

# **B2B MARKETING HAPPENING MARKETING 2021**

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**PRESENTED BY**



**SOPREMA**

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**WRITTEN BY:**

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# THE COMPANY

SOPREMA is an international manufacturing company that specializes in the manufacture of **waterproofing, insulation, greening and soundproofing products for the roofing, building envelope and civil engineering fields**. The company was founded in 1908 in Strasbourg, France and is now present in more than 90 countries.

The company's North American head office is located in Drummondville. In Canada, SOPREMA employs more than 800 employees in its 12 manufacturing plants, its 11 sales offices located in all provinces of Canada and its North American research and development center located in Drummondville.

SOPREMA is a family business owned 100% by the Bindschedler family, whom lives in Strasbourg, France, where the parent company is located. With the exception of European, African and Mexican countries, the North American head office located in Drummondville oversees all of the company's activities in **Canada** since 1978, in the **United States** (1985), in Asia (2004) and in South America (2012). SOPREMA's activities are not separated by territories, but in proximity to cultures. This is why SOPREMA North America deals with Asia and South America. SOPREMA has been able to decentralize its decision-making power throughout the world and rely on local strategies to ensure its growth. The North American division has a great deal of freedom and autonomy in its strategic decisions. **In addition, all profits generated in Canada are reinvested in the country!**



## MISSION

Ensure the growth and profitability of the company by focusing on:

- Innovation and business opportunities;
- The autonomy and competence of employees;
- Efficient production of quality product;
- Technical support superior to what is offered in the industry;
- Synergy between the various sectors of the company;
- The sale of products intended for buildings and civil engineering works.

## VISION

To be a leader in the design, production and sale of products that meet and exceed the demands of our markets.

## VALUES

**Integrity and respect:** Integrity and respect must be the basis of our dealings with customers, suppliers, colleagues and the community.

**Commitment:** We are committed to striving for excellence in everything we do. We must demonstrate judgment, professionalism, thoroughness, personal discipline, perseverance and team spirit and adopt a customer-centric attitude.

**Environment:** Our activities and growth must aim for sustainable development in order to minimize the effects on the environment. See the corporate organization chart in Appendix 6 for more information on the corporate structure.

## SOPREMA PRODUCTS

SOPREMA is a manufacturing company that specializes in waterproofing products (membranes and liquids), air and vapor barriers, insulation products, green roof systems and soundproofing solutions.

**The products manufactured by SOPREMA are installed on roofs, walls, foundations as well as inside buildings (floors, attics, interior walls, etc.).** Some products are also used in civil engineering constructions, such as bridges, parking lots, tunnels and even hydroelectric dams.

**SOPREMA has a century of expertise and is recognized for its high-end roofing products,** its unparalleled customer service, the great availability of its representatives and their technical support, its advantageous warranty programs and its comprehensive training for installers.

**SOPREMA's products have been used for several emblematic constructions such as:** the Maison Symphonique de Montréal, the CHUM, the Videotron Center in Quebec, the new Samuel-De-Champlain bridge, the Jean-Lesage hydroelectric power station (Manic-2), the reconstruction of the Voltigeurs de Québec armory, etc.

Regarding the positioning of SOPREMA **in the market**, the results of a survey carried out in January 2020 among customers (designers and specifiers) in Canada show that SOPREMA has a spontaneous awareness of 98% with regard to the products of waterproofing for the roof and 78% for the insulation.

## A VARIED CLIENTELE

**SOPREMA is a so-called “B2B” company**, meaning that the products manufactured are sold to other companies in the construction sector locally, and even internationally, through sales representatives and specialized distribution centers.

**The company has 4 important target audiences:**

1. **Owners of commercial, industrial and institutional buildings** (e.g. Hydro-Québec, SAQ, SÉPAQ, school boards, etc.)
2. **Designers** (e.g. architects, specifiers, engineers, etc.)
3. **Installers** (e.g. general contractors, roofers, etc.)
4. **Large distributors** (eg: Rona, BMR, Lowe's, etc.).

The role of large distributors is more in retail and semi-wholesale logistics and their advisory role, without being negligible, is less fundamental as their name suggests. They are distributors first and foremost.



