



07 • 10 • 20

GOALS

NEED A NEW FACTOR

- EASY TO UNDERSTAND BRAND RECOG. - KNOW ASTEC BUT NOT THE FULL COLLECTIVE MINDSET
- ASTEC = GIVEN (POSITIVE)
- BRAND OF CHOICE - NO BRAINER
- PLEASE SERVICE (NEED TO GET MORE) COME OUT W/ NO BLOW IS FIRED STRONGER DIST. NETWORK FOR HIRING ASTEC
- SYSTEM SOLUTION PROVIDER
- WHOLE STORY COMPANIES INDIV. CHANGE
- LISTEN/SOLUTIONS
- EVOLVE LEGACY - SUPPORTING GLOBAL INNOV. LEADER - EXTERNAL & INTERNAL
- BROADER EMPLOYEE CONNECTION BOY IN SEAM
- CONSULTANT/PARTNER EXPERTISE
- STRONG DEALER/DISTRIBUTION NETWORK - EASY NATIONAL SUPPORT
- SINGLE THOUGHT (TARGET)
- PURPOSE OF COMPANY
- INTERNAL ALIGNMENT
- INTERNAL LAUNCH -> ASTEC
- UNDERSTAND GROUP PERFORMANCE

SHARE HOLDER CONFIDENCE

SINGLE/CLEAR VISION

LEADER OF INNOVATION

CONTINUOUS PIPELINE

THE INNOVATOR

INVEST IN EMPLOYEES

ALWAYS ANSWER / WHAT'S NEW?

COMP. ADU. PRODUCTIVITY UPTIME!

EMPLOYER OF CHOICE B.P.T.W.

MANAGE INTERNAL COMPETITION

OPP. COST SERVICE/DEPTH

AVAILABILITY (ON PAPER)

TRUSTED PARTNER / PART. OF CHOICE

DEALER

CONSISTENCY

WORD OF MOUTH - REPEAT

DEMONSTRATION BIZ

THEY KNOW WHO TO CALL

WE ARE PRICE & PROFIT LEADER

NOT SCARED TO BE

INTERNAL SELF NEEDED

INTERNAL CONFIDENCE (SALES)

MANAGE EXPECTATIONS OF CHANGE

NEW MARKET OPP.

GROUP NAME

MANAGE CHANGE WITH CUSTOMERS

OPPORTUNITIES

DETERMINE / DIFFERENT CONTACTS UNDERSTANDING

CONFUSION

HOW DO I AFFECT THE LARGER COMP?

FAMILY OWNED -> GLOBAL CO.

OPP. TO DEFINE A MARKET / LOCAL (COMMUNITY) COMM.

NEW PRODUCT DEV. OPP.

TOO MANY - PRODUCTS THAT AREN'T READY

ROBUST BIZ PROCESSES IMPROVEMENT IN DIST.

MARGIN IMPROVEMENT

CROSS SELLING ONLY HAVE INTERMEDIATE CON EXPO

OVERCOMING CULTURE (DECENTRALIZED)

MESSAGES TO BREAKTHROUGH

CROSS-SELLING TRAINING

SOME EMPLOYEES AREN'T INVESTED IN ASTEC. - WHAT'S IN IT FOR THEM

GROWTH PROGRAM

EMPLOYEE NEED TO UNDERSTAND WHAT THEY'VE ACCOMPLISHED.

FEEL LIKE PART OF TEAM.

ON BOARDING SHIFT

EMPOWERMENT

LEVERAGING GLOBAL TALENT

WHAT'S OUR VITALITY RATE

STRUCTURE CHANGE

REDUCING COSTS

CAPACITY SHARING

GLOBAL PARTS DIS. - EFF TO CUSTOMER

SHARING TALENTS / REDUCING OVERLAP

LACK OF DATA AVAILABILITY

TOO MANUAL

SHARING CREATES CONFIDENCE

NEED CRM SYSTEM - GLOBALLY

RECRUITING AND TRAINING

HONORING LEGACY BUT OVERCOMING IT.

