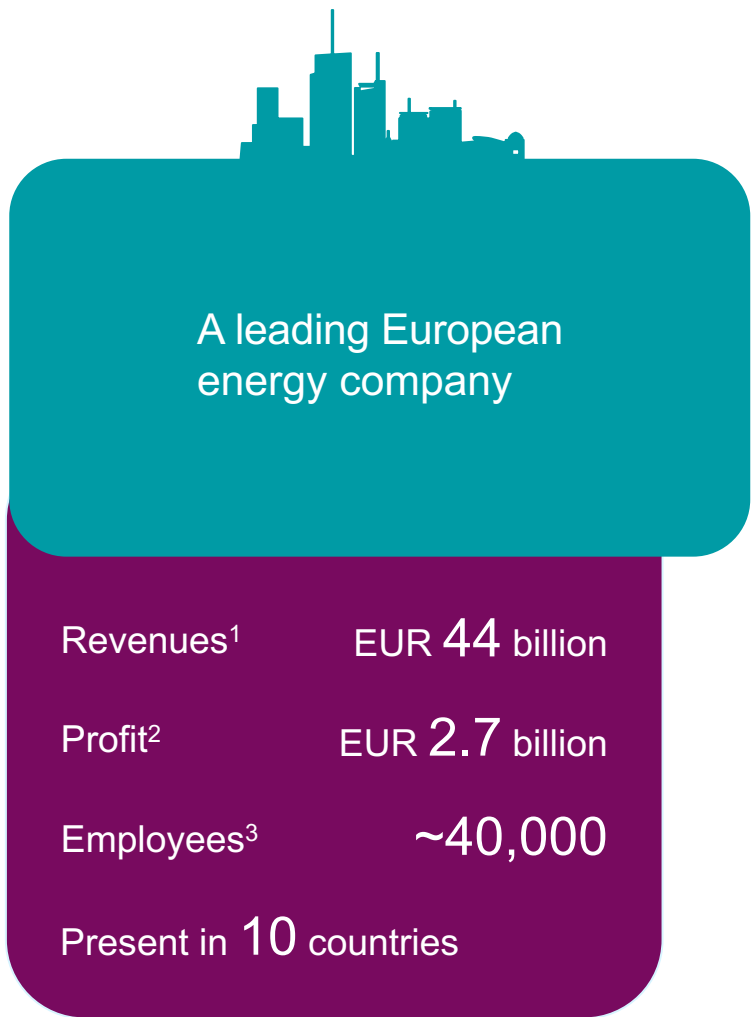


How we helped an incumbent Energy player to become the leading brand in its industry and beyond

EnergyCo: initial situation – external pressures due to energy transition and gap between brand promise and perception



Initial situation and reason for project

Energy transition had a major impact on EnergyCo

EnergyCo, largest operator of coal power plants and is perceived as a heavy polluter of the environment – the nuclear phase-out is also negatively affecting business

Brand promise ≠ brand experience

Customers have no perception of the EnergyCo brand promise "reliable", "future-oriented", "efficient" because the products and customer experience are extremely outdated

"NewCo" carve-out

Hence the decision in favor of radical change to the business model by spinning "Retail", "Grids", and "Regenerative Energies" out into a new company with a new brand

Objective: create a 21st-century energy company

¹ External turnover 2016

² EBIT 2016

³ Status 2016

We did a thorough stakeholder analysis to derive "motivators" for the new brand



Stakeholder

Regulators

Customers

Partners

6 motivators

- ①

Global carbon footprint
- ②

Decentralisation
- ③

Digital Age
- ④

New Arena
- ⑤

Authenticity
- ⑥

User Empowerment

Motivators were translated into a three-part mission statement



6 motivators

- ①

Global carbon footprint
- ②

Decentralisation
- ③

Digital Age
- ④

New Arena
- ⑤

Authenticity
- ⑥

User Empowerment

3 part mission statement

- We are committed to **creating a sustainable energy system** for new generations to live in a world worth having
- We are a fast-moving company, committed to **radical innovation and playing to win** in an ever-changing game of business and market development
- We are committed to **inspiring people**, offering solutions beyond their current needs and expectations and **marketing their lives easier**

Now, it's up to you...



