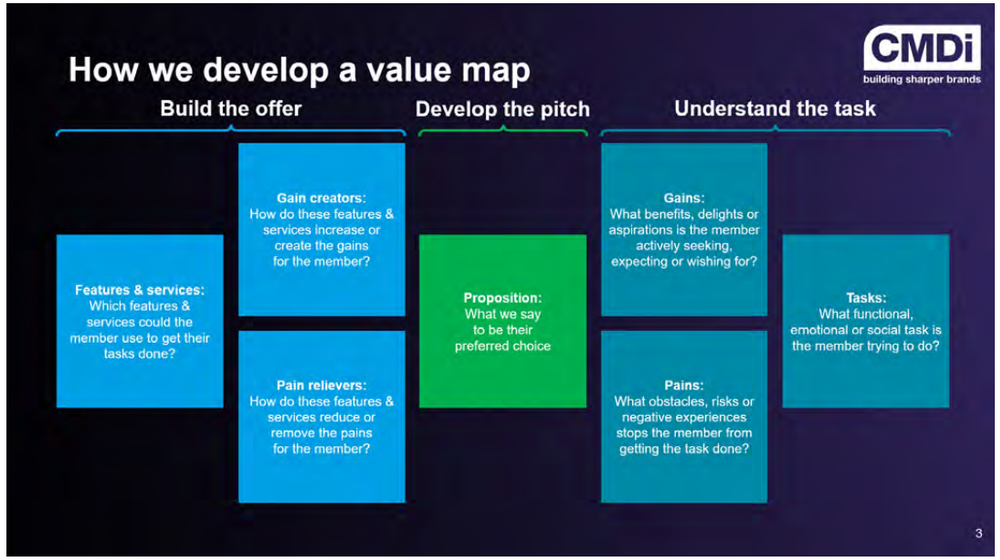
As part of its drive to increase member focus, GS1 UK undertook the first holistic review of its membership value proposition in 40 years. CMDi was commissioned to undertake research to support input into an updated membership value proposition and recommendations for measuring customer satisfaction.

The research needed to gain a deeper understanding of members' needs and the benefits they would value from membership, as well as their frustrations and challenges.

The research was used to inform the development of a proposition consisting of appropriate products and services suitable for the membership base and to future-proof the organisation against impending market changes. Rich insights were required. A key output was CMDi's value map, which ensures that the membership offer is a great fit with member needs.

The programme will launch once members are fully prepared with a national awareness campaign for 2024-25.

> *The biggest challenge we face is remaining relevant, this work will keep us focused on member needs and how to track the value we deliver.*
>
> CMO AND MEMBERSHIP DIRECTOR, GS1 UK






## Lecico Bathrooms

**Lecico is one of the world's largest manufacturers of ceramic bathroom suites, exporting sanitaryware to 50 markets worldwide. Founded in 1959, it has an established reputation for offering high standards at an affordable price, with manufacturing in Alexandria, Egypt.**

The leadership team at Lecico UK engaged CMDi to conduct a research based brand review, leading to the development of a robust, future-focused brand positioning strategy designed to accelerate profitable growth.

CMDi also helped to shape a new vision and corporate strategy, supported by a business roadmap to turn the strategy into action.

Both teams are now working together to articulate brand positioning with powerful creative and launching it to staff, stakeholders and customers over the year.

> *We have worked with Dianne and the team at CMDi for the past 12 months and have had an amazing experience. The team under Dianne's guidance have helped us develop our strategy and brand position through a journey of exploration, debate and discovery. We found the approach enlightening and challenging which has resulted in real clarity about our next steps and direction. Working with CMDi is something all organisations could benefit from.*
>
> MANAGING DIRECTOR, LECICO BATHROOMS






## Coeliac UK

**Coeliac UK is the charity for people who need to live without gluten.**

**Coeliac UK provide its 65,000 members with trustworthy advice and support, funding critical research into coeliac disease, working with healthcare professionals to improve diagnosis and fighting for better availability of gluten free food.**

As part of their commitment to supporting the membership community and their medical need to eat a strictly gluten free diet, a survey was conducted in November 2023 to better understand their experiences of eating out.