LOST - CUSTOMER BEYOND DR. BROCK BUT WANT TO SEE WHAT'S NEXT

REACTIVE TO PROACTIVE

PROPLY & SOURCE

DR. BROCK - SPIRIT - BASELINE

CORE VALUES - CULTURAL FIT ACROSS COMPANIES

THINKING OF A TOTAL SOLUTION

CHANNELIST. IMPROVEMENT

BUMBY - TOGETHER TO SUCCEED

CONFUSION: WHAT DO I PRODUCE? CUSTOMS, CUSTOMERS, EMPLOYEES

DOEN'T KNOW WHO TO CALL

COORDINATION

NAMES - COMPANY NAMES

WEBSITES

REASONS TO BELIEVE

STRENGTH OF SERVICE TEAMS

QUALITY / CONSISTENCY 4+ MIL

MARKET SHARE LEADER

OUR BUSINESS MAKES SENSE

ACTIONS TAKING RECENTLY

GIVING CREDIBILITY - MINDSET CHANGE

MARKET DRIVERS - GROWTH OPP. FOR LONG TERM (GLOBALLY)

VISION FOR BIG GROWTH

STRONG BALANCE SHEET

BELIEVE IN OUR PRODUCT

GROUP OF BELIEVERS

COMPETITORS AREN'T LEADERS

ROCK TO ROAD - CONCEPT

PROVING BETTER

LEGACY & NEW EMPLOYEE

LIVING CORE VALUES THROUGH ACTIONS

24/7 SUPPORT / HUMAN SERVICE / GD + PEOPLE

ORGE HUNGRY FOR CHANGE

TRANSPARENCY - INTERNALLY & EXTERNALLY

WE PROVE IT - ACTIONS

TESTIMONIALS - CASE STUDIES

WE DRIVE THE INDUSTRY AT LARGE

THE TIME IS RIGHT FOR CHANGE

WILLINGNESS TO INVEST

SURVIVED -> THRIVED THROUGH ADVERSITY

DOMINATE IN THE US.

LEADERSHIP (ROCK STARS)

PEOPLE / TALENT EXPERTS

LEGACY & NEW EXPERIENCE

TERNO ACTION ORIENTED

INVESTORS OBVIOUSLY BELIEVE

COMPETITIVE NATURE / LIKE TO WIN

TRUST IN DIR. FROM LEADERSHIP

WILLINGNESS TO CHANGE - AS LONG AS INFO FLOWS

TRUST FROM CUSTOMERS

RELATIONSHIP CHANGES

EXPERTISE / EXPERIENCE (COMPANY)

MODERN BEHAVIORS (LOW VALUES)

COMPANY IS HEALTHY - READY FOR GROWTH / ACTION

NIBBLE - DEPENDS ON COMPANY

CLOSE TO CUSTOMERS

THINKING DIFFERENTLY - IDEAS COMING FROM MANY PLACES

THINKING LONG-TERM

BEING SCALABLE

INNOVATION THINGS HAPPENING BUT COMM. IS ISSUE

WILLINGNESS TO TRY

BOARD SUPPORT COMM. TRUST

AUDIENCES

ASTEC AND EMPLOYEES

PERFORMING

CONFIDENCE, VALUE, VISION, SUST.

OPPORTUNITY, UNDERST. PERSONAL GROWTH, RETURN INVESTMENT

CONNECTED, CLARITY, PRIDE

DETAILS: VALUE PROP, INNOV., CONSISTENCY, SUPPORT, UNDERSTANDING

THIR RESPONSIBILITY, WHAT'S THE PLAN?

DIST: AVAILABILITY

DIRECT:

DEM: CONSISTENCY (TRUST), TREATED FAIRLY

SUPPLIERS: PARTNERSHIP VALUE, EASE, LONG-FOCUS, CONFIDENCE

COMMUNITY: TRAINING, JOBS, SOCIALLY RESP., SUST.