**Next task: What should be the
brand statement of client?
And why?**



**"Our planet will be a better place,
when we create a sustainable world
in which client inspires how people
live and work"**

To give you the full picture of our 6-3-1 logic: Motivators and mission statement were translated into the brand belief



6 motivators

- ①
Global carbon footprint
- ②
**Decentrali-
sation**
- ③
Digital Age
- ④
New Arena
- ⑤
Authenticity
- ⑥
**User
Empower-
ment**

3 part mission statement

- We are committed to **creating a sustainable energy system** for new generations to live in a world worth having
- We are a fast-moving company, committed to **radical innovation and playing to win** in an ever-changing game of business and market development
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1 brand belief

"Our planet will be a better place, when we create a sustainable world in which client inspires how people live and work"

Now, it's up to you...



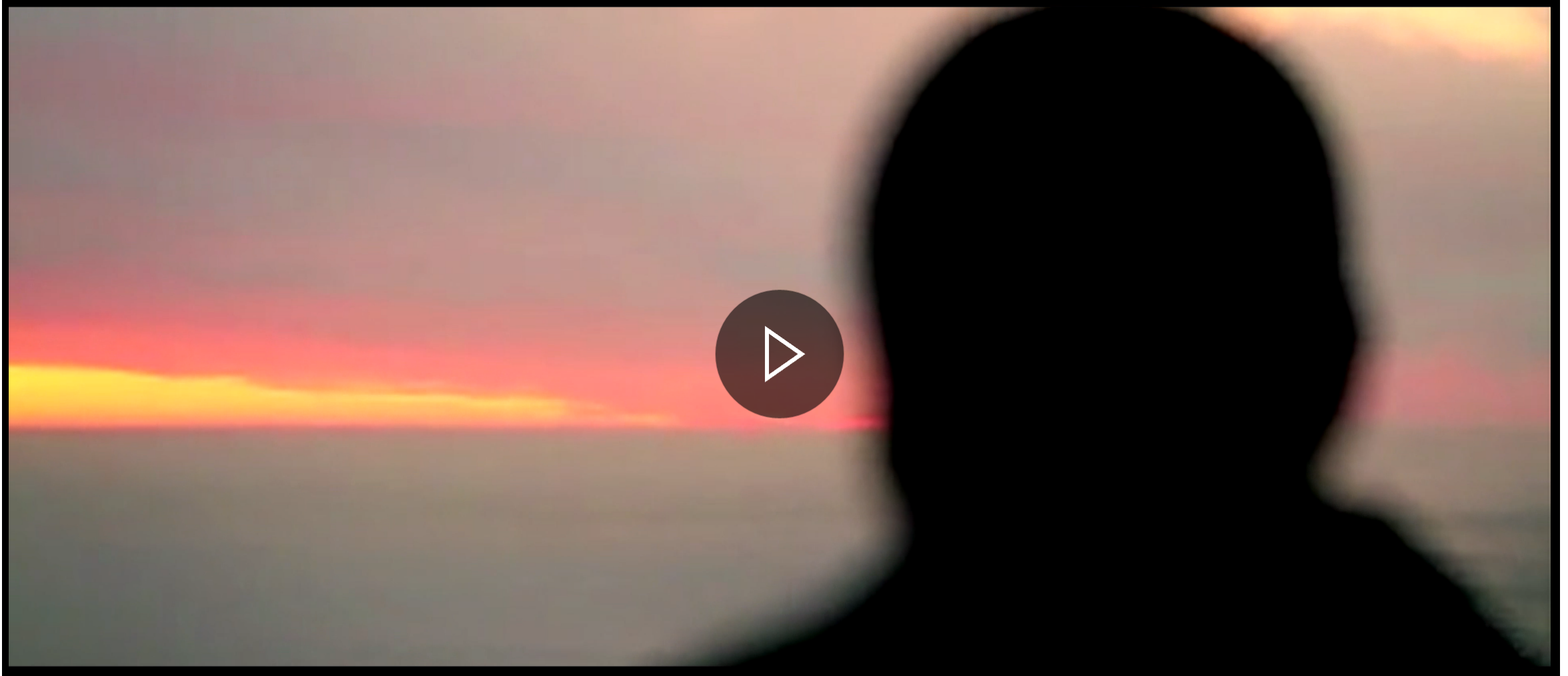
**Once we had successfully developed the
brand, we were wondering what's the
next thing that we now should tackle?
What would you do?**