CMDi were commissioned to undertake data analysis of the research and provide powerful content to support the 'Eating out without Gluten' report.

*An estimated 3.2 million people on gluten free diets eat out in a year with a potential spend of £10 billion. Finding gluten free food when out and about can be stressful, yet when visiting venues with the GF accreditation, 93% of diners reported feeling more confident or less anxious.*



## UFEMAT

**UFEMAT is the permanent liaison body and centre for relations between national trade bodies and associations representing builders' merchants, and building materials manufacturers in various European countries.**

Its aim is to promote communications and best practice between member associations, as well as supporting their commercial and economic interests.

The organisation asked CMDi to conduct research amongst its members and manage a strategic overhaul of its vision and corporate strategy.

The vision was presented to members at the UFEMAT conference in Dublin and will be further developed for an update in Copenhagen later this year.

> *As the only European network of its kind, our aim is to unite the supply chain, share data and best practice to improve efficiency and strengthen the European building materials supply chain. CMDi's approach to the first overhaul of our strategy since 1951 has been first rate and fully supported by our membership community.*
>
> SECRETARY GENERAL, UFEMAT



## Aqualisa

**For Aqualisa ‘A great day starts with a great shower’. For us, a great brand starts with a great brand review. Our brief was to provide an independent assessment of this much loved UK shower brand with a reputation for innovation. The task required getting closer to key audiences from installers to homeowners, all the way through to existing and emerging channels in the supply chain. The review was used to assess current and future needs and to set the brand up for a step change in growth and profitability in readiness for sale by VC owners LDC. The successful sale of the business in 2022 for £130M was based on achievement of the EBITDA and growth target.**

Since 1977 Aqualisa has been pioneering the way in which we shower, starting with the introduction of the revolutionary bimetallic, thermostatically controlled shower valve, allowing shower temperatures for the first time to be stable and safe. With major developments in digital and smart shower technology and the challenges of managing the different needs of homeowners, installers and channels, Aqualisa wanted to review what was needed to position the brand in the right way, to the right audiences.

CMDi developed a robust, but efficient, research based programme, designed to assess Aqualisa in the market, understand current positioning and identify opportunities for growth. The methodology included both internal and external research, starting with the development of a set of ‘killer questions’ to dig deeper into challenges. The research included brand perception and purchase journey mapping, assessment of brand stretch into smart bathroom technologies and key audience insights to inform marketing and communications. The programme provided a 10 point summary to enable the development of a clear brand strategy. CMDi involved all internal stakeholders along the journey to ensure the client team were informed and engaged, as well as presentations to the board and investors.

*CMDi at all stages of the study acted as an extension of the AQUALISA team. Their care and passion for the brand and adding value to our process was first class. The CMDi team went above and beyond to ensure all key stakeholders were communicated to and the study was digested by all. CMDi are a great partner and I look forward to future projects with their team.*

MARKETING DIRECTOR, AQUALISA PRODUCTS



## Davidson Holdings Ltd

**Davidson Holdings are acquirers of small and medium-sized manufacturing businesses within the lightside building products sector and specifically the fixings, HVAC, plumbing, heating, controls and bathroom segments. They own several successful brands including Cistermiser, Talon pipe clips and Salamander Pumps.**

CMDi were engaged to develop a business strategy for the Group and each of the 3 independent business units, based on market drivers, brand performance targets and a review of the sectors they compete within.

CMDi created a three stage programme to develop a strategy to strengthen the role of the Group and build a 5 year vision with supporting roadmap for the Group and x3 business units based on research and a vision building workshop programme.

CMDi's approach involved our proven vision building methodology and a series of internal workshops to ensure each leadership team were involved and took ownership of the strategy outputs.

