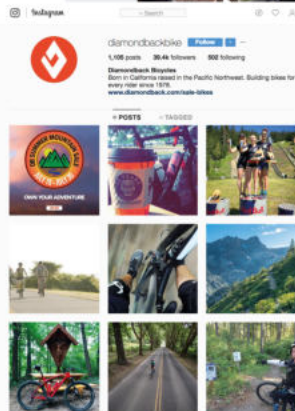


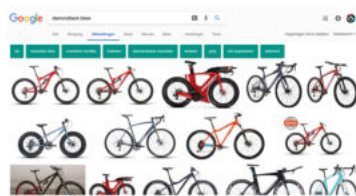
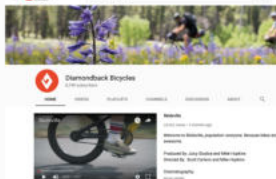
print

DIAMONDBACK



Previous brand
essence:

Inspiring “Hell Yes”



advertisements



Diamondback, the challenge

The current status

Diamondback as a brand is under serious threat mainly due to the steep decline with more than 50% in its home market USA. To prepare Diamondback for global growth we need to position it more sharply and first win market share back in the USA

The challenge

This will be our global online only brand, offering **accessible adventure** to a large target audience



Diamondback, future's positioning

Segment

Primary target:	active leisure bikers
Secondary targets:	demanding bike lovers

Positioning

Brand essence:	Accessible adventure
Brand purpose:	We exist to enable everyone to enjoy the adventure nature has to offer



Go on a razzle



Daily coffee break at work



Free in nature

DIAMONDBACK

The great escape

Hero for a day

Escape the daily routine. Get away from your 9 to 5 office job. That is what you want deep in your heart. Leave conventions behind you, go a little crazy, listen to your primal instincts, go for it!

But not too much

That's why you don't drastically change your life, but instead, jump on your Diamondback in the weekend. To simply get away with your friends, to feel free in nature, to be a hero for a day. What a relief. Not as an insurance man and family man but just a man. Without taking too many risks right away. Because you are looking for the edges of the ravine with your cool MTB, but never, never, never over it. You are the one of all MTB drivers who always squeez-

ing the brakes in time. Because, even more than adventure you seek comfort, safety and control. Exactly the features that you have always looked for in a bicycle and finally found in your Diamondback.

Brand purpose

Enable everyone to enjoy the adventure that nature has to offer.

DIAMONDBACK



Person: Colin Firth
Ideal neighbour
Responsible
Sympathetic

Diamondback Bike Design
Ergonomic
Comfortable adventure
Thought through



Usage
Mini-adventure
break of daily routine.
Hero for a day



Individual or group?
Unwinding with
like-minded people



Household
Stable family,
harmonious life
Strong family ties



Profession
Carterra employees
Insurance industry
IT industry



Income
1.3k Million income



Fashion
GAP
Coach
Levi's



Car
Chevrolet Impala
Ford Fusion



Vacation
National Parks trip
Northern lights
Club Med



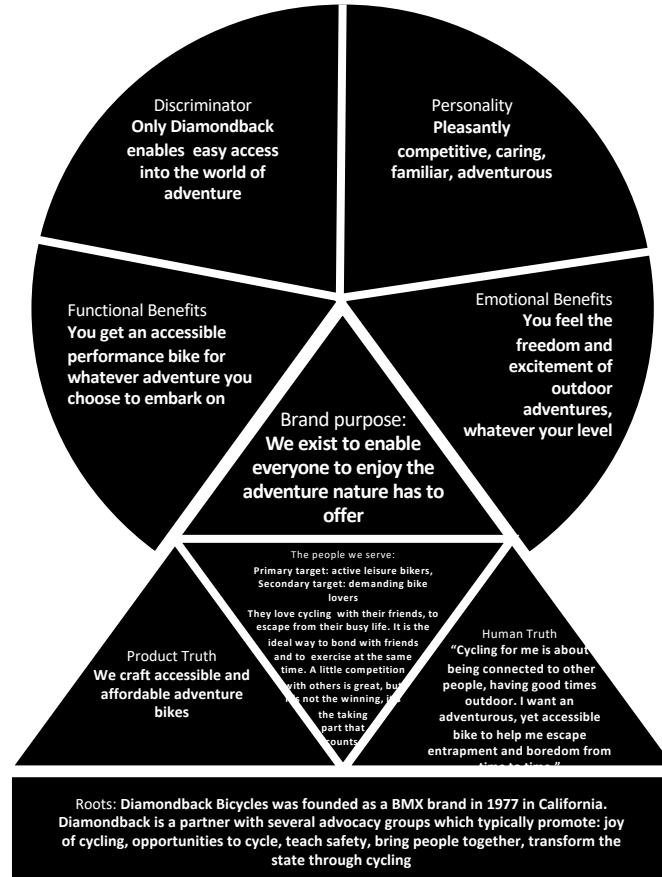
Hobby
Pinterest follower
Reading bestsellers
Costume Halloween