The brand was introduced to the broad public with a well-orchestrated three-phase campaign approach



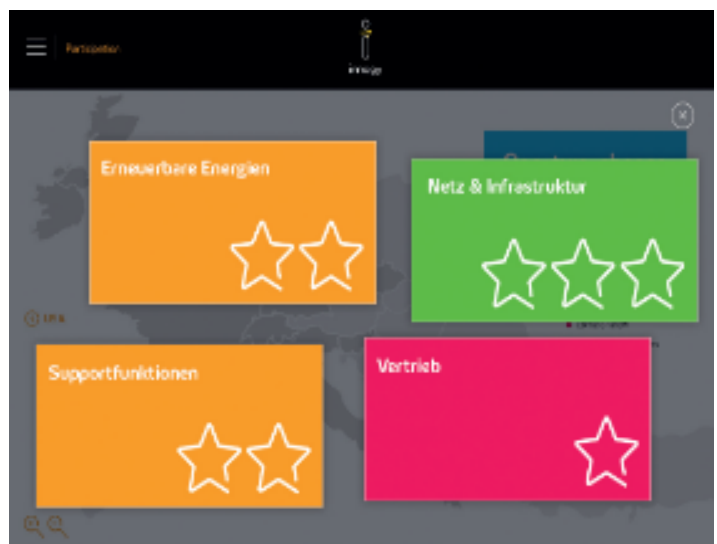
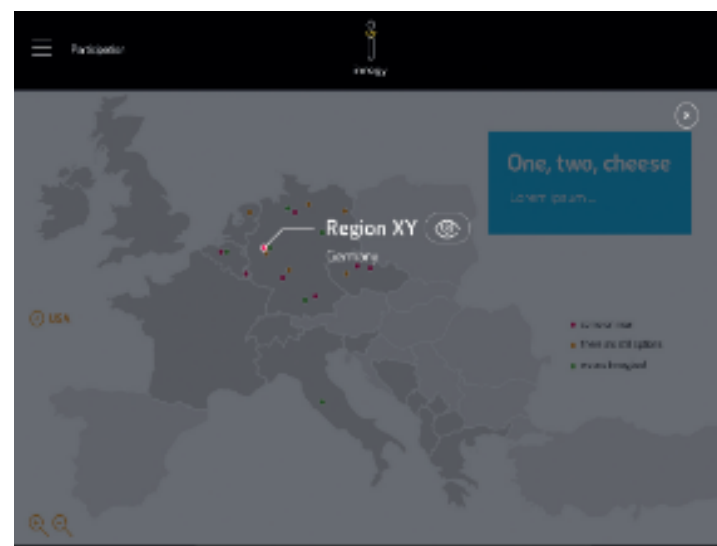
The brand introduction was a huge success achieving more than 70% aided brand awareness in the home region and 36% nation-wide after 5 months

The launch campaign was centered around the theme of #restart



Internal activation – taking all employees from “knowing” to “promoting” the new brand