The final outputs were an elegant suite of integrated vision, mission and value statements, brand territory maps and 1 page business strategy roadmaps – all supporting a united strategy to achieve step change growth.

> *We have enjoyed working with you and benefitted from your wise advice and insights.*
> MANAGING DIRECTOR, DAVIDSON HOLDINGS LIMITED

> *Incredibly useful to have a third party corral thoughts and communicate difficult points.*
> FINANCE DIRECTOR, DAVIDSON HOLDINGS LIMITED









## BAL (Building Adhesives Limited)

**Protecting the UK's no.1 tiling brand by engaging audiences with supportive content. The brief was to increase usage frequency by improving the value both the brand and its products add to the everyday life of tilers, contractors, specifiers, distributors and homeowners.**

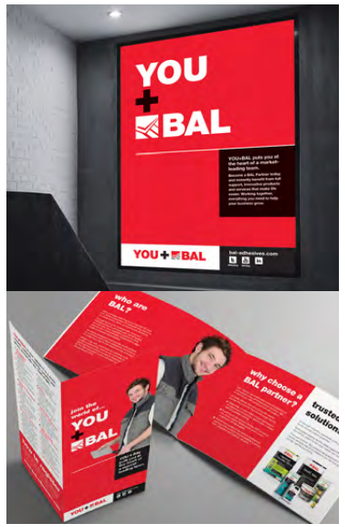
To achieve this, CMDi created an interactive digital platform and partnership programme, YOU + BAL. This was developed following a large-scale brand audit involving interviews, a survey, competitor review and strategy workshops which clearly framed the task – the need to position BAL closer to end users through a communication strategy to rekindle loyal feelings.

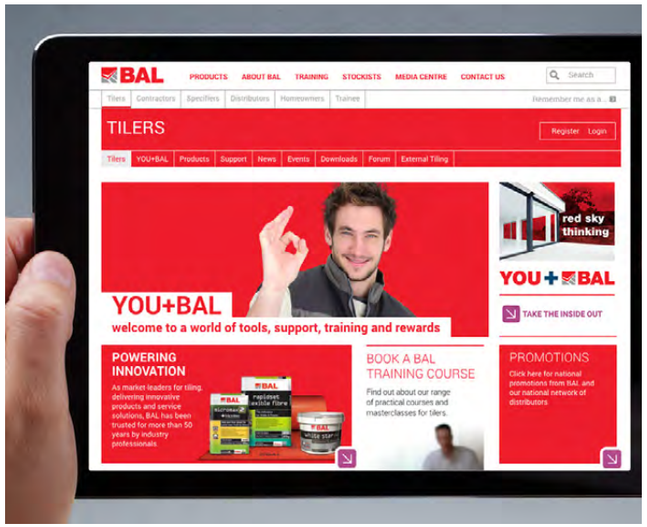
The YOU + BAL programme frequently reminds all tiling audiences how BAL is actively on their side with a unique combination of products, tools, services and partner programme benefits that makes tiling easier, allowing them to finish faster with better results.

*CMDi's combination of sector experience and leading edge digital expertise meant they understood how to deliver a solution that exactly met our needs, cut through to the right end result, faster and more cost effectively than other suppliers could have achieved.*

HEAD OF MARKETING, BUILDING ADHESIVES LTD



## FENSA

**FENSA, the UK's original and most well-known certification scheme for the installation of replacement windows and doors, was at a critical point in its history. The organisation needed to grow, transform and protect the brand in an unpredictable market, against increasing competition.**

The brief was to reposition FENSA to make it more appealing to installer members and to get across the importance to homeowners of choosing a FENSA Approved Installer. And to encourage existing installers to register all their jobs through FENSA.

To achieve this, CMDi delivered an end-to-end brand action plan. This included installer and homeowner research, strategic planning, and full creative implementation, all designed to unlock growth and secure differentiation – as cost-effectively as possible.