Song
Wild thing
The Troops

DIAMONDBACK

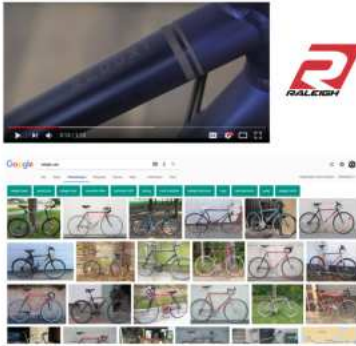
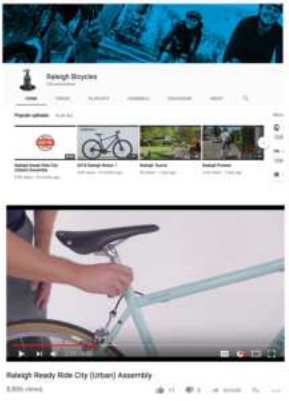
Brand key



web

Visual brand audit

print



Previous brand essence:

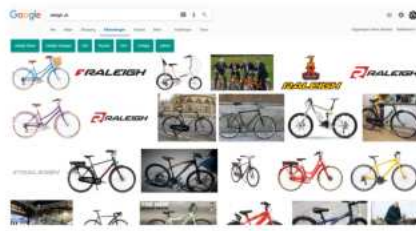
Everything for a smile

social

google

advertisements

print



Previous brand essence:

**With every
pedal, we'll
make you
smile**

advertisements



Raleigh, the challenge

The current status

Raleigh is engraved in the collective memory across the globe, however because of a poor distribution situation, products that do not match the dream that people still have of Raleigh and a mainstream current image we are not able to monetize this rich brand awareness

The challenge

The single one brand in the portfolio and in the industry with global brand awareness has the potential to become the global bicycle brand **by infecting everyone with the contagious joy of cycling**



Raleigh, future's positioning

Segment

Primary target:

urban bikers

Secondary targets:

everyday bikers, occasional bikers

Positioning

Brand essence:

The Iconic Bicycle brand

Brand purpose:

We exist to spread the contagious joy of cycling



Joy of cycling



Tour de France



The Italian Job film

RALEIGH

Celebrating a British Icon

British pride

Raleigh is a child of the swinging sixties: frivolous, playful and hip.

Iconic designs such as the Chopper and legendary models from the Tour de France gave colour to an era.

It was a classic with a twist that made Raleigh the defining image for a complete generation. The brand grew into British pride on two wheels, creating its own cultural status and legacy.

Nostalgia in a modern way

Raleigh embraces its rich tradition and returns to its hip roots. Swinging, à la Mini, the revival is on. How special would it be if 'Mister Design' himself, Sir Paul Smith, puts Raleigh back on the map with a limited edition. As the epitome of Raleigh's

new style: light-footed, playful and quirky. This is how Raleigh becomes the face of a generation again. Extravert, a tad eccentric, boyish & forever young. Ready to conquer cities and put the joy of riding into practice.

Brand purpose

To spread the contagious joy of cycling.

RALEIGH



Person: Jude Law
Epitome of cool
Tongue in cheek
Quirky



Raleigh Bike Design
British roots
Joyous
Modern classic



Usage
Early adopters
of the urban bike
commuter / wanderer



Individual or group?
standing out
Frivolous touch



Household
Young family
Laidback bachelor



Profession
Tech start-up Silicon Valley
Art-director
Cultural influencer



Income
Freelancers



Fashion
Dr. Martens
Paul Smith
Vintage sneakers



Car
Mini Cooper



Vocation
Citytrips
Alternative festivals
Short family trips



Hobby
Record store day
Monocle magazine reader
Tasting local brewery beers



Song
Viva La Vida
Coldplay

RALEIGH



Brand key

Roots: Raleigh is one of the world's best known and oldest bicycle brands. Established in 1887 in Nottingham UK and still based there. Throughout the years iconic bikes came from Raleigh, such as the Burner, Grifter and Chopper, as well as cutting edge bikes like TI Raleigh Tour de France frames

web

Visual brand audit

print

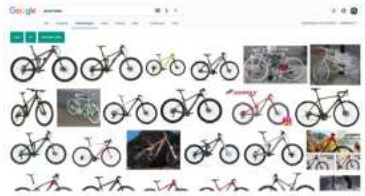
GHOST



SUBSCRIBE 4.7K



GHOST



social

google

aadvertisements

Previous brand essence:

You deserve a great ride



Ghost, the challenge

The current status

Ghost has the opportunity to become a truly global brand - both in the mountains as in the cities - but is suffering a lack of energy at the moment that is slowing sales down

The challenge

Ghost will focus on mtb entirely with the ambition to become the biggest, **global tribe of MTB enthusiasts**



Ghost, future's positioning

Segment

Primary target:	sporty bikers
Secondary targets:	active leisure bikers

Positioning

Brand essence:	Human centered performance technology
Brand purpose:	We aim to be the world's most dedicated tribe of MBT-enthusiasts



Campfire stories



Excell in MTB competitions



Friends for life

GHOST

(The) Bike for the tribe

Comradeship

"Your scars are your tattoos". It could be the graffiti text at a New York subway station, the catch phrase of Ghost fanatics. Rugged guys who like change. Independent spirits, freedom-loving, adventurous, but above all: sworn comrades. Together, regularly roaming nature. In combat with themselves and the elements pushing their own limits. Letting off steam, gaining new energy, becoming one with each other and nature, that is the common goal.

The extra mile

Mutual competition is an important motive and the high-performance bike is the ultimate means to bring out the best in each other. They look for the edge, everything must make way for the perfect race. Going the extra mile is the motto,

but without losing sight of each other. Because in the end it's all about the group feeling, the indescribable experience when you finish together. Thus, respect for nature goes together with respect for each other's nature. That makes the experience in the untamed wilderness even more authentic. That makes Ghost tough, masculine and a product of unconditional friendship. Literally and figuratively a bicycle of the outdoor category. Also, on the professional MTB circuit, where exceptionally many prizes have been won by Ghost.

Brand purpose

To be the world's most dedicated tribe of MTB enthusiasts.

GHOST



Person: gang of friends

Pursue each other's limits
Freedom and Happiness
Tough guys

Ghost Bike Design

Robust (off road territory)
One with nature
Adventurous



Usage

How nature taking
with your pals
Leading in international MTB
competitions



Individual or group?

Comradeship



Household

Lives with his friends
from college
Postpones adulthood



Profession

Barista
Storemanager sustainable
supermarket
UX Designer



Income

Median Income



Fashion

Vans
Comart



Car

Second hand
4x4 Toyota



Vacation

Adrenalin packed holidays
Shark diving
Off piste skiing



Hobby

Paintball
Gaming
Music festival Coachella




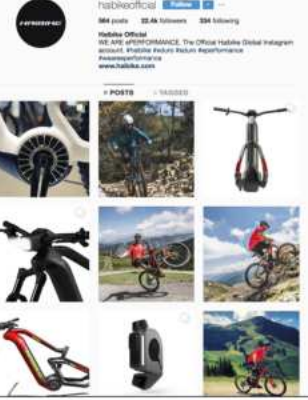












Song






Smells Like Teen Spirit
Nirvana

Brand key









Previous brand essence:

We are e-Performance



Haibike, the challenge

The current status

Haibike is driving Accell's turnover and is the force behind its largest market Germany, but shows signs of declining interest and may lose its momentum soon

The challenge

Direct action needed: the brand that drives the income of the group needs continuous care. To maintain the income and grow its potential we need to invest in making Haibike the globally recognized leader in **powerful, sportive e-bikes**

Haibike, future's positioning

Segment

Primary target:	demanding bike lovers
Secondary targets:	urban bikers, sporty bikers

Positioning

Brand essence:	Riding power
Brand purpose:	We exist to e-empower you to conquer grounds previously only accessible in your wildest dreams



e-Testosteron



Men of Steel frames



Mission Impossible: Halfvital

HAIBIKE

Mister Bellwether

Masculine character

Muscles. That's what Haibike has always shown, right from the start in 1995. The brand exudes toughness. Soon, Bavaria was too small to achieve the ambitions; winning on all fronts. And that worked out well. Haibike has become the norm in ePerformance, overloaded with prizes for design, engine technology and frame, frequently – and in vain – imitated by copycats.