Brand Engagement Tracker



Brand Engagement Tracker builds on the outcomes of Brand Workshops

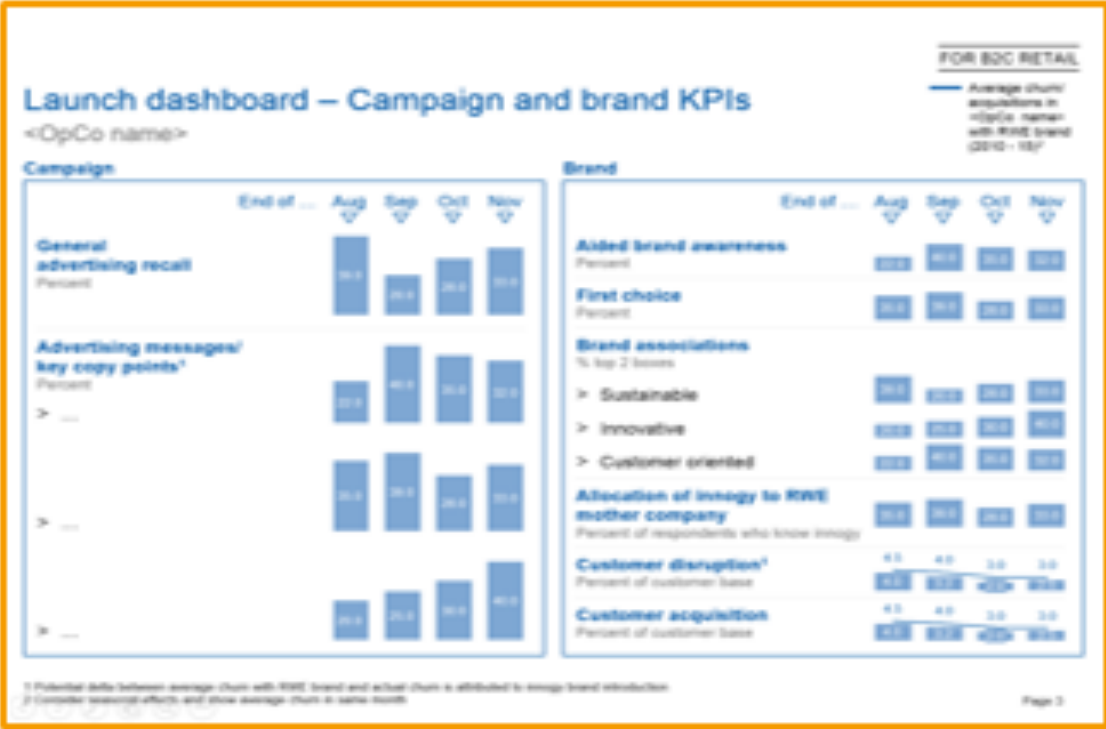
Interactive platform allows playful tracking of participation of teams