GOVERNMENT: SERVICES POLICY > INNOVATION LEADER / BETTER WAY

COMPETITORS: FEAR, WANT THEM TO FOLLOW, TALENT ACQ.

TRADE BODS: WHO WE ARE NOW? - SINGULAR.

PROCUREMENT: VALUE

BANKERS / LENDERS: CONFIDENCE (FINANCIAL)

OWNERS / OPP: SERVICES, SUPPORT

THE BOARD: STRATEGY, ACCOUNTABILITY

SUCCESS

WANT TO BE?

BEST IN CLASS / EMO. FIS.

BECKY RETIRES (5 YEARS)

EMPOWER OF CHOICE

ONE ASTEC BRAND

\$120 STOCK PRICE

BOARD SUPPORT

WE SEN AT-SHIRT

COMMUNITY RECOG.

GLOBAL PLAYER

50% 50% DOM. INTER.

1 OR 2 IN EACH PRODUCT LINES

DEEP EMOTIONAL INVESTMENT

GETTING CREDIT FOR THE VALUE OF THE COMPANY'S OUTPUT

WORLD CLASS DIS. OR INNOV. (ASTEC)

2020 - ONE ASTEC LAUNCH CON EXPO

RECOGNIZED BY LAST. AS THE INN. LEADERS.

HAVE INFO AVAILABLE - BECOME MORE DATA DRIVEN

STRONG INNOVATION PIPELINE / NEW PRODUCT

EASY TO DO BIZ WITH

RECESSION PROOF / PROACTIVE

0% - SAFETY RECORD

TOP QUARTILE TSR COMPANY

5 YEARS - SIGNIFICANT ACQUISITION

EMPOWERED / ENGAGED WORKFORCE

SUSTAINABLE GROWTH

SYSTEM IN PLACE

DIVERSE EMPLOYEE BASE

ON TIME SHIPMENTS @ 85%

DELIGHT THE CUSTOMERS

OUR OWN INTERNAL FINANCE

CRAFTING A BRAND THAT
CREATES BELONGING

FOR



PREP WORK

Laying the **groundwork** for positioning

- Phone interviews - 30 minute internal interviews (17 total) with leadership from across the company.
- Brand discovery session - Day session with large team that revealed technical and emotional sides of Astec.
- Online customer survey - 54 completed customer surveys that each totaled 28 minutes in length.
- Existing brand review - Review of materials, messages and online presence.



ONLINE
SURVEY
SUMMARY



HOW WE **USE** THIS SURVEY

- 54 completed customer surveys over a 5-day period. Each totaled 28 minutes in length.
- Small sample size doesn't allow us to generate statistical analysis.
- The results should be viewed more as discovery, very similar to the internal phone interview. Directional rather than statistical. There's great value in a glimpse of our customers understanding and emotions.



ASTECC is perceived as better than the competition by roughly half at meeting customer needs within top decision drivers.

Performance, Quality, Listening, Problem-solving

Areas of opportunity are primarily service and stability related.

- Stable and effective leadership
- Industry-leading customer service
- Overall relationship
- Valued partner/part of my team
- Price to performance ratio

Overall, 69% of ASTECC customers are satisfied with their current relationship, though differences exist among industries.

85% - Infrastructure, 55% - Mining/Aggregate, 64% - Energy/Other

ASTECC brand awareness and logo attribution is high among customers with few exceptions.

Osborn, RexCon

Responsiveness is the key. Product and industry knowledge is a distant second.

Customers want prompt, honest and accurate information, even if it is bad news.

Energy/Other customers express moderate levels of satisfaction, with comments that imply some disparity in how customer service is handled from brand to brand.



QUALITY + **TRUST**
(STRUCTURE) (STORY)







STRUCTURE

PURPOSE

YOUR "WHY?"