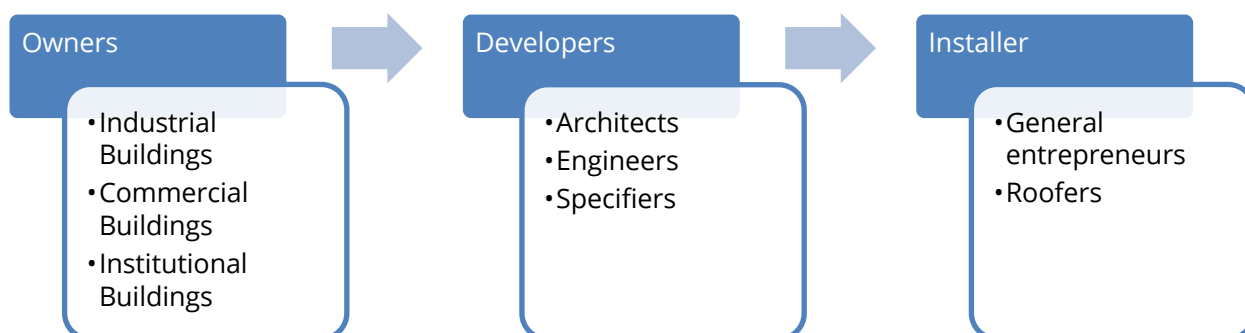
It is important to understand the process of incorporating a product into construction plans. First, the principal (owner) makes the decision to build or renovate a building or infrastructure, sometimes he has a team of engineers and technicians who sketch the project. Then the project is passed on to architectural or engineering firms. **The architects and engineers** (whom we will call in this document designers for reasons of simplification) draw up the plans and define the specifications of the various products that will be used in the project. The designers rely on the standards in force (concept of conformity with standards) to define the specifications of the structures. It is important to note that the standards are often minimal and that SOPREMA offers products that generally exceed the standards in terms of quality or resistance (this in line with its strategy of innovation and professional leadership).

**These 3 audiences\*** (building owners, designers and installers) **should all be targeted by the marketing team** even though the designers are often the ones who make the decisions (they write the specifications for a building). The three audiences contribute to the decision to purchase a SOPREMA product and are therefore all stakeholders in the decision.

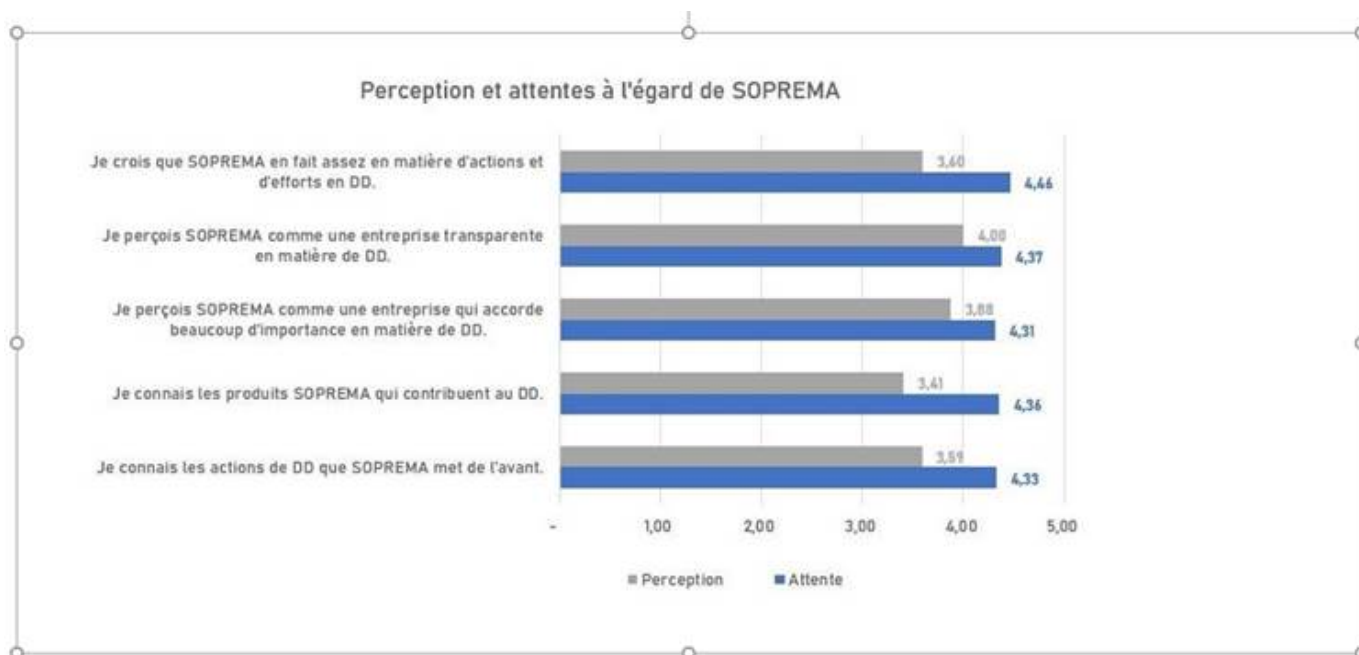
In fact, **designers** are rather difficult targets to convince when the time comes to launch a new product. They don't like change, they pretty much always keep the same specifications and they don't want to be the first to try a product so as not to jeopardize the success of a project. That's why they tend to follow minimum industry standards.