The winning mentality of the brand is reflected in the type of man who likes to be seen on Haibike. Tough, expressive, sure of himself. We will see that distinct masculine character more often on the streets. Because that is where Haibike wants to show its dominance. Just like the BMW x5, Haibike has the goal not only to face the moun-

tains and forests, but also to conquer the urban jungle.

Perhaps we can do that with the help of the blockbuster series Mission: Impossible. The classic action movie, full of spectacular chase scenes and stunts, performed athletically by Tom Cruise on the Haibike. We are already looking forward to the trailer of the megahit *Mission: Impossible – Halfvital*

Brand purpose

To e-empower you to conquer places previously only accessible in your wildest dreams.

HAIBIKE



Person: David Beckham
Athletic
Extravert/expressive
Masculine



Haibike Bike Design
Bold statement
Macho
Competitive



Usage
Weekend trip in nature
trading on the boulevard
(remote business district)



Individual or group?
Family man
Self-orientated



Household
50+ new dad
Career driven



Profession
Real estate broker
Management consultant



Income
Affluent



Fashion
Peak Performance
Gucci/ Louis Vuitton
Breitling



Car
BMW X5
Porsche Cayenne



Vacation
Bike tour in the Alps
Saint tropez
To be seen vacation Kitzbühel



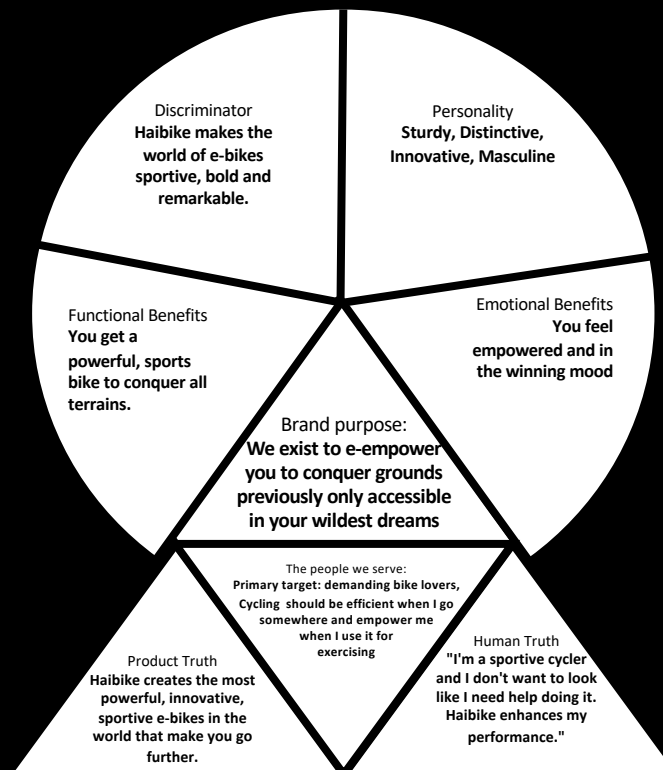
Hobby
Golf
Heli Skiing
Yachting



Song
Enter Sandman
Metallica

Brand key

HAIBIKE

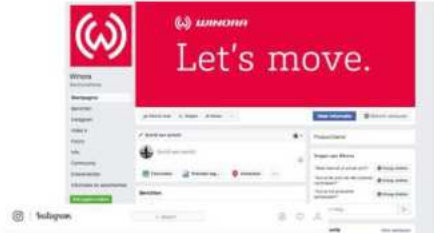


Roots: Founded in 1995. Germany. Synonymous to an entire category – „Haibike is ePerformance“ Inventor, pioneer and innovation leader. Haibike were the first and have earned deep knowledge in developing sportive eBikes. Haibike has turned the image of the e-bike around: from riding with support to riding with empowerment

web

Visual brand audit

print



social

google

advertisements

Previous brand essence:

Sustainable mobility for all



Winora, the challenge

The current status

Even though Germany is Winora's biggest market, it is still a small brand there with only 6% market share and a very low brand awareness

The challenge

Winora will be the people's brand that supports families in every life stage by making cycling accessible, safe and enjoyable

Winora, future's positioning

Segment

Primary target:	every day bikers
Secondary targets:	occasional bikers

Positioning

Brand essence:	The family bike
Brand purpose:	We support families in every life stage by making cycling accessible, safe and enjoyable



Member of the family



Children's bike



All in the family



Accessible

Winora once made the world rejoice with the first children's bicycle. The mission of the brand became clear: to make the bicycle accessible to the whole family. Winora has now explicitly claimed its place. Together with two children and a dog, Winora forms an inseparable part of the ideal family in an urban environment.

