

Brand Transition Guide

Regional Market Leader (RML) – fast track

Brand Architecture

COWI is incorporating acquired companies into the COWI Brand architecture according to the COWI Strategy. This Brand Transition Guide is an illustrative overview of the transitions which acquired companies defined as a Regional Market Leader (RML) will go through in the fast track brand transition process. For a specified plan of all the activities in the brand transition process, see the 'Brand Transition Checklist for Regional Market Leader (RML) – fast track'.

Brand transition for RML companies – fast track

The duration of the RML fast track brand transition is max. six months, divided into an Interim Phase and a Campaign Phase each lasting three months. Within six months the acquired company will transit twice as

shown in the Brand Architecture Map below and the company will carry out a PR campaign to announce the acquisition to the market.

Brand Architecture Map

The Brand Architecture Map is divided into four levels:

- Mother
- Mother-Daughter
- Daughter-Mother
- Daughter

The RML company start as a Daughter brand and moves through the Brand Architecture Map to become a COWI Mother brand.

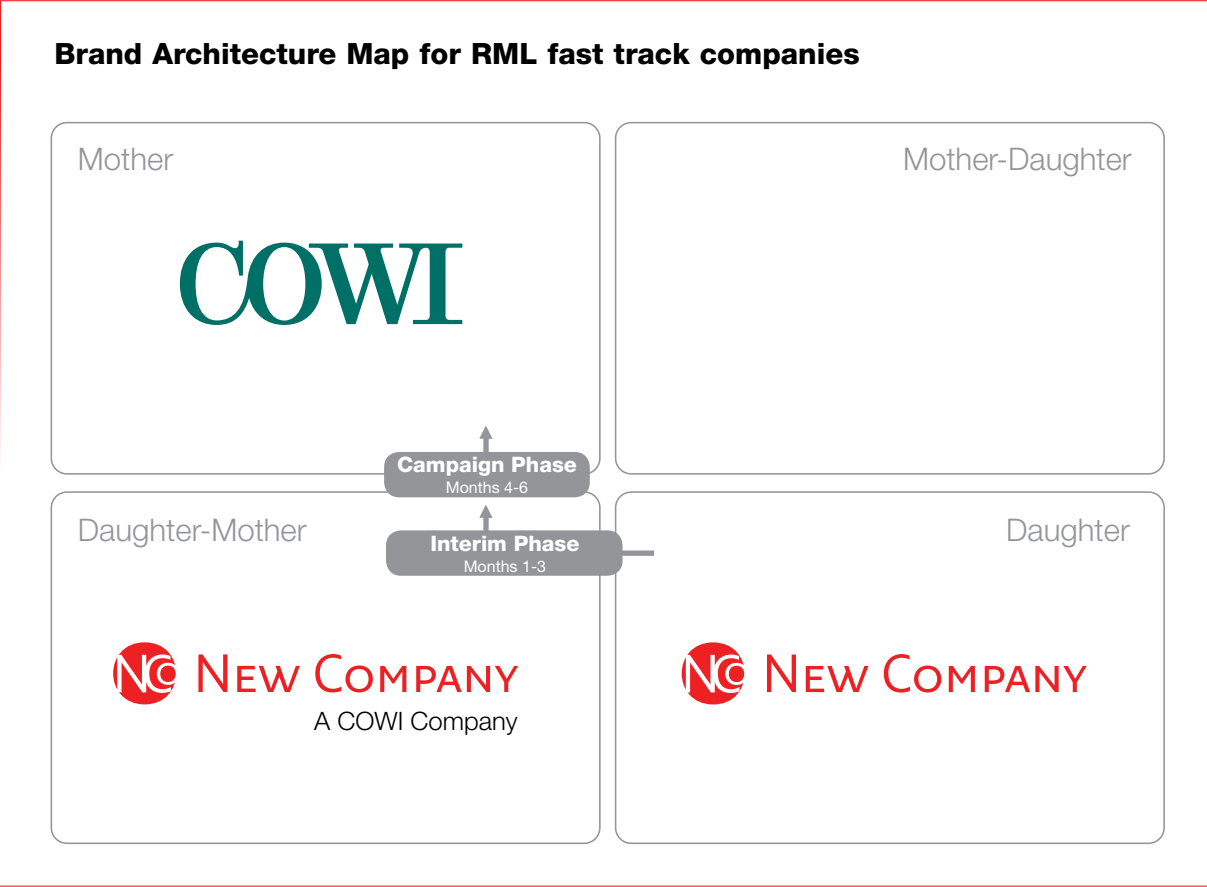


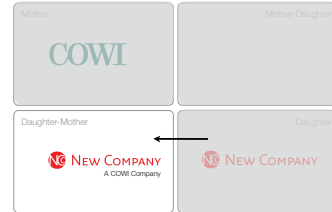
Illustration of how a RML company moves from Daughter level to Mother level in the Brand Architecture Map. Duration max. 6 months.