### 3 MAIN TARGETS

A survey was conducted in the summer of 2020 among Canadian architects aimed to gauge their perception of sustainable development and the actions taken by SOPREMA. We note that 80% of designers claim to take sustainable development into account, but also claim that their customers attach less importance to SD. Here are the results of the survey:



A survey was conducted in the summer of 2020 among Canadian architects aimed to gauge their perception of sustainable development and the actions carried out by SOPREMA:



# THE CONSTRUCTION INDUSTRY MUST REINVENT ITSELF

The construction industry is of increasing concern to people concerned with **sustainable development** since buildings have a significant impact on the environment. The construction and renovation of buildings use valuable natural resources. Then, when inhabited, buildings are responsible for a significant portion of all our carbon dioxide emissions. In addition, the construction industry is the industry that is the least innovative just after agriculture. The minimum standards to be respected are also old and some of SOPREMA's competitors only follow the minimum standards while SOPREMA aims to maximize standards. It targets A + while some competitors target C.

- 50 % des déchets solides proviennent de matériaux de construction
- Consommation de 12 % de l'eau potable mondiale
- Consommation de 36 % de l'énergie mondiale
- Production de près de 40 % des gaz à effet de serre (GES) à l'échelle mondiale

This is why SOPREMA considers it "important for all of us to rethink the way we manufacture, design, construct and transform our built environment. Whether we are architects, installers or government institutions, we share the same planet. We all need to take action to minimize the impact of our activities on the environment and health."

As a manufacturing company, SOPREMA's priority is to contribute to the **protection of the environment and human health as well as to the fight against climate change.**

In addition, it has the ambition to multiply and diversify the solutions aimed at supporting the evolution of sustainable building. She is acting as a pioneer in



making a difference in the construction industry with her **"building with the future in mind"** video.

**"Building with the future in mind"** video:

<https://www.youtube.com/watch?v=ATWZgTvY6SY>

# SUSTAINABLE DEVELOPMENT, SOPREMA'S PRIORITY

## DESCRIPTION OF SUSTAINABLE DEVELOPMENT POLICY

In January 2019, the company adopted its new sustainable development (SD) **policy** in Canada, a project it had been preparing since May 2017 (phase 1 of its SD campaign). Through its unique approach, it determined to develop an entire industry for which the impacts are major and changes are slow to take hold. This project, presented exclusively to the Mercuriades, summarizes two and a half years of internal efforts (in two parts):

### 1. The development of a new innovative and meaningful SD policy:

- Les nouvelles orientations de SOPREMA englobent les enjeux de la protection de l'environnement, des changements climatiques et du bien-être humain qui gravitent autour de l'industrie de la construction.
- The 14-page document contrasts with traditional formats (1-3 pages). This policy is revealing of meaning since the approach is based on the collaboration of stakeholders (circular economy) and the search for sustainable solutions in all sectors affecting the products and activities of the company (life cycle).