Support and assistance

The role that Winora has taken on in the family is cast. As a safe and comfortable bicycle, Winora is the ideal companion for all activities in hectic (family) life. As a children's bicycle to school, as indestructible girl's bike for secondary school, as a means of transport to work and as a touring bike for the weekends and during holidays: Winora is the

reliable link. Available for a lifetime, ready to take on responsible tasks and execute them. Winora is the helper. The carer. The support and haven that illuminates the lives of everyone in the family.

Brand purpose

We support families in every life stage by making cycling accessible, safe and enjoyable.



Person: Kati Middleton
Role model
Reliable
Caring



Winora Bike Design
Functional
Deutsche Gründlichkeit
Simplicity



Usage
Bling with family
Shopping + commuting
Take the children to school



Individual or group?
Bicycle serves as a mode
Indispensable value in
the family



Household
Close family
Parents are involved
with kid's school
activities



Profession
School teacher
Middle management



Income
Lsa Median Income
Retired



Fashion
Habit
Esprit
Sales shopping



Car
Vw Touran



Vacation
Disneyland with family
Hiking + biking in Schwarzwald
Beach holiday in Spain



Hobby
Kite flying
Rolling cake
Team sport



Song
We Are Family
Sister Sledge

Brand key



WINORA



Roots: Founded 1914. Schweinfurt, Germany. Sir Wiener - founder - invented the world's first children's bikes in 1921. Still till this day Winora makes cycling accessible to everyone ("mobility for all"), enhancing cycling safety by extremely reliable products

web

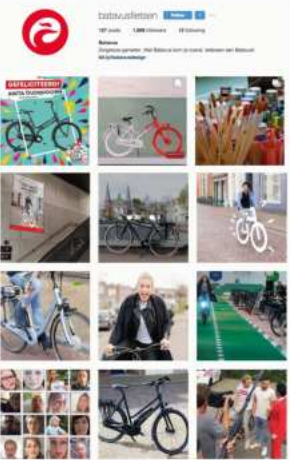
Visual brand audit



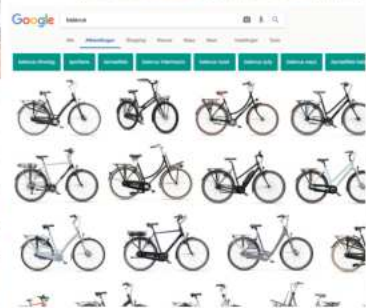
print



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social



google



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Previous brand essence:

We make Holland fan of BataVUS!



Batavus, the challenge

The current status

Batavus has high awareness but not a strong and relevant brand image in the Netherlands; creating renewed relevance should be the primary objective

The challenge

The sleeping giant has lost its iconic value. We need to resurrect it as the family brand that stands for **safety in cycling** in a modern way

Batavus, future's positioning

Segment

Primary target:	every day bikers
Secondary targets:	occasional bikers

Positioning

Brand essence:	The safest bike
Brand purpose:	We exist to keep our riders and their riding environment safe



15 million people



Including Prime Minister Mark Rutte



From generation to generation



The bike for 15 million people

Down to earth

Chances are that on a weekday you will see our Prime Minister cycling to work together with officials, housewives and students. That is what we, the Dutch, think is the most normal thing in the world. Status doesn't say much to us. We are down to earth and do not feel the need to put ourselves above others. This also applies to our queen of the catwalk, Doutzen Kroes, who prefers to be an ordinary Frisian woman.

Connecting

This attitude means that we are open to each other in the Netherlands and can easily pull together. Through polders, over dikes, on the ferry, through towns, villages and hamlets. "Samen uit, samen thuis" (we're in this together). It isn't surprising that this age-old Dutch

saying is the Batavus motto.

Because if one brand is inclusive and connects us, then it is Batavus. As the most democratic brand in the Netherlands, it is accessible to everyone and built for everyone. Safe, reliable and extremely solid. Ideal to cross our small, busy country. And strong enough to protect you if a scatty Prime Minister accidentally runs you over.

Brand purpose

To keep our riders and their riding environment safe.