Teams can upload material and photos from Brand Workshops

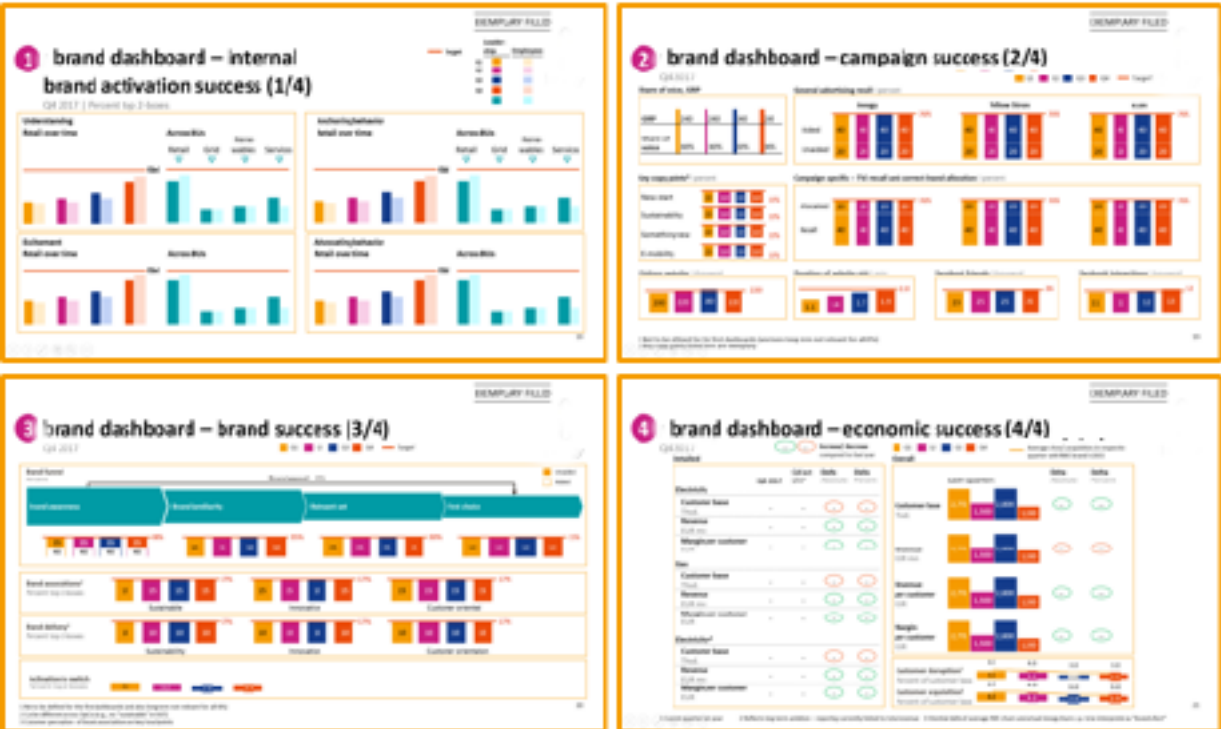
Brand delivery assurance – monitor and steer the brand for long-term success



Launch dashboard



Long-term dashboard



Weekly

Temporary

Lean

Quarterly

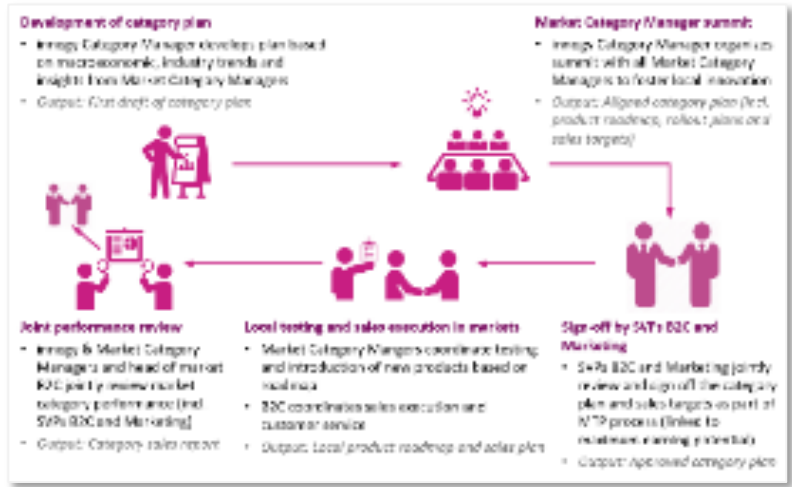
Permanent

Comprehensive

We continued to work on brand delivery – long-term implementation initiatives how to deliver the new brand in the future