Our long experience with both B2B and consumer communications enabled us to create an encompassing proposition for the brand's target audiences that is true, competitive and distinctive: FENSA is 'All the proof you need' of a job done right.

CMDi developed a highly targeted TV advertising package that reached homeowners across the UK via social media, digital programmatic and commercial TV channels.

Supporting the TV ad is extensive social media presence, online programmatic advertising, a TV sponsorship package, and a dedicated marketing support package for installers to help them relay the benefits of FENSA to homeowners.

Growth in member joins has surpassed targets and homeowner awareness is now at 74% for those considering window renovations, with membership retention at 98%.

*We appointed CMDi as our brand strategy partner to develop a coherent and robust strategy to clearly communicate the role FENSA plays, to build value for members and raise awareness with homeowners. CMDi have given us all the support we need to deliver the biggest change to the FENSA brand since its inception 17 years ago.*

MANAGING DIRECTOR, GGF COMMERCIAL




TV Campaign



## Federation of Small Businesses

**The FSB's mission is to help smaller businesses achieve their ambitions. Core to their offer is a wide range of vital business services including advice, financial expertise, support and a powerful voice heard in government. As a successful brand with a long standing heritage, it had a large, but shrinking, membership of 185,000.**

The FSB needed to review its strategy to plan for a new era of growth, moving away from a one-size-fits-all membership offer where fees are charged according to the number of employees.

CMDi was invited to support the comprehensive re-launch programme by researching 3 new go to market offers, profiling members and updating FSB's brand positioning to reflect the new, more agile and focused organisation.

The task was to reposition FSB for growth by being relevant to the largest number of small business owners possible. CMDi used mixed methodology research, client collaboration and socialisation to update the brand positioning and develop new offers, providing a more clearly articulated purpose and a powerful, differentiated membership value proposition. The FSB's brand architecture has also been reviewed and radically simplified as part of the process.

*CMDi have provided solid strategic support over the past few years, with further work in progress to strengthen our brand and value propositions. We've enjoyed working with them and they now feel like part of the team.*

CHIEF COMMERCIAL OFFICER, FSB



## Federation of Master Builders

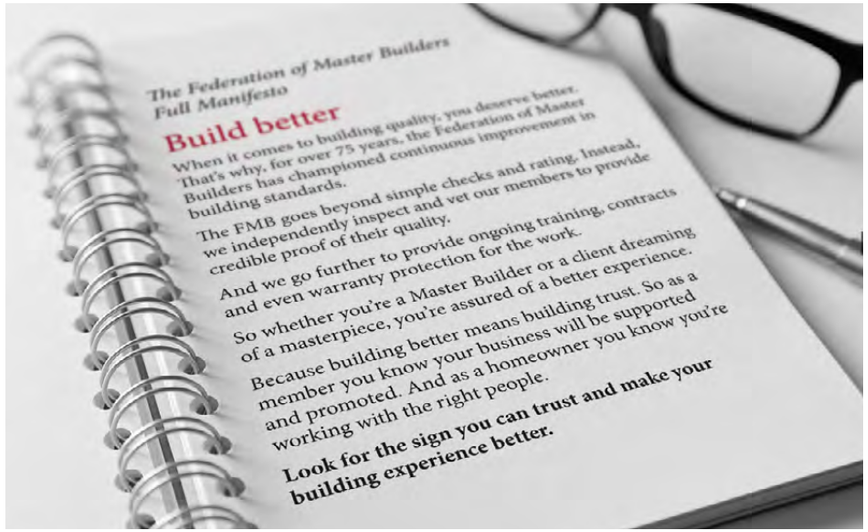
**Transforming perception of the brand, reversing declining membership and re-establishing a competitive edge.**

The brief was to rejuvenate the FMB brand and to refresh all communications to key audiences: from attracting new recruits and reassuring members to convincing homeowners. To achieve this, CMDi delivered a total strategic review of its membership offer, as well as an integrated creative programme to ensure the strategy was effectively implemented across all touchpoints.