### 2. The application of an internal SD strategy:

- Being its main strength, the strategy focuses on raising awareness, educating and mobilizing internal stakeholders (at all levels) so that they can contribute to the development of the company, more particularly in

Quebec. The project therefore concerns the internal management of SOPREMA.

## FOUNDATION

The **policy** aims to structure the SD approach set up voluntarily by SOPREMA. It is intended for all stakeholders in Canada and abroad. It defines the company's **vision and commitments** in terms of SD to ensure consistency in the development of strategies and the execution of actions in the short and long term. Based on life cycle thinking, the approach is intended to be systemic, meaning that it encompasses all facets of the business that affect its activities and products. In addition to considering all the issues in SD, the approach has the usefulness of inspiring and generating meaning for stakeholders. It also helps guide them in the search for ideas, solutions and concepts that are both sustainable and transversal while being relevant to the company.

## VISION

To be the leaders of a future that changes the world through our sustainable solutions for buildings and infrastructure.

## ENGAGEMENT

Comes in three major projects dedicated to making SD a reality. The objectives, strategies and actions should contribute to the achievement of commitments such as environmental protection, the fight against climate change and the improvement of human health and well-being.

## STRUCTURE

Totaling 14 pages, the first two deal with the driving visual, the lexicon, the concept of SD, the object, the intentions, the innovative aspect, the vision as well as the commitments. The following pages discuss the various sectors of activity targeted by the policy, namely strategic development, supply, production, sales and distribution, installation of products, their use in the work as well as their end of life. useful life. In each section, it is possible to identify the stakeholders concerned, to know the goal (the nature of the expected actions) and to know the possibilities that exist in order to achieve SD. In other words, the policy acts as a “checklist” to guide all teams.

## STRATEGY DESCRIPTION

The strategy ran from January to December 2019. It aimed not only to increase SOPREMA's commitment (with management), but also to increase employee engagement in SD. Being a priority, employees are a determining factor for its implementation, because they are essentially the ones who will make SD a reality. The strategy was therefore based on raising awareness, training and mobilizing employees. In addition to recalling the importance they have with regard to SD, the means were conducive to exchanges so that they could express themselves freely. For each training, activity and newsletter, employees had access to the contact details of the SD manager so that they could share their opinions.

## SD POLICY PRESENTATION

From January to March 2019, 47 presentations (45-75 min) were given in person (sites in Quebec) and virtually (sites outside Quebec) to present SOPREMA's new orientations, i.e. the SD policy. This method made it possible to reach as many people as possible (465 people), to arouse their interest while mobilizing them around the process. In terms of structure, the presentation first looked at the policy in the broad sense and the outline and then looked at the targeted area of collaboration. The content of the presentations was varied as each was personalized using concrete examples relevant to the employees' reality. It all ended with a group discussion.

## PHASE 2 OF SD CAMPAIGN

In October 2020, SOPREMA hosted a **virtual (toll-free) live conference** titled "The Future of Green Building" presented by renowned architect Michael Green. During this presentation, it was about green construction and sustainable development as well as the reduction of emissions related to the building. Nature and architecture are two integral parts of our environment, but must the second exist to the detriment of the first?

In addition, in November 2020, SOPREMA launched the **Guide to sustainable solutions** (appendix 5), which brings together all the products and systems offered by SOPREMA in Canada that have been identified as solutions to promote responsible buildings. This guide is intended for construction professionals concerned with improving the way of designing, constructing, transforming and renovating buildings and infrastructure.

The tools put in place by marketing such as technical **documentation, marketing campaigns, newsletters, webinars, client presentations (Lunch & Learn), as well as technical events and tours across Canada** reassured many architects **on the quality of SOPREMA products over the years**. There are still many of them to be convinced, especially with an innovative SD policy in the profession.