STORY



OUR PURPOSE

To be an ally for the industry.



OUR PURPOSE

To be an **ally** for the **industry**.

- Astec runs on relationships that are central to attracting new business and retaining existing business.
- All our offerings and “brands” work harder for the industry when aligned and connected.
- Our business must be viewed as consultants and trusted partners not simply manufacturers and service providers.
- Being an ally pushes us to innovate, to focus on quality and safety because you want to.



READY

SET

GO



OUR FOUNDATIONAL GOAL

Build a brand architecture and story that creates a sense of belonging, internally and externally.



OUR FOUNDATIONAL GOAL

Build a brand architecture and story that creates a sense of **belonging, internally and externally.**



COMMUNICATION OBJECTIVE

Demonstrate the value of a company brand that is unified under one purpose.



COMMUNICATION OBJECTIVE

Demonstrate the value¹ of a company brand that is **unified under one purpose²**.

1 • Demonstrate the value

We need to prove that what we say is real. Through our actions, relationships and communication, we will demonstrate our business model and philosophy. We can never forget that everything we do and say is communication about who we are.

2 • unified under one purpose

We have two sides to our amazing story. Each side supports the other to make our offering uniquely valuable. To fulfill our purpose of being an Ally we must do more than show unity, we must make it real.



OUR

KEY WORD



CONNECTIONS

This is literally our business historically, now and into the future but it's also the core action required to achieve our purpose as a company. Connecting our businesses together under an umbrella that's unified. Connecting our audiences to our offerings. Connecting with each other on a daily basis to cross-sell and innovate.



OUR
MESSAGE
HOUSE



EMOTIONAL BENEFIT

MESSAGE HOUSE PILLARS (REASONS TO BELIEVE IN YOU)

OUR REPUTATION

For more than four decades we have delivered something unique. We have a strong legacy of innovation and collaboration that has built the strongest reputation in the industry. But, we know, that our reputation is only as good as our last customer experience. That's why we're constantly building on the past to make our reputation even stronger into the future. Our reputation lives within the innovation and working philosophy we've built for today. Our past has helped show us the pathway to success within the industry. Our future depends on the reputation we're now creating every day.

OUR PEOPLE

We believe our people are our strength. They're the proof points that support our philosophy, the heart of our reputation as innovators and the power behind our success. Our people are living ambassadors of the values we hold ourselves to every day. That's because the foundation of our business is built on more than decades of experience, innovative products and unique services. It's built on the people that make us successful. It's critical to our future that we have the right people in place, embracing our philosophy and innovation mindset. It's our people that make the connections that will allow us to flourish and live up to our purpose.

OUR PHILOSOPHY

No matter how technical our job becomes we never forget that our purpose is to stand with our clients and partners to help them succeed. That thinking is the catalyst behind our collaborative, problem solving mindset. It's why we're focused on being personal instead of transactional. And it's the reason we're dedicated to being there for our clients and partners to help, no matter what. Our philosophy is built on the idea that connecting with the people we serve is a more powerful business tool than selling to them. It's the mindset that built this company from day one and the focus that will carry us into the future.

OUR EXPERTISE

Our purpose is to be an ally to the industry. That means we must offer more than a solid relationship. We must offer innovative solutions, solid expertise and a deep understanding that comes with experience. We can only deliver the kind of connection that creates new and lasting relationships if we have the business to back it up. Our expertise reveals itself through our experience and the innovation of our products and services. It's the technical side of our business that helps us define and achieve our purpose. It's our expertise that will continue to push us to innovate and allow us to connect.

ALL BRANDS THAT LIVE WITHIN THE NEW GROUP STRUCTURE

ASTECH INDUSTRIES



EMOTIONAL BENEFIT

“Whether it’s bringing new solutions, ideas, new tech, or just getting my butt out of a jam, I know Astec is there for me with whatever I need to make it work. It’s a partnership worth every penny.”