CMDi modernised the branding and strapline, articulated the value of membership and provided marketing materials to help differentiate members. Creative strategy focused around a sharpened brand positioning and manifesto: BUILD BETTER, equipping members with messages and tools to consistently present to clients the benefits of using an FMB member.

Communication based on the new positioning included a consumer TV and radio campaign. The integrated programme reversed declining membership for the first time in 15 years. There was a 47% increase in web traffic and a 39% increase in new member joins, retention went up by 9% and today, the FMB is known as one of the most authoritative and respected membership organisations in the built environment.

> *Having worked with CMDi for over 5 years, they are the only agency we would entrust to deliver the biggest change to our brand in over 75 years.*
>
> CHIEF EXECUTIVE, FEDERATION OF MASTER BUILDERS





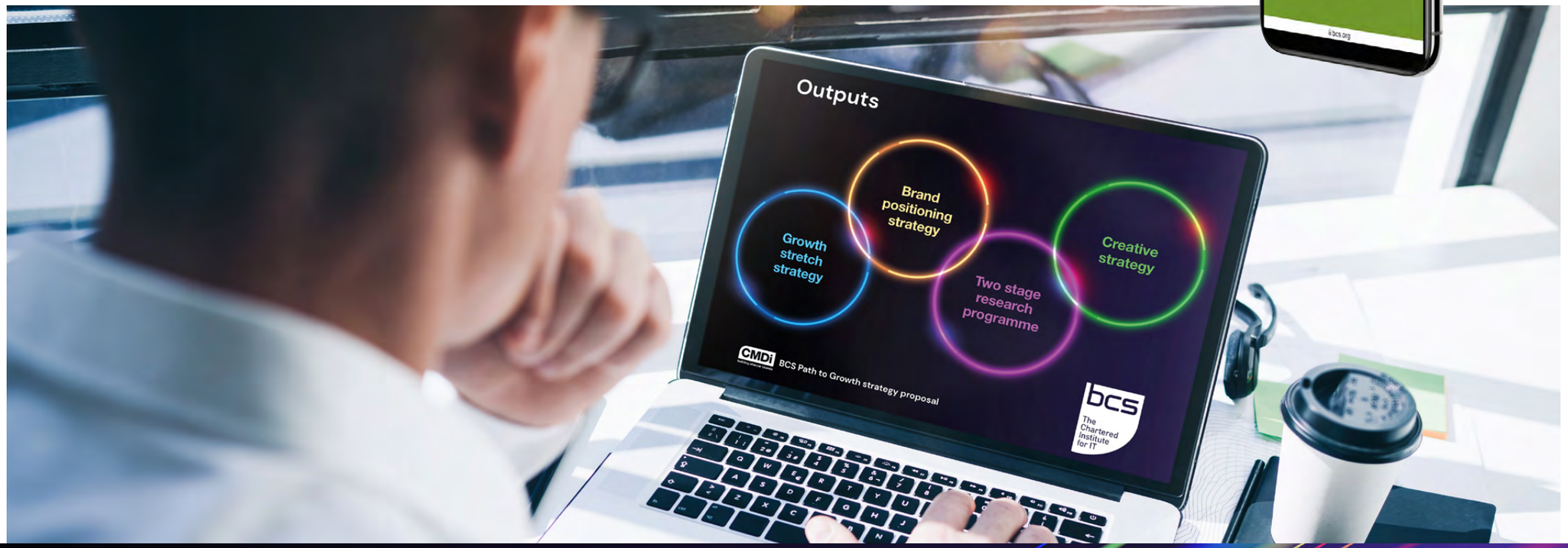

## BCS The Chartered Institute for IT

**BCS is The Chartered Institute for IT. It has 60,000 members across 150 countries, with 80% in the United Kingdom. Recently, a strategic decision was made to move from exclusive membership to a more inclusive model, to unlock future growth.**

BCS has engaged CMDi to support the achievement of strengthening its membership proposition. This will involve our Growth Builder programme and will see the development of recommendations to strengthen the brand, articulate compelling value propositions and reposition the organisation to take advantage of its heritage, whilst embracing increased relevance for this rapidly growing and ever changing sector.

