

# Greening the “grey” & “Sustaining the way”

## Driving Green Marketing together with Sustainability Initiatives to gain Brand Differentiation

*Story of Insee Cement*

*[Previously known as Holcim (Lanka) Ltd]*

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### **Synopsis**

Insee Cement Lanka is a fully owned subsidiary of Siam City Cement Company, Thailand and it was called Holcim (Lanka) Ltd before it was acquired by Siam City Cement. Insee cement is the only integrated (go through the fully manufacturing process converting limestone into cement) cement manufacturer in Sri Lanka. Sri Lankan cement market is highly commoditized and mainly driven by price. There are more than 27 cement brands in the Island, including five main “Branded” players and all others are low priced economy versions. In late 90s company strategically understood the future threats expected from these economy players as the company started losing share for low end brands. As a multinational, Insee always wanted to maintain its “premium-ness” as a leading brand in the market specially in terms of quality and pricing. Cement as a product has so many limitations in brand differentiation. Technical benefits which are used by most cement manufactures are common to almost all cements and everyone tried being differentiated highlighting some of those and customers are confused.

Insee brands were always above all brands including its main competitors i.e Tokyo cement and Ultratec cement. When local and international players started to gain the share from the market, Insee (previously known as Holcim) wanted to deploy an enduring strategy to hold and gain share in the long run. The approach was two-folded, one was to have short and midterm plans forfeited with traditional marketing activities. Second approach was to introduce Sustainability Marketing which is also called Green Marketing which can drive the brand in the long run.

Cement production process produces lot of emissions to the environment and its contribution to global carbon dioxide (CO<sub>2</sub>) emission is 5%. Manufacturing of cement utilizes substantial