Interim Phase

Month 1-3

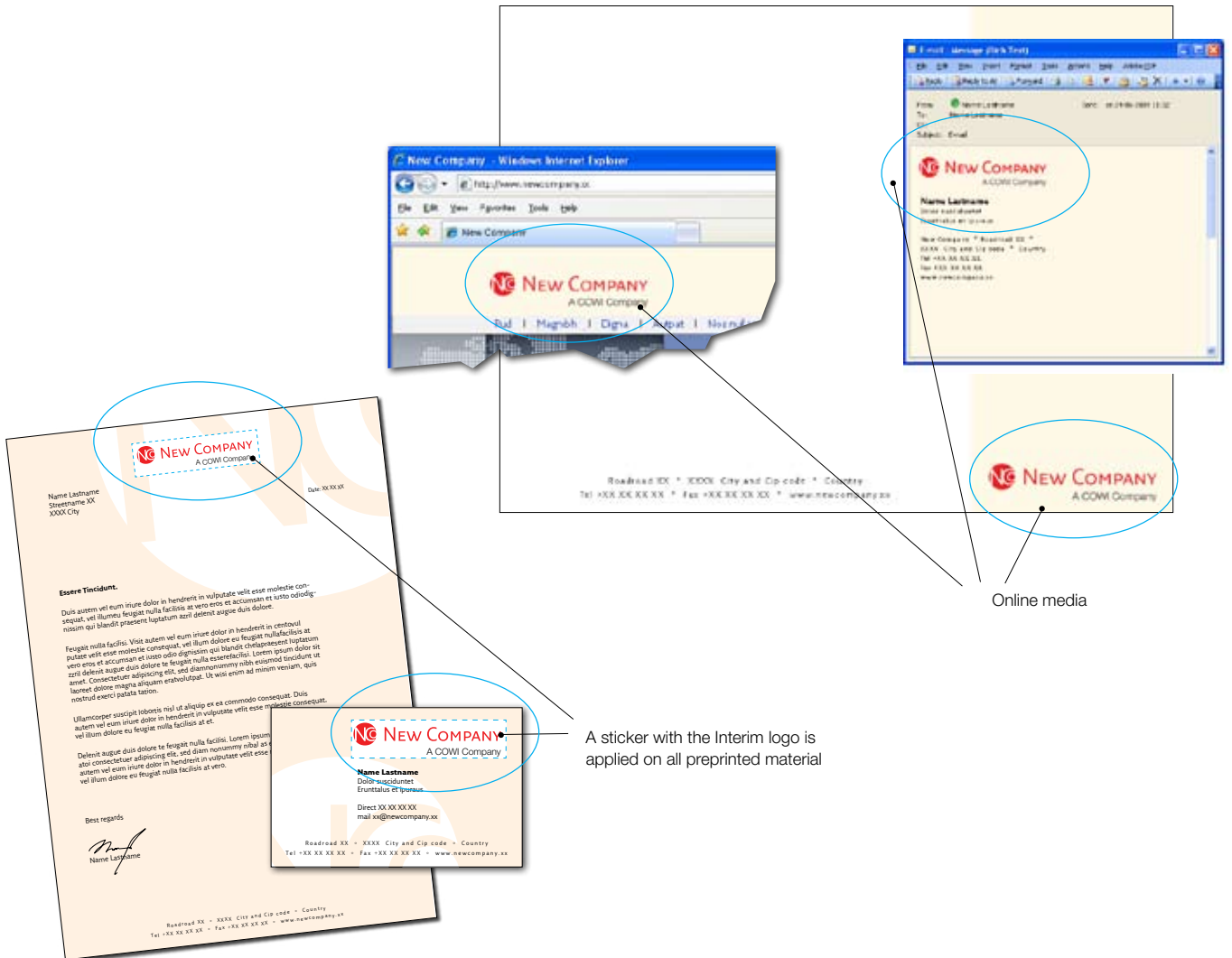


On the first day of the acquisition the company transits from the Daughter level to the Daughter-Mother level, illustrated in the Brand Architecture Map, and begins the Interim Phase (see timeline above). For a specified plan of the activities in the Interim Phase, see the 'Brand Transition Checklist for Regional Market Leader (RML) – fast track'.



Interim visual identity

Within the first three months from the acquisition, an Interim logo must replace the original company logo on all materials including online and offline media. An Interim logo is the combination of the original company logo and the tagline 'A COWI Company' (see illustration to the right). If the materials are preprinted, a sticker with the Interim logo is applied (see illustrations below).

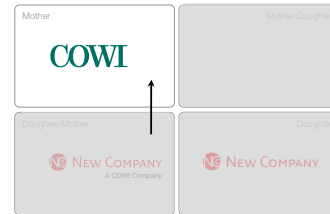


Campaign Phase

Month 4-6



In the last three months of the brand transition process, the company transits from the Daughter-Mother level to the Mother level, and has a full COWI visual identity (see the Brand Architecture Map to the right). Within six months of the acquisition, a PR campaign launch is mandatory (see timeline above). The campaign is carried out to secure the information about the acquisition to the market. For a specified plan of the activities in the Campaign Phase, see the 'Brand Transition Checklist for Regional Market Leader (RML) – fast track'.



COWI

Full COWI visual identity

In the Campaign Phase a full COWI visual identity is mandatory. Stickers are not an option in this phase (see illustrations below).

This block contains several illustrations of the COWI visual identity in use:

- Online media:** A screenshot of the COWI website in a browser window, showing the logo and navigation menu. Next to it is a screenshot of an email client showing an email with the COWI logo and contact information.
- Offline Materials:** A document with the COWI logo and contact information, and a business card with the COWI logo and contact information.
- Van:** A white van with a green COWI logo and text on the side.