CMDi worked with BCS to develop a growth strategy. In all our work for Institutes we ensure that the need for growth is carefully balanced with the need to protect and enhance the role of BCS as a professional body.



## Royal British Legion

**The Royal British Legion are the country's largest Armed Forces charity, with 180,000 members, 110,000 volunteers and a network of partners and charities.**

Members are involved in community support, remembrance, getting together, raising awareness and funds. They play a vital role, but their role is changing as the nature of the armed forces community and their needs change.

CMDi have been engaged to develop a research based strategy to support the development of a new value proposition to strengthen the role of membership within the Legion's charity based eco-system.

CMDi's role is to bring a fresh perspective to the identified challenges and responsibly identify current membership elements to retain, to improve and to add, so membership thrives in the changing environment.

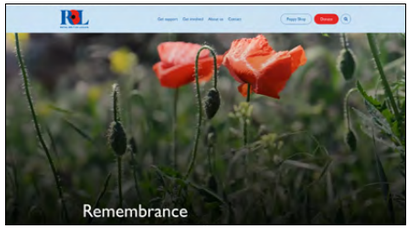
Our combined in-house research, strategy, and creative teams will use their extensive experience of solving similar challenges for membership organisations. As proven transformation specialists, CMDi will use the organisation's existing research and thinking, combined with the application of new world membership thinking to move the Royal British Legion forward in a way that addresses the key issues and builds a clear future direction for membership.

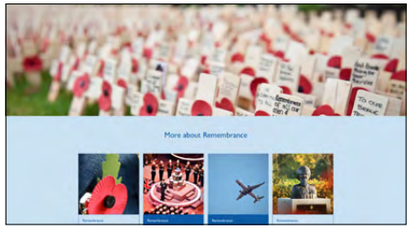
> *CMDi bring a wealth of membership specialisation, rigorous thinking, and a fresh perspective to the Legion's ambitions to strengthen membership for the next 100 years.*
>
> DIRECTOR OF MEMBERSHIP, ROYAL BRITISH LEGION

ROYAL BRITISH LEGION





## Chartered Institute of Building

**The Chartered Institute of Building (CIOB) is the world's largest and most influential professional body for construction management and leadership.**

They have a Royal Charter to promote the science and practice of building and construction for the benefit of society, and have been doing that since 1834. Their 46,000 members work worldwide in the development, conservation and improvement of the built environment.

CMDi have been engaged by CIOB over the past 5 years to support their transformation and have led a number of key strategic programmes.

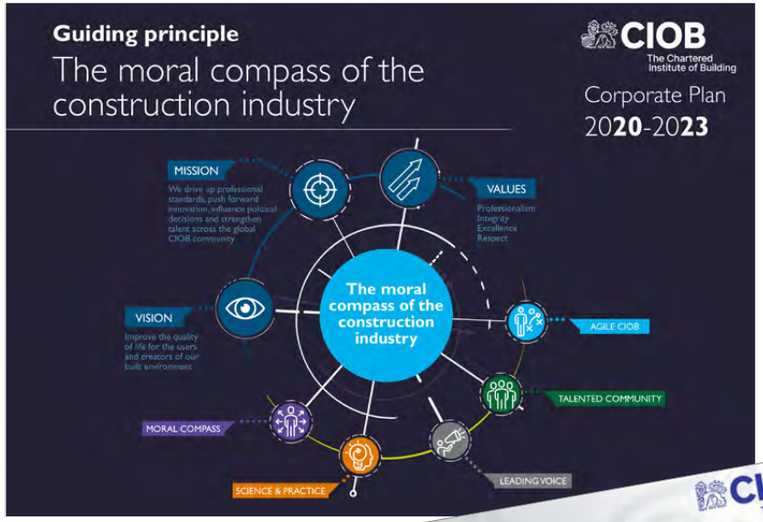
CMDi has provided strategic direction to help sharpen their corporate plan and design a framework that allowed it to be clearly communicated and embedded. This involved a series of workshops with staff and members of the Board of Trustees, a thorough review of the organisation's objectives for the next three years, and structuring those objectives to deliver improved value for its 46,000 international members and growth for the CIOB itself.