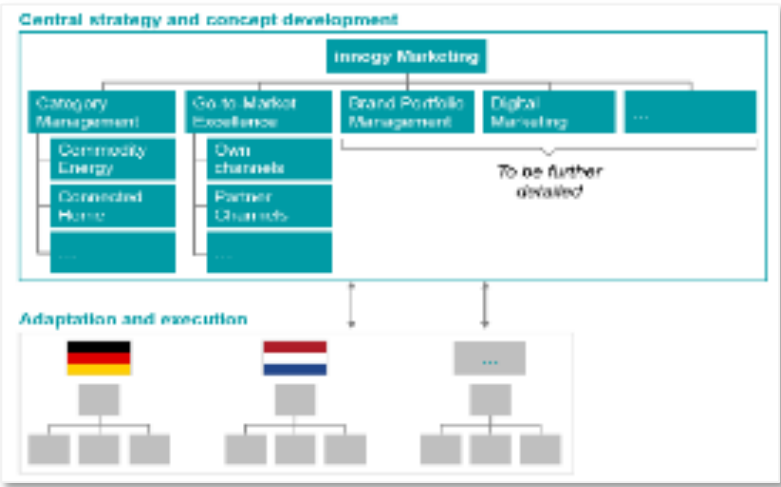


Category Management



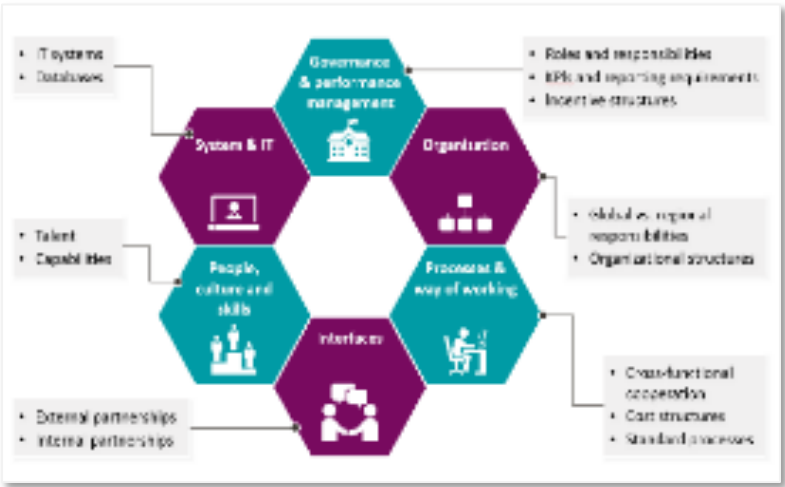
Set-up of dedicated teams to define and drive product innovations and go-to-market in focus product categories

Marketing Function



Definition of a central marketing organization including new marketing functions to build and roll-out new capabilities

New operating model



Design of a new operating model for marketing to define interfaces, split of responsibilities etc.

Summarizing our client case in 30 seconds



External challenges affecting the industry

- ①

Global carbon footprint
- ②

Decentralisation
- ③

Digital Age
- ④

New Arena
- ⑤

Authenticity
- ⑥

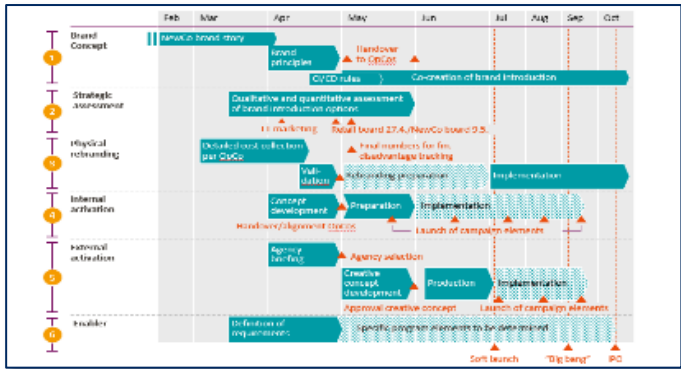
User Empowerment



Big creative idea and brand world



Implementation plan and campaign



Impact

Built a new brand for 23mn customers "from scratch" in about 6 months from idea to external and internal campaign launch

On track to reach **50% brand awareness after just 6 months** combined with the desired brand image perception

Biggest IPO in Europe for the last decades (~20 EUR bn market value, compared to 10 EUR bn of X previously, exceeding initial expectations by 20%)