## PROMOTING SUSTAINABLE DEVELOPMENT IN THE CONSTRUCTION INDUSTRY

The SOPREMA construction product company does not claim to be perfect. On the contrary, **itself dependent on petrochemicals**, it is aware of its impacts and has set itself GHG reduction targets which must be reached by 2030 in order to respect the commitment to “fight against climate change”.

*\*These targets were announced internally in February of 2021 and will be announced to clients in April 2021.*

|  Réduction au global (2030)  |                        |                           |                     |
|-----------------------------------------------------------------------------------------------------------------|------------------------|---------------------------|---------------------|
| Absolues                                                                                                        |                        | Intensité                 |                     |
| -71,63 %                                                                                                        |                        | -50,19 %                  |                     |
|  Réduction par source (2030) |                        |                           |                     |
| Bâtiments                                                                                                       | Transport des produits | Déplacements des employés | Procédés & produits |
| -20,46 %                                                                                                        | -16,98 %               | -33,40 %                  | -93,14 %            |



The notoriety, maturity, size and products, added to its new SD approach, position SOPREMA as an instigator and an influential collaborator in its field. This is realistically unique for the industry.

## YOUR MANDATE

SOPREMA wants to become THE benchmark for sustainable development in the construction sector while having competitive prices and increasing its customer base. **The company wonders, on the one hand, how can it popularize its sustainable development program** so as to better sell the ecological benefits to its customers while allowing the company to stand out from the competition.

### Question 1.

More specifically, when the sales force must promote sustainable development to its customers, **what are the 3-4 differentiation strategies / arguments to use to stand out? How do you ensure that customers perceive sustainable development as a long-term competitive advantage? SOPREMA has developed a great deal of content / tools on the subject, but how can it be made even more attractive and accessible to customers so as to increase loyalty to SOPREMA?**

### Question 2.

Each year, SOPREMA wishes to make a major event in SD. What would be the **best formula and promotion strategies considering that it must reach 3 distinct targets?** Much effort has gone into reaching architects so far (primary target and the most difficult to convince). The aim is to make SOPREMA's intentions known

and to initiate a change in mentality in the industry and among stakeholders. How can you convince them to choose SOPREMA as an innovative manufacturer?

→ **PLEASE NOTE.** SOPREMA has already held two "major" events on SD; a presentation in Toronto (2018) with an environmental activist to discuss today's challenges in building performance and sustainability and a live webinar with a renowned designer in the field; Michael Green (subject mentioned earlier). The company already does Webinars, L&L<sup>1</sup>, Lunch & Learns, Tech Demos, etc.).