CMDi has also led their CRM linked member personalisation programme involving international member research, persona development, member journeys and value propositions.

CMDi were also retained to develop two game changing member propositions to engage new member types, extending CIOB's reach and influence with companies and clients, with the international ambition of positioning the brand as the go to membership body for construction professionals.

*CMDi have worked directly with us on a number of areas, they supported us in developing our current Corporate Plan and provided independent research for a couple of other significant projects. Each time they've delivered superb facilitation comfortably working with the Exec team and our senior stakeholders. The Corporate Plan in particular is considered by the Trustees as our most professional and progressive to date. We're working closely with CMDi now on a review of our company membership and they've embedded themselves in the team and have produced a professional draft report that provides the evidence we need for change.*

DIRECTOR OF MEMBERSHIP, THE CHARTERED INSTITUTE OF BUILDING (CIOB)






## BMF, The Builders Merchants Federation

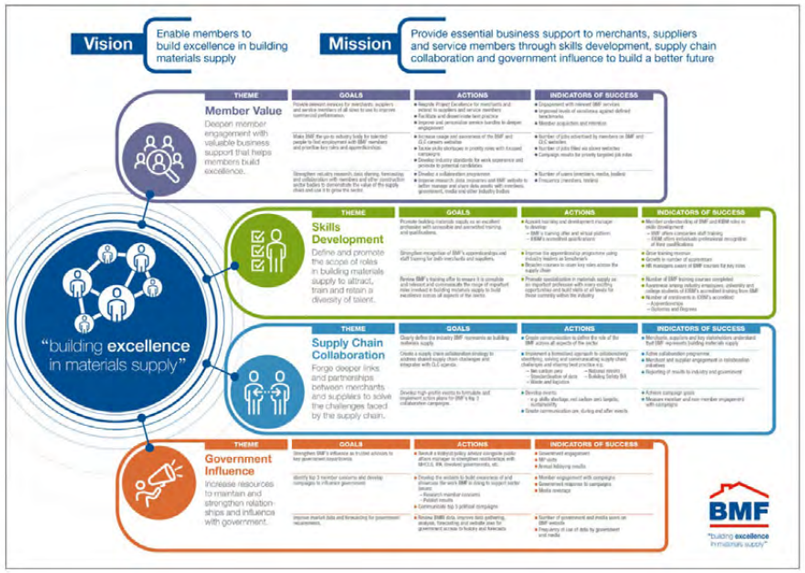
**To help strengthen commercial development and move the organisation into a new phase of growth, The Builders Merchants Federation appointed CMDi in 2017 as long-term brand strategy partners.**

Since then we have worked as an integrated part of the BMF team to develop a new positioning for the organisation, ‘Building Excellence’, supported by a vision and corporate plan and a CRM segmentation programme called ‘Project Excellence’.

Our team are also deeply involved at operational level helping to turn strategy into action by supporting the supply chain implementation programme with working group management across product data standardisation, sustainability, market data and building safety bill initiatives.