MESSAGE HOUSE PILLARS (REASONS TO BELIEVE IN YOU)

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ALL BRANDS THAT LIVE WITHIN THE NEW GROUP STRUCTURE

ASTEC INDUSTRIES



REASONS TO BELIEVE



BRAND PROMISE

We deliver the
best **results** in the
industry, **together.**



EMOTIONAL BENEFIT

[AstecIndustries.com](https://www.AstecIndustries.com), About Us: “Ultimately, our goal is to design and build state-of-the-art equipment which makes it possible for our customers to supply their customers with industry leading results profitably.”



OUR UNIQUE

CHALLENGE



“WE MUST HONOR
OUR LEGACY BUT
ALSO OVERCOME IT.”



CONCEPTS OVER ACTIONS

The concepts of Dr. Brock are universally accepted. They also directly overlap the other inspirational leaders from companies that have been acquired.

We **can't** be a company that looks to its founder for direction - i.e. Jack Daniels, John Deere.
We **can** be a company that holds our founder's principles up as a lens to the future.

- **Devotion to customer needs • Partner Mentality • Innovation through personal understanding**
- **Problem solving over selling • Products as support for relationships**



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COMMUNICATION
POSITIONING



WHAT WE DO

Designing • Manufacturing • Selling innovative,
productive, reliable, safe equipment • Service

HOW WE DO IT

Purpose



DIRECTION:

OUR “HOW”

MAKES US GREAT



WE ARE A
“PEOPLE MADE”
BUSINESS



COMMUNICATION POSITIONING

WE ARE A
“PEOPLE MADE”
BUSINESS

We're very good at making mechanical things. Machines that get the job done. We design, manufacture and sell some of the most innovative equipment in our industry. Equipment that takes productivity, reliability and safety to whole new levels. Over 40 years of creating patents, supported by unequaled service. Solutions that have been proven over and over to last longer and just work better. After 40 years there's still no one that can offer what we do.

But, these aren't the things that make us great.

Our success comes from how we do these things. We are a “People Made” business. That means we understand the unlimited potential of our own people and the power of being a true ally to the people we serve. Our future doesn't rest on the things we make but on the people that make those things great.



DIRECTION:

HUMAN

OUTCOMES



MANUFACTURING CONNECTIONS



COMMUNICATION POSITIONING

MANUFACTURING CONNECTIONS

Even in an industry focused on building mechanical monsters designed to crush, pulverize and melt, our business remains decidedly human thanks to one simple belief – That our greatest achievement as a company is in mastering the art of connection.

There are no patents on the wall to prove this mastery. No special departments or armies of relationship psychologists focused on it. Connecting in unique ways to our customers, partners and to each other is simply part of our DNA.

After all, “**connection**” is what our company was built on from the start. Helping to build infrastructure that literally connects people all over the world while creating solutions based on deeply understanding our customers. We know the amazing things we build are not our final products. Because we’re not really in the business of manufacturing things. We’re in the business of manufacturing connections.



DIRECTION:

SHARED

GOALS



RESULTS,
FROM THE **INSIDE OUT**



COMMUNICATION POSITIONING

RESULTS, FROM THE **INSIDE** OUT

Most businesses in our industry work as a secondary resource, coming to their clients as an outside partner to service their needs. While this classic approach has shaped our industry for decades, it's not where we've found our success.

Our business doesn't start with the solutions we sell but with the people we serve. Working side-by-side with our clients from the beginning, as a true ally, is how we've created results that are unmatched. We embed ourselves in our client's businesses to create unified solutions together.

For us, the greatest results happen when we start with a strong connection to our customer providing clarity and purpose-driven solutions. Solutions that are created together, from the inside out.



NEXT STEPS

- Approvals/Timeline
- Creative briefing and development
- Language and story development
- Brand architecture strategy and rules setting
- Cohesive visualization of brand architecture
 - Group organization and naming
 - Color adjustments and recommendations





THANK YOU