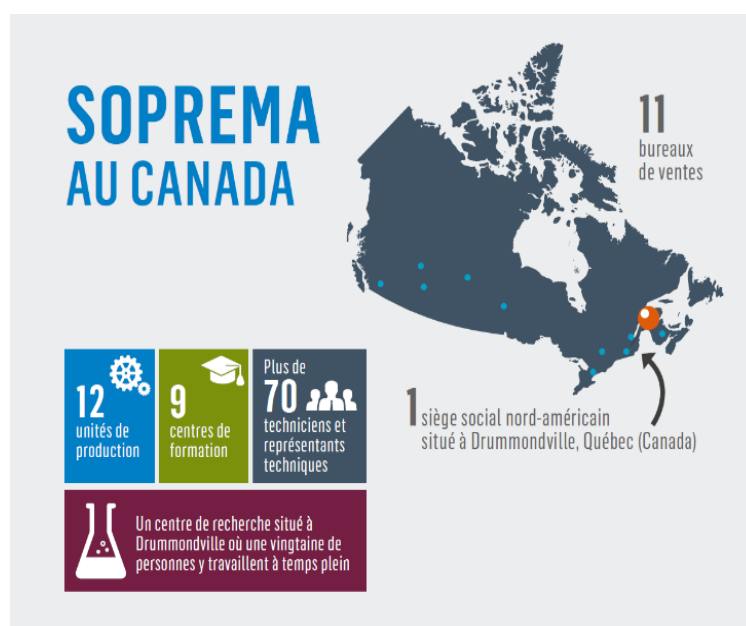
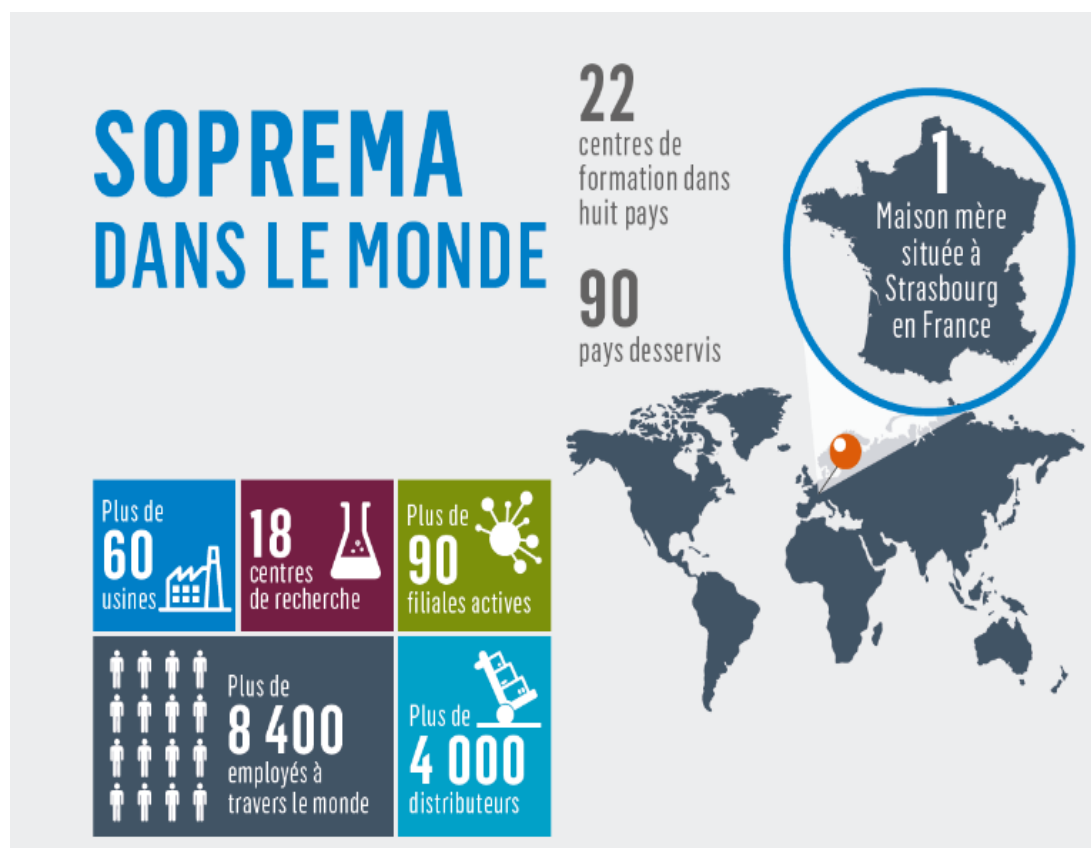
→ **TO BE EXCLUDED.** Eliminate promotion for the general public, such as large popular chains; TVA, Radio-Canada, etc. SOPREMA must reach its very specific targets. Costly investments are to be ruled out. How to reach the most people, at the best price.

→ **Example of differentiation** on which we are already banking: Roof resurfacing (instead of complete replacement) to reduce the production of raw materials and therefore of CO<sub>2</sub>, water management and reduction of heat islands in urban areas, and energy efficiency / acoustic comfort of residents.

