

Client: Armour Equipment

# When Internal Culture Isn't Articulated

## Translating culture into a shared and scalable system

CONSTRUCTION

B2B

PROFESSIONAL SERVICES

A 2ND GENERATION BUSINESS

Brand Strategy

Brand Positioning

Culture Development

Communication Tools

Armour Equipment had built its reputation over decades through the way its people worked, with reliability, pride, and accountability. But these values lived informally, carried by individuals rather than expressed through the brand.

Making that culture visible changed how the organization understood and projected itself.

### The Situation

For more than 40 years, Armour Equipment had established itself as a trusted leader in construction equipment and scaffolding services across Alberta.

The business was strong. The culture was strong.

But as the organization grew, that culture remained implicit, experienced day to day but not consistently communicated across teams, roles, or locations.

### The Discovery

What appeared to be a need for a new identity was not a visual problem. The culture existed but had never been structured or expressed.

Across teams, a consistent set of values emerged: pride in hard work, commitment to safety, loyalty to one another, and a shared sense of responsibility.

These principles shaped how the business operated. What united the company was real but not clearly defined.

### THE IMPACT

#### CULTURE MADE EXPLICIT

Decades of unwritten values articulated into a shared system.

#### INTERNAL ALIGNMENT

A unified brand narrative across teams, roles, and job sites.

#### A SYSTEM TO SCALE CULTURE

A foundation supporting growth, leadership, and onboarding.



## The Realignment

The challenge shifted from defining the brand to making the culture usable:

**How can what already exists be made clear, shared, and scalable?**

A clear direction emerged, one that positioned culture as the foundation of the brand.

Not something to invent, but something to articulate, structure, and activate.

The brand was restructured to express:

- A culture built on reliability, pride, and accountability
- Shared values that guided behavior across teams and roles
- A common language that connected leadership and staff

## The Activation

The articulated culture was translated into tools that could be used across the business.

At the center was a culture book, designed as a practical reference for onboarding, communication, and leadership alignment.

It captured:

- The company's purpose, vision, and values
- Real employee stories and lived experiences
- The behaviors and mindset expected across the organization

Supporting materials extended this system into daily operations through internal communications, field tools, and leadership frameworks.

The brand became something employees could recognize, understand, and apply.



When internal culture isn't articulated,  
the brand remains incomplete.

**This is the work Rebox does.**



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A B2B BRAND DISTILLERY

Rebox helps organizations align what they build with what they stand for.

[WeAreRebox.com](http://WeAreRebox.com) | [MrRob@WeAreRebox.com](mailto:MrRob@WeAreRebox.com) | 403.531.6240