Person: Doutzen Kroes

Hobbies: Sporting presence, roots from Friesland / no nonsense / Just act normal, that's already crazy enough



Usage

Multi purpose: Mothers cycling with children, cycling with the whole family + Labrador



Individual or group?

Out together, at home together



Household

Average family with Labrador



Profession

Care sector, Cost center employee, Host / hostess



Income

Median income, Retired



Fashion

C&A, Primark, Mark & Spencer



Car

Volkswagen Passat, Toyota Yaris



Vacation

Vacation with neighbours, Camping



Hobby

Board games with family, Neighbourhood barbeque



Song

15 miljoen mensen

Watching TRIO TV programs





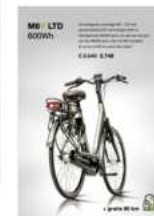
Brand key

Roots: Since 1904. Typically Dutch. Recognized for numerous quality and safety innovations. Reliable and safe craftsmanship. Detailed attention for the customer. Recognizable, mainstream brand. Royal medals, assembled in NL

web

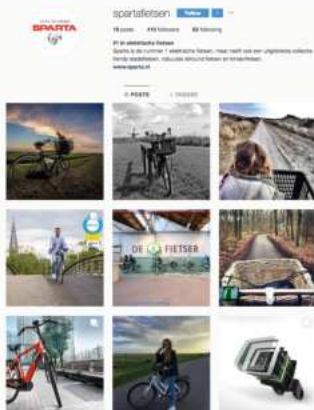
Visual brand audit

print



Previous brand essence:

Discover New ways!



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ENJOY THE ENERGY



social

google

advertisements



Sparta, the challenge

The current status

Sparta and Batavus are currently interchangeable. To leverage the growing e-bike market in the Netherlands we need Sparta to be a strong, young, attractive and modern e-bike brand

The challenge

We will resurrect the other sleeping giant by making this the brand that stands for **the most innovative urban e-bikes/transport** in the Netherlands

Sparta, future's positioning

Segment

Primary target:	urban bikers
Secondary targets:	demanding bike lovers

Positioning

Brand essence:	The innovator
Brand purpose:	We exist to improve the way urban people move by making (e-)mobility more innovative and desirable



Innovation



Bicycle thefts



Dedicated mechanics

SPARTA

Dutch (Re)new(er)

Reinvent yourself

Every day going all the way. Putting everything aside to be sharper than your competitor. Wanting to win whatever it costs. And if it goes against you, turn everything around and reinvent yourself. It is an adage from Dafne Schippers, who, after years of training work dared to throw away her sprint technique and grew into one of the most formidable competitors in the world.

Dutch Innovation

Showing guts and taking risks on a daily basis is what drives the other figurehead of Dutch Innovation, Sparta. Never rest on your laurels. The world continues to amaze. And for a century, since 1917. Bicycle, tricycle, moped, motorcycle, moped, e-bike, time and again Sparta set the tone with smart

technical innovations. In that respect, Sparta has a great past, but even more than that, a promising future, which is being redesigned every day. As a pioneer from the first hour – fresh, lively and modern-minded. An example of Dutch entrepreneurship, innovation and drive. Which especially comes into its own in places where progress is encouraged and celebrated: the (peripheral) urban environment.

Brand purpose

We exist to improve the way urban people move by making (e-) mobility more innovative and desirable

SPARTA



Person: Dafne Schippers
Dutch trailblazer
Dutch pride
Sportive



Sparta Bike Design
Pioneership (first e-bike)
Innovative
Techsavvy



Usage
Daily commute
Sightseeing
Take children to school



Individual or group?
Working in a cafe
Social animal



Household
First house buyers
New developed areas of a city (suburb)



Profession
Web developer
Dental hygienist
Physiotherapist



Income
L&A Median Income



Fashion
HEMA (revitalizing Dutch pride)
& Other Stories



Car
e-Smart



Vacation
Active, vital vacation (rafting, canoeing in the Ardennes)