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<sup>1</sup> L&L = Lunch and learn

# APPENDIX 1: SOPREMA IN NUMBERS



## APPENDIX 2: RELEVANT LINKS

### **SOPREMA sustainable development policy:**

[https://www.soprema.ca/wp-content/uploads/2020/07/Politique\\_DD\\_SOPREMA\\_23-06-2020\\_FR.pdf](https://www.soprema.ca/wp-content/uploads/2020/07/Politique_DD_SOPREMA_23-06-2020_FR.pdf)

### **The company's guide to sustainable solutions:**

[www.soprema.ca/fr/guide-solutions-durables/](http://www.soprema.ca/fr/guide-solutions-durables/)  
<https://go.soprema.ca/guide-solutions-durables>

### **For more information on sustainable development.**

SOPREMA's approach to sustainable development:

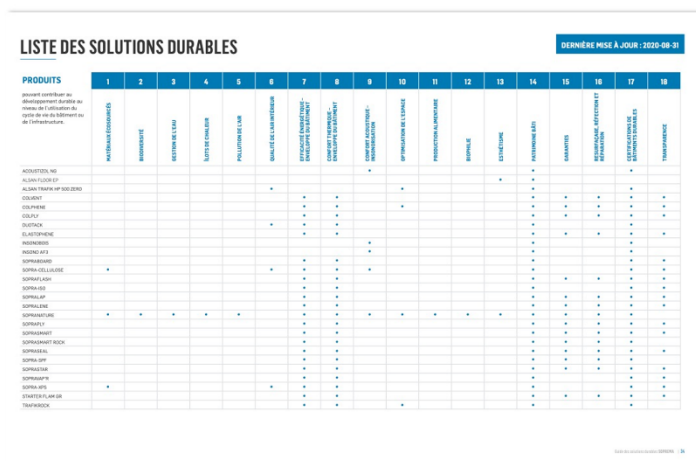
<https://www.soprema.ca/fr/developpement-durable/>  
<https://www.soprema.ca/fr/faits-preoccupants-industrie-construction/>

## APPENDIX 3: SOPREMA COMPANY'S SWOT

| STRENGTHS (+)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | WEAKNESSES (-)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Employer of choice</li> <li>• Importance of sustainable development</li> <li>• Encourages intrapreneurship</li> <li>• Innovation and investment in research and development</li> <li>• Good customer service</li> <li>• Maximization of established standards: Key player in the development of new industry standards to raise the demands of construction.</li> <li>• Leader in the industry</li> <li>• SOPREMA's expertise for over 100 years</li> <li>• Good reputation of their products</li> <li>• Excellent distribution network</li> </ul>                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Rapid growth; company employees and resources are struggling to keep up with increased sales</li> <li>• Lack of training and support for new representatives</li> <li>• Highly technical product and uneven level of knowledge between representatives</li> <li>• Difficult internal and interdepartmental communications.</li> <li>• Many architects and specifiers do not yet know that SOPREMA makes products for the building envelope.</li> <li>• Lack of clear strategic direction on some current product lines. (e.g. soundproofing and green roofs)</li> <li>• Gap in the management of transport costs and logistics</li> </ul>                                                     |
| OPPORTUNITIES (+)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | THREATS (-)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• SOPREMA intervenes directly in the construction sector, which is considered a positive factor of economic growth.</li> <li>• Several green building certifications such as LEEDMD and WELL encourage the selection of products such as those from SOPREMA.</li> <li>• The company listens more to the growing environmental and social concerns of its customers.</li> <li>• Climate change is forcing the construction sector to review the way buildings are designed and constructed, particularly in terms of energy efficiency to reduce their carbon footprint, improvement of waterproofing and insulation to limit pressures. heat and cold waves, revegetation in urban areas to alleviate the problems of air pollution, rainwater management, etc.</li> </ul> | <ul style="list-style-type: none"> <li>• It is possible that SOPREMA is exposed to issues related to the lack of integrity that exist in the construction sector.</li> <li>• Most of the raw materials that make up SOPREMA's products are fossil in origin and come from petrochemicals.</li> <li>• The company is active in a traditional industry for which the impacts are long-term and changes are slow to take hold.</li> <li>• Climate change increases SOPREMA's vulnerability, in particular since it affects its infrastructure, compromises the stability of the markets linked to its supply of raw materials and slows down construction sites.</li> <li>• Intensification of the price war with competitors.</li> </ul> |

Source : Statistique Canada 2018

## APPENDIX 5: GUIDE TO SUSTAINABLE SOLUTIONS



# APPENDIX 6: ORGANIZATIONAL CHART

## Direction Générale/ General Direction

2020-12-01

