

# RISING FROM THE ASHES

Direct mail in the form of bricks put the ashes of a burned-down factory into employee hands as this company made an emotional commitment to a common future.

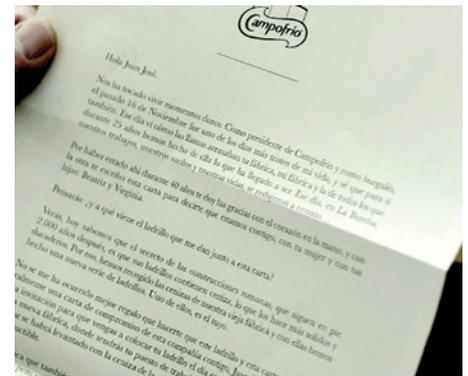
Campofrio's Burgos factory is its largest and most important facility. Nearly half the food the company produces for Spain is made in that building. So when, shortly before Christmas 2014, the building caught fire and was destroyed, the fallout was catastrophic.

Production stopped, market share plummeted and competitors swooped in to fill Campofrio's place on store shelves. Most horrifying of all, the livelihood of hundreds of workers went up in smoke before the holiday.

In cases like this, crisis manuals advise company leaders to say nothing. Pedro Ballvé, Chairman of Campofrio, knew he couldn't do that. Instead, he wrote to every one of the Burgos factory employees and, along with his letter, he included a brick.

Why a brick? The secret to the longevity of Roman construction is in their bricks: they're made with ash, an ingredient that renders them uniquely durable and long-lasting. So Campofrio collected the ashes of the old Burgos factory and turned it into 894 bricks, one for each person who was working in the building the day it burned down.

Ballvé's written promise was that the company would build a new plant with those bricks. In that way, every employee was part of the company's future. It was a powerful and tangible message for workers, as they held their factory's ashes in their hands.



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