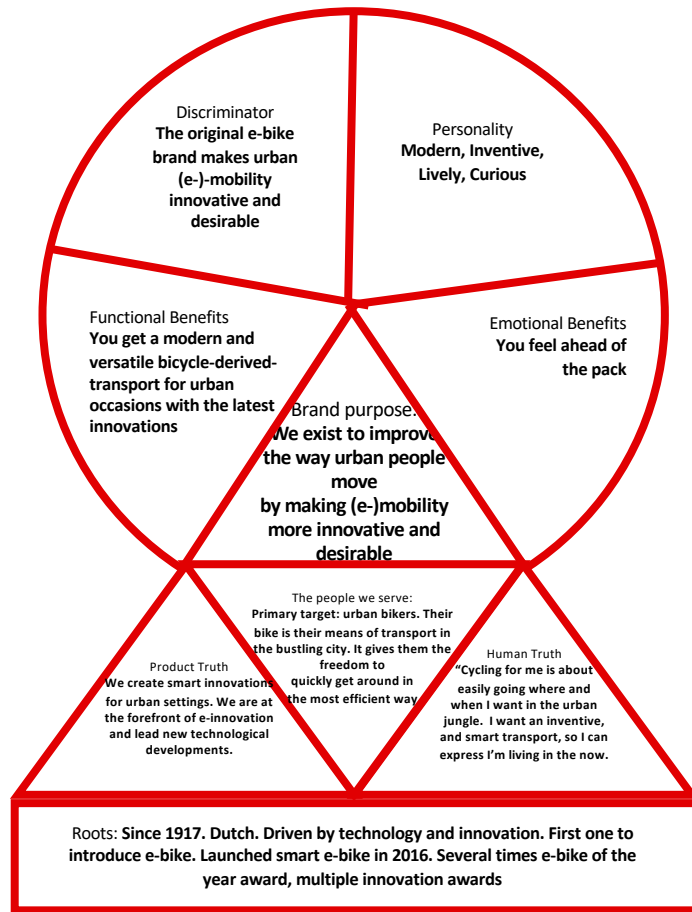


Hobby
Individual sports (swimming, athletics)
Restoring old stuff (clocks, furniture)



Sport
Van Helden Jump

Brand key









Previous brand essence:

Love Your Bike



Koga, the challenge

The current status

Koga has been able to create a distinctive image, however brand awareness should increase to make the brand less niche

The challenge

Increase the global availability of the understated design brand for cycling connoisseurs who like to spend on experiences rather than showing-off

KOGA, future's positioning

Segment

Primary target:	active leisure bikers
Secondary targets:	demanding bike lovers

Positioning

Brand essence:	Intelligent design
Brand purpose:	We exist to enable cycling connoisseurs to collect perfect memorable experiences



Endurance frame



Dutch international success



Object of desire

KOGA™

The power of Dutch Design

Good taste

For many years now, the Dutch have been using the power of design to successfully market products. But strangely enough, it seemed that other rules applied to the traditional Dutch bicycle: functionality always won over aesthetics.

This only changed with the introduction of Koga. Koga became the epitome of good taste. Minimalistic, sleek, thoughtful, coupled with the desire for perfection - that was the course with which Koga gloriously won the race. The international triumphs won by Dutch cyclists on Koga were the symbols of this.

Object

The territory that Koga claimed is a powerful foundation for the brand. Smart ideas, derived from

the fruitful collaboration between driven cyclists and top-class engineers, will further boost Koga's image. That of a world bike. Admired for its understated ingenuity. The epitome of classic simplicity and design that goes back to the essence.

All over the planet

Koga is the ambassador who spreads the legacy of Dutch design over the entire planet, especially as the ideal sporty touring bike, used to crossing entire parts of the world.

Brand purpose

We exist to enable cycling connoisseurs to collect perfect memorable experiences

KOGA™



Person: Marat Wanders (designer)

Open minded
Citizen of the world
Improve quality of life

KOGA Bike Design

Minimalistic object
Personalised
Thought-through perfection



Usage

Exploring
Active leisure
Urban footprint conscious



Individual or group?