> *I would strongly recommend CMDi to any business needing help and assistance with defining their vision, mission and working on brand development.*
>
> CHIEF EXECUTIVE OFFICER, BUILDERS MERCHANTS FEDERATION

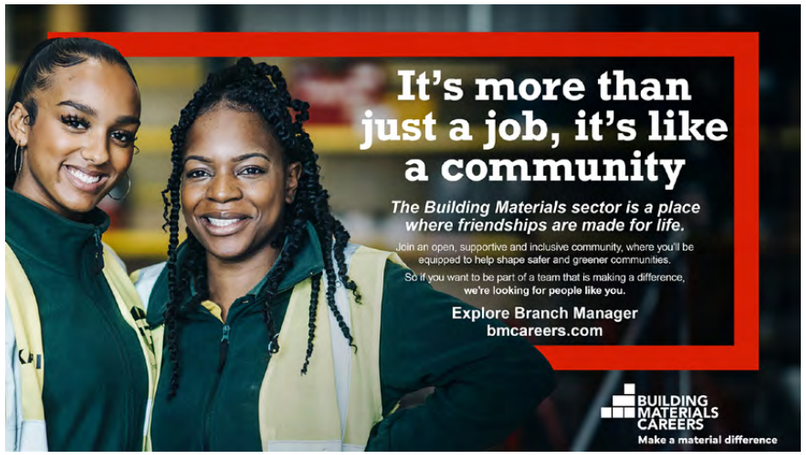
BMF
Builders Merchants Federation









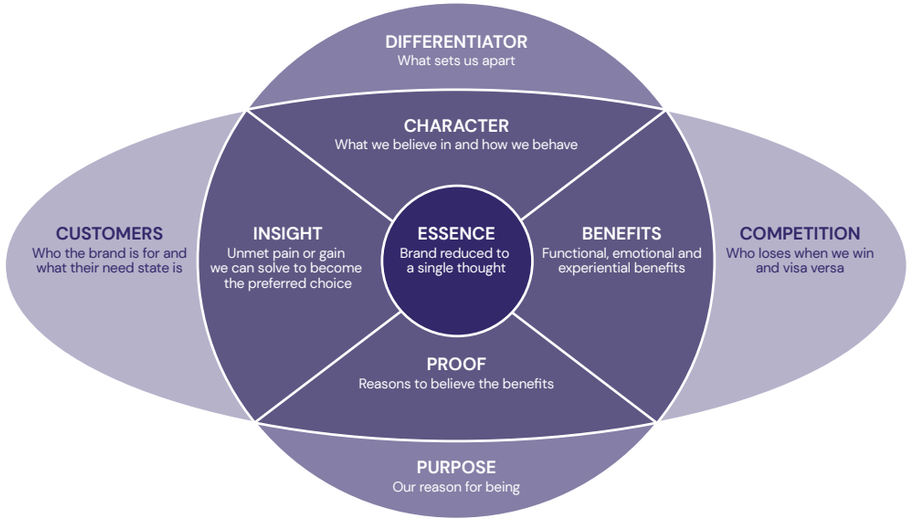
## Bradfords Building Supplies

**Bradfords are a successful, respected, regionally focused merchant, with a long heritage in the sector and local community.**

**Their leadership team came to CMDi to help answer the question 'why Bradfords?' and support their consideration of a differentiation strategy.**

CMDi are using their Brand Builder programme to assess the brand and its strengths to pinpoint the most powerful positioning strategy. We need to move the business forward with a future focused positioning, based on the brand's heritage, in a highly competitive environment, where differentiation is traditionally hard to achieve.

The work has involved close collaboration with a cross functional working group, customer insights, data, competitor and market reviews, to build a picture of how we can position the brand to be closer to customers than competitors.




*CMDi has been a constant support and invaluable partner in the various projects we have now undertaken together. Sharp perception backed up by an encouraging attitude have helped to drive progress and change. In my opinion her work to redefine and distil the necessary elements of the strategy for the BMF is one of the clearest strategy documents I've ever seen. But of course the really important proof of value is that the organisation use it as the basis for their activity and strategy every single day.*

HEAD OF SUSTAINABILITY, BRADFORDS BUILDING SUPPLIES

Bradfords



CMDi
building sharper brands

# Sharpen your strategy


To find out more contact Dianne Lucas, CMDi
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BMF
SERVICE MEMBER

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