Social animal
Communicator



Household

Liberal/ Diverse
Marital status



Profession

Architecture
Surgeon
High-tech industry



Income

Above average



Fashion

COS
Vintage sneakers
No sweatshop clothes



Car

Tesla



Vacation

Exotic bike tour in Vietnam
Biking in the Loire Valley



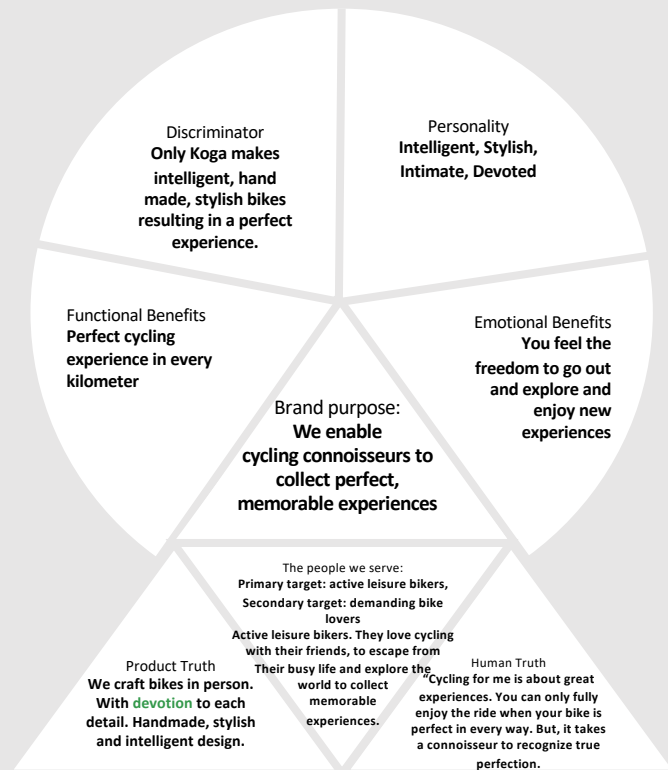
Hobby

Former's market
Cultural interests
(Holland Festival)
NRK/ Guardian



Song

R.E.M.
Shiny Happy People



Roots: Since 1974. Dutch Design. With its close connection to racing Koga is able to leverage professional knowledge and intelligent design into its product offerings to consumers. Quality products, service. Hand made in NL.

web

Visual brand audit

print



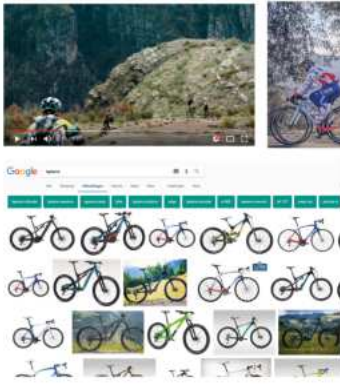
social

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advertisements

Previous brand essence:

Give the best you can thanks to a Lapierre Bike





Lapierre, the challenge

The current status

Although longstanding, the brand does not have a clear image in the market; Lapierre needs to build a strong identity in its home market in order to be able to expand to becoming a global brand

The challenge

In the global portfolio, Lapierre will be the brand that brings together a strong race heritage and elegant French design for an audience looking for a well-designed bike

Lapierre, future's positioning

Segment

Primary target:

sporty bikers

Secondary targets:

demanding bike lovers, active leisure bikers

Positioning

Brand essence:

Notable performance

Brand purpose:

We exist to make your performance outstanding



French elegance: Renault Alpine, Perrier, Clarins, Lacoste



FDJ team in Tour de France



Technique avant la lettre

LAPIERRE

Le Leader

French elegance pur sang

If there was a catwalk for cycling, it would undoubtedly be dominated by Lapierre. As a model of French elegance, the bicycle would leave the audience enchanted. Design, applied materials, subtle finishing, everything breathes temptation, distinction and harmony.

Sophisticated simplicity

Lapierre shows a world that has enough of its own beauty and grandeur.

It is the bike that seems to have everything in life. Stylish, technical, graceful: the Roger Federer, Lewis Hamilton and Thierry Henry of bikes. Natural leaders who achieve their successes almost casually and effortlessly. True ambassadors, who, despite their acquired status, have remained

faithful to inner civility and refined simplicity.

Lapierre succeeded only in that no one could have imagined when the brand was introduced in 1946: cycling, the sport of the people, French chicness.

Chapeau!

Brand purpose

To make your performance outstanding.

LAPIERRE



Person: Thierry Henry
Sublime
Gracious
Effortless



Lapierre Bike Design
French elegance
Leadership
Down to the minutest details



Usage
Cycling with friends on a regular basis
Keep oneself in shape



Individual or group?
Both



Household
Sportive batchelors
Settled down couples



Profession
Owner interior shop
Engineers
Communication industry



Income
Above average



Fashion
Lacoste
Nike
Fred Perry



Car
Citroën DS cabrio



Vacation
Attending sports events with friends (Roland Garros, FI)
Stays in design hotels



Hobby
Design museum (Ferrari)
Watching sports on TV
Fitness



Song
Tour de France
Kraftwerk

LAPIERRE



Roots: The company was founded 1946 by Gaston Lapierre in Dijon. Strong heritage of craftsmanship and know how and design over 70 years. Rooted in cycling sports, assembled in France. The hexagon used in the logo resembles the harmony and balance of this